

NOTICE OF MEETING

ORDINARY COUNCIL

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

Tuesday 23 November 2021 at 5.30pm

MARK R NEWMAN
Chief Executive Officer
18 November 2021

AGENDA

1. OPENING OF MEETING AND ANNOUNCEMENT OF VISITORS

2. ACKNOWLEDGEMENT OF COUNTRY

3. APOLOGIES

4. IMPORTANT NOTE

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

5. ANSWERS TO QUESTIONS TAKEN ON NOTICE

Refer Attachment 5.1 (page 4)

6. PUBLIC QUESTION TIME

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

7. AMENDMENT TO STANDING ORDERS

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

8. PUBLIC STATEMENT TIME

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

9. LEAVE OF ABSENCE REQUESTS

Councillor A Zilani: 9 – 20 December 2021, inclusive

Councillor P Jackson: 12 November 2021 to 31 January 2022, inclusive

10. PETITIONS**11. PRESENTATIONS**

Mosquito Management Annual Report 2020/21

12. DEPUTATIONS

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

13. CONFIRMATION OF MINUTES

13.1 Ordinary Council Meeting: 26 October 2021

Minutes available on the City's website via mandurah.wa.gov.au/council/council-meetings/agendas-and-minutes

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

16.1 Questions of which due notice has been given

16.2 Questions of which notice has not been given

17. BUSINESS LEFT OVER FROM PREVIOUS MEETING**18. RECOMMENDATIONS OF COMMITTEES**

18.1 Adoption of Recommendations of the Audit and Risk Committee Meeting: 8 November 2021

<i>Minute</i>	<i>Item</i>	<i>Page No</i>	<i>Interests Declared / Additional Information</i>
AR.2/11/21	Operational Internal Audit Plan 2020/2021: Occupational Safety and Health Audit June 2021	5 – 7	
AR.4/11/21	Crisis Governance Review: COVID-19	8 - 10	
AR.5/11/21	Service Review Framework	11 - 25	

19. REPORTS

No.	Item	Page No	Note
01	Financial Report October 2021	26 – 57	Absolute Majority Required
02	Disposal: Cicerellos Alfresco Dining Licence	58 – 62	
03	Mosquito Management Annual Report 2020/21	63 – 78	
04	Elected Member Appointment to Advisory and External Groups	79 – 106	Absolute Majority Required
05	Tender 14-2021 Provision of Traffic Management	107 – 109	
06	WA Heritage Council, Fisheries Boatshed Mandurah	110 – 114	
07	Commercial Sponsorship: Peel Thunder Football Club	115 - 119	
08	Active Recreation Reserve Advertising Signage Policy	120 - 128	
09	Halls Head Croquet Club Funding for Accessibility	129 – 132	
10	Murdoch University Scholarship Grants	133 - 141	
11	Waste Services Alliance: Extension of Contract	142 – 147	
12	Strategic Waste Plan 2020 - 2025: Amendments	148 – 233	
13	Waterfront Project Naming: Western and Eastern Foreshores	234 – 262	
14	WALGA Energy Sustainability and Renewables Project	263 – 270	
15	Remedial Repair Works to the MARC Roof	271 – 275	Absolute Majority Required
16	Peel CCI Sponsorship 2021 – 2022	276 - 282	

20. MOTIONS OF WHICH NOTICE HAS BEEN GIVEN**21. NOTICE OF MOTIONS FOR CONSIDERATION AT THE FOLLOWING MEETING****22. LATE AND URGENT BUSINESS ITEMS****23. CONFIDENTIAL ITEMS****24. CLOSE OF MEETING**

ATTACHMENT 5.1

RESPONSE TO QUESTIONS TAKEN ON NOTICE AT THE COUNCIL MEETING HELD ON TUESDAY, 26 OCTOBER 2021

6.1 L POLICE: MANDJAR MARKETS

Ms Police asked the following questions.

1. Has there been any feedback from the “bricks and mortar” businesses on Mandurah terrace now that Mandjar markets location has been moved away from them on the Eastern Foreshore?
2. Are the Councillors aware that the “Monthly Market Trail in Mandurah” is not taking place now?

City of Mandurah Response

1. *With the market season only commencing in October, City officers have not sought any direct feedback from bricks and mortar businesses at this time.*
2. *City officers have informed Elected Members of the various challenges in attracting new market providers for the 2021/22 season. As a result, it has been proposed that the ‘Monthly Market Trail’ project be postponed until the 2022/23 summer period.*

1	SUBJECT:	Operational Internal Audit Plan 2020/2021: Occupational Safety and Health Audit June 2021
	DIRECTOR:	Business Services
	MEETING:	Audit and Risk Committee
	MEETING DATE:	8 November 2021

Summary

In accordance with the Operational Internal Audit Plan 2020/2021, the City of Mandurah (City) completed an Occupational Safety and Health internal audit in June 2021.

The Audit and Risk Committee is requested to receive the Auditor's Report (Confidential Attachment 1.1) and note the Audit Monitoring Report (Confidential Attachment 1.2) and make a recommendation to Council accordingly.

Disclosure of Interest

Nil

Previous Relevant Documentation

AR.8/5/20	19 May 2021	Adopt Strategic Internal Audit Plan and auditable areas for 2020/21
G.11/3/19	26 March 2019	Endorse three year Strategic OSH Plan 2019-2022 and note OSH Key Performance Indicators
G.30/3/16	22 March 2016	Endorse three year OSH Plan

Background

At the Audit and Risk Committee of 19 May 2020, the Committee considered the auditable areas to be included as part of the three-year Strategic Internal Audit Plan (SIAP). The SIAP provides an outline of the areas the City considers to be a priority for review, using a risk-based approach and is based on a risk assessment of the City's key strategic and operational areas to determine the appropriate timing and frequency of coverage of each of these areas. At the same meeting the Operational Internal Audit Plan 2020/2021 was also supported, which sets out the audits to be conducted over the 12 month period.

Occupational Health and Safety was selected as an auditable area for the 2020/21 Operational Internal Audit Plan. The purpose of this audit was to undertake a review of the City's occupational safety and health system and to provide an update on the progress of the three Year Strategic OSH Plan. This audit was utilised to review the process of managing City volunteers, in particular volunteer Fire Fighters.

Comment

To ensure that the 2021 review was delivered objectively, the City procured the services of Local Government Insurance Services to undertake the audit on behalf of the Chief Executive Officer (CEO).

The review included the five following areas:

- Management and commitment
- Planning
- Consultation and reporting
- Hazard management; and
- Training and supervision

Elements evaluated during the review included:

- Documents
- Workplace inspections
- Safety observations
- Interviews with workers and management

The auditor's recommendations are outlined in Confidential Attachment 1.1.

Action Plan

The detailed City response to the internal auditor's recommendations is outlined in the Audit Monitoring Report. This plan sets out the actions and due dates.

Reporting and Monitoring

Reporting on the progress of the implementation of the improvements will be undertaken as part of the City's established Internal Audit Function. A Strategic Internal Audit Monitoring Report is provided to the Audit and Risk Committee on a quarterly basis to enable the Committee to review and monitor the City's implementation to improve controls and systems.

Statutory Environment

Nil

Policy Implications

Strategic Internal Audit Plan 2020/21 -2022/23
Operational Internal Audit Plan 2020/21
Operational Internal Audit Plan 2021/22
Internal Audit Manual
Relevant CEO Policies and Council Policies

Financial Implications

The cost of the external auditor review was \$12,500.

Risk Analysis

Reviews conducted by external auditors mitigate and reduce the likelihood of a risk event occurring. This is one of the preventative controls that is implemented and forms part of entire suite of audits and controls of the systems and procedures that is carried out at the City to avoid a risk event occurring.

Strategic Implications

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

Organisational Excellence:

- Build and retain a skilled, agile, motivated and healthy workforce.
- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.

Conclusion

The review of the appropriateness and effectiveness of the occupational safety and health system provides an opportunity to identify and implement improvements. Significant progress has been made in the last six years to improve controls. City officers have been reviewing existing procedures and documenting processes as the implementation of the new corporate business system continues. All actions will be included in the Strategic Internal Audit Plan Monitoring Report in future Audit and Risk Committee meetings until they have been completed.

NOTE:

- Refer **Confidential Attachment 1.1** *Auditors report*
Confidential Attachment 1.2 *Audit monitoring report*

Officer Recommendation

That the Audit and Risk Committee recommend that Council:

1. Receive the Auditor's Report as detailed in Confidential Attachment 1.1.
2. Notes the improvement actions to be undertaken as detailed in Confidential Attachment 1.2.

Committee Recommendation

That the Audit and Risk Committee recommend that Council:

1. **Receive the Auditor's Report as detailed in Confidential Attachment 1.1.**
2. **Notes the improvement actions to be undertaken as detailed in Confidential Attachment 1.2.**

3	SUBJECT:	Crisis Governance Review: COVID-19
	DIRECTOR:	Business Services
	MEETING:	Audit and Risk
	MEETING DATE:	8 November 2021

Summary

In accordance with the Operational Internal Audit Plan 2020/2021, the City of Mandurah (City) has completed an external desktop review of its governance, systems, controls and response to the COVID-19 pandemic.

The purpose of the review was to verify the extent which the City's Local Emergency Management Arrangements (LEMA) and response to the COVID-19 pandemic are in alignment with contemporary better practice, the terms of relevant statutory requirements, government guidelines and the City's policies and procedures. The review indicated that the "LEMA plans are largely consistent with the State Emergency Management Committee (SEMC) LEMA Guidelines and Model".

The Audit and Risk Committee is requested to:

- 1 Endorse the Crisis Governance Review findings as detailed in *Confidential Attachment 3.1*.
- 2 Notes the improvement actions to be undertaken as detailed in *Confidential Attachment 3.2*.

Disclosure of Interest

Nil

Previous Relevant Documentation

G.16/10/20	27 October 2020	COVID -19 Preliminary Review and Planning
G.3/9/20	22 September 2020	Strategic Internal Audit Update and Progress Update on Regulation 17 Review
G.12/5/20	26 May 2020	Strategic Internal Audit Plan 2020/21 – 2022/23

Background

At the Audit and Risk Committee meeting on 19 May 2020, the Committee considered the auditable areas to be included as part of the three-year Strategic Internal Audit Plan (SIAP). The SIAP provides an outline of the areas the City considers to be a priority for review, using a risk-based approach and is based on a risk assessment of the City's key strategic and operational areas to determine the appropriate timing and frequency of coverage of each of these areas. At the same meeting the Operational Internal Audit Plan 2020/2021 was also supported, which sets out the audits to be conducted over the 12 month period.

Comment

To ensure that the 2021 Review was delivered objectively, the City engaged a risk, assurance and business continuity specialist to undertake the audit on behalf of the Chief Executive Officer (CEO). The Crisis Governance Review forms part of the Operational Internal Audit Plan 2020/2021 that was endorsed by the Audit and Risk Committee in May 2020.

The review included the following areas:

1. The contents of the Local Emergency Management Plan (LEMP), including the General Plan, Local Recovery Plan and Vulnerable Communities Plan.
2. The contents of the City of Mandurah Pandemic Plan, including testing whether there was sufficient evidence of the documentation relating to the management structure, decisions and oversight during the pandemic reflects the contents of this plan.
3. Whether the decision-making processes, the Delegations Register and financial authorisations supported the response to the extent that can be evidenced through the documentation provided.
4. The effectiveness of emergency communications for internal / external stakeholders to the extent that can be evidenced through the documentation provided.

The Reviewers' recommendations are outlined in *Confidential Attachment 3.1*.

Action Plan

The detailed City response to the reviewers' recommendations is outlined in the Audit Monitoring Report (*Confidential Attachment 3.2*). This plan sets out the action and due date. All actions have commenced by City officers.

Reporting and Monitoring

Reporting on the progress of the implementation of the improvements will be undertaken as part of the City's established Internal Audit Function. A Strategic Internal Audit Monitoring Report is provided to the Audit and Risk Committee on a quarterly basis to enable the Committee to review and monitor the City's implementation of the improved controls and systems identified.

Statutory Environment

The Local Government Act 1995 and Emergency Management Act 2005 sets out the framework of responsibilities and governance practices within a crisis/emergency situation.

There is a range of legislation, policy and best practice guidelines that underpin the various elements of emergency management. These are detailed in Annex 1 of *Confidential Attachment 3.1*.

Policy Implications

- Strategic Internal Audit Plan 2020/21 - 2022/23
- Operational Internal Audit Plan 2020/21
- Internal Audit Manual
- Relevant CEO Policies and Council Policies

Financial Implications

The cost of the external auditor review was \$6,916 (ex GST). Labour costs in the facilitation of the audit was managed within existing budgets.

Risk Analysis

Reviews conducted by external reviewers mitigate and reduce the likelihood of a risk event occurring that may impact the City's ability to respond effectively in a crisis/emergency. This is one of the preventative controls that is implemented and forms part of entire suite of audits and controls that is carried out at the City to avoid a risk event occurring.

Strategic Implications

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

Organisational Excellence:

- Build and retain a skilled, agile, motivated and healthy workforce.
- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.

Conclusion

The review of the appropriateness and effectiveness of the City's governance, systems, controls and response to the COVID-19 pandemic, provides an opportunity to identify and implement improvements.

Significant progress has been made in the last 12 months to improve controls. City officers have been reviewing existing procedures and documenting processes as the implementation of the new corporate business system continues. All actions will be included in the Strategic Internal Audit Plan Monitoring Report in future Audit and Risk Committee meetings until they have been completed.

NOTE:

- Refer *Confidential Attachment 3.1* Auditors Report
Confidential Attachment 3.2 Audit Monitoring Report

Officer Recommendation

That the Audit and Risk Committee recommend that Council:

- 1 Endorse the Crisis Governance Review – COVID-19 as detailed in Confidential Attachment 3.1.
- 2 Notes the improvement actions to be undertaken as detailed in Confidential Attachment 3.2.

Committee Recommendation

That the Audit and Risk Committee recommend that Council:

- 1 Endorse the Crisis Governance Review – COVID-19 as detailed in Confidential Attachment 3.1.**
- 2 Notes the improvement actions to be undertaken as detailed in Confidential Attachment 3.2.**

4	SUBJECT:	Service Review Framework
	DIRECTOR:	Strategy and Economic Development
	MEETING:	Audit and Risk Committee
	MEETING DATE:	8 November 2021

Summary

The City of Mandurah (City) delivers a range of services to meet the needs of the community. These services include external services such as Libraries, Recreation Centres, Rangers etc and internal services such as Building Services, Planning Services, Finance and Governance etc.

The operating environment of a local government can change as a result of a variety of situations including increasing financial pressures, State and Federal Government policy changes, new legislation, environmental factors such as climate change, new developments in technology, customer preferences in service delivery, changing community needs and changing demographics etc.

The City has continually undertaken service reviews to ensure that the services delivered meet the needs of the community and the City operates efficiently and effectively. However, the City has not had a formal framework to undertake these reviews in the past.

In an effort to ensure all service reviews undertaken by the City follow a systematic and evidence-based approach to create consistency, transparency and benefit realisation, officers have now prepared a draft framework for Council's consideration.

Disclosure of Interest

N/A

Previous Relevant Documentation

N/A

Background

The City has undertaken a range of service reviews since 2011. The number increased during the 2013-14 period when the City faced significant financial challenges particularly from the loss of revenue. The initial assessment of areas to review was undertaken using the publicly available principles of the Australian Business Excellence Framework (ABEF) as a desktop exercise to identify the relevant service areas. Risk and Community Perception results were added as elements in considering what areas to review with the assessment completed at an activity level rather than business unit level.

Outlined below is a summary of the service areas that have been reviewed since 2011;

Prior to 2015

- Organisational Development / Human Resources
- Systems & Technology
- Administration functions
- Youth Development
- Visitors Centre operations – The review in particular focused on the need for the Visitor Centre operations at the train station.

2015/16

- Cemetery operations

- **Operation Services**
In 2015, a review of City Parks, City Works and City Build were undertaken by an external consultant. This formed the basis of the major operational changes that have been made to the City's Operation Services. A subsequent internal review was also undertaken of City Fleet.

2018/19

- **Recreation Centres**
A review of Recreation Centres was conducted internally with the development of a business improvement plan being endorsed by Council. A subsequent review recommended the closure of Halls Head Recreation Centre as a fully staffed Recreation Centre.
- **Festivals & Events, Arts & Culture and Community Development**
A review of Festivals & Events, Arts & Culture and Community Development Business units were undertaken by an independent officer (employed directly by the City) with recommendations subsequently approved by Council.
- **Elected Member Support**
A review of Elected Member Support was undertaken with the subsequent recommendations endorsed by Council in early 2019 and a new structure put in place.

2019/20

- **Governance Services**
- **Organisational Development / Human Resources**
In both instances, an internal review was completed with a revised team structure put in place.

2020/21

- **Information Management**
- **Building Services**
- **City Centre functions**
- **MARC**

The reviews of Building Services, the City Centre functions and the MARC were undertaken during the 2020/2021 financial year, as set out in Chief Executive Officer's (CEO) KPIs. The first two of these reviews were successfully completed and reported to Council, with the MARC review still to be finalised.

In the annual setting of the CEO's KPIs, two elements regarding service reviews were highlighted;

1. Complete three service level reviews per year and present recommendations
2. Develop a business unit review plan for the next three years

After much consideration and through discussions with Elected Members on how to treat individual service reviews, it was decided that a Business Unit / Service Review Framework was required before a Review Plan could be developed.

2021/22

This financial year, the City has undertaken functional/delivery reviews of the Built and Natural Environment and Economic Development (now renamed - Transform Mandurah) teams.

Comment

In the development of the draft Service Review Framework, officers conducted research across a number of other local governments (in Western Australia and other parts of Australia). The key findings from this research was as follows;

- The majority of local governments contacted, seem to not have a framework or formal system, or are currently in the process of developing one.
- The reviews to be undertaken are generally determined by CEO or Council and are ad hoc in nature.
- Most are linked to the annual budget or business planning process.
- The trend is to undertake service planning rather than business planning (i.e. preparation of detailed plans for each service delivered as opposed to the preparation of a plan for a Business Unit as a whole).
- A few examples of the approaches taken by local governments include;
 - A “Test for ripeness” is undertaken (ratings based on a predefined matrix), discussed with relevant service managers, presented to the Executive Leadership Team (ELT) and then Council to arrive at the list of services to be reviewed. A Business Transformation Team undertakes reviews. A Service Planning Working Group provides advice and guidance, and ELT and Council endorse the review plan and review results.
 - An annual corporate planning process has been established for all Directorates and Teams to review their services and in doing so, identify and recommend efficiencies / improvements in service delivery to align with the changing needs of its community.
 - A service review is usually initiated by the CEO, Directors or as requested by Elected Members. The City is moving towards Service Planning rather than Business Planning. If and when Elected Members request a review of a particular service, then a deep dive review is undertaken based on the SmartGov process and Australian Centre of Excellence Framework.
- The level of Elected Member involvement varied across the board.
- Reporting of outcomes varied from all details being presented to Elected Members, to only presenting significant changes.
- The following approach had been identified by The City of Greater Bendigo through research undertaken into other local governments.
reviews being categorised into three levels;
 1. Cross functional intensive review (e.g. deciding continuation or discontinuation of a service) – External Consultant involved.
 2. Medium level – review a component of a larger service like early years program where the process, systems, people are reviewed. These are undertaken internally but facilitated like a project.
 3. Process improvement - Lean, 5S, Value Stream Mapping etc. These are undertaken internally.

Research revealed a wide range of different approaches taken by the various local governments. Of these different approaches, aspects seen best suitable for the City have been identified and aligned to the Australian Centre of Excellence Framework to develop a draft framework for the City.

It is proposed that three reviews (one large scale, one medium scale and one small scale as defined within the framework), be undertaken during a financial year in order to manage their resource impact on the City.

Next Steps

Subject to the Service Review Framework being supported;

- Prepare individual Service Plans for the organisation in the 2021/22 financial year
- Identify priority review areas for 2021/22 and 2022/23 in line with the proposed framework.

Consultation

N/A

Statutory Environment

N/A

Policy Implications

N/A

Financial Implications

The actual undertaking of the service reviews will incur and/or save costs and/or improve the financial position of the City depending on the service area and type of review to be undertaken.

Risk Analysis

If implemented incorrectly, the Service Review Framework risks are;

- Employee resistance to periodic reviews due to potential changes in employment conditions
- Being viewed as individual / team capabilities being questioned
- Resource reduction as a result of review turning out to be temporary (ie. review undertaken during a period of low activity levels resulting in resource reduction, but activity levels pick up subsequently, requiring more resources).

Strategic Implications

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

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.

Conclusion

The City has been regularly reviewing different areas of its business since 2011. The review areas have come about organically based on different needs and have not followed a formal process or framework. It is now the City's aim to formalise the process and continue to regularly review its priority service areas. In order to achieve this, City officers have developed a draft framework, informed by research undertaken to identify industry best practices.

NOTE:

- Refer **Attachment 4.1 Service Review Framework**

Officer Recommendation

That the Audit and Risk Committee recommend that Council:

- 1 Endorse the new City of Mandurah Service Review Framework as detailed in Attachment 4.1;
- 2 Notes the next steps following the endorsement of the framework are;
 - 2.1 Prepare Service Plans for the organisation in the 2021/22 financial year.
 - 2.2. Identify priority review areas for 2021/22 and 2022/23 in line with the proposed framework.

Amended Officer Recommendation

That the Audit and Risk Committee recommend that Council:

- 1 Endorse the new City of Mandurah Service Review Framework as detailed in Amended Attachment 4.1 with the following amendments:
 - 1.1 Insert in page 1 of the framework (page 16 of the report) “and realise the community’s strategic vision” in the overview section after “The City of Mandurah delivers a range of services to meet the needs of the community”.
 - 1.2 Insert in page 1 of the framework (page 16 of the report) “aligned – aligns to the Strategic Community Plan; within the capacity to deliver” as the first bullet point in the purpose and benefits section.
 - 1.3 Insert in page 9 of the framework (page 23 of the report) : “Have we identified and assessed the dependencies/inter-relationships which can exist between various services?” in the checklist table for Step 4.
- 2 Notes the next steps following the endorsement of the framework are;
 - 2.1 Prepare Service Plans for the organisation in the 2021/22 financial year.
 - 2.2 Identify priority review areas for 2021/22 and 2022/23 in line with the proposed framework.

Committee Recommendation

That the Audit and Risk Committee recommend that Council:

- 1 **Endorse the new City of Mandurah Service Review Framework as detailed in Amended Attachment 4.1 with the following amendments:**
 - 1.1 **Insert in page 1 of the framework (page 16 of the report) “and realise the community’s strategic vision” in the overview section after “The City of Mandurah delivers a range of services to meet the needs of the community”.**
 - 1.2 **Insert in page 1 of the framework (page 16 of the report) “aligned – aligns to the Strategic Community Plan; within the capacity to deliver” as the first bullet point in the purpose and benefits section.**
 - 1.3 **Insert in page 9 of the framework (page 23 of the report) : “Have we identified and assessed the dependencies/inter-relationships which can exist between various services?” in the checklist table for Step 4.**
- 2 **Notes the next steps following the endorsement of the framework are;**
 - 2.1 **Prepare Service Plans for the organisation in the 2021/22 financial year.**
 - 2.2 **Identify priority review areas for 2021/22 and 2022/23 in line with the proposed framework.**

AMENDED ATTACHMENT 4.1

City of Mandurah Service Review Framework (Draft September 2021)

Overview

A service review is an analysis of an organisation's services to review current delivery and identify any potential improvements. A Service Review can be used to improve the organisation's efficiency and effectiveness, assist in addressing financial sustainability.

The City of Mandurah delivers a range of services to meet the needs of the community and realise the community's strategic vision. These services include both external services such as Libraries, Recreation Centres, Rangers etc. and internal services such as Human Resource Management, Finance, Governance etc.

The objective of the City's Service Review Framework is to ensure all service reviews undertaken by the City follow a systematic and evidence-based approach to ensure consistency, transparency and benefit realisation.

Purpose and benefits

The operating environment of a local government can change as a result of increasing financial pressure, State and Federal Government policy, new legislation, environmental factors such as climate change, developments in technology, customer preferences in service delivery, changing community needs, demographics etc.

Service reviews help ensure the services delivered by the City are:

- **aligned** – aligns to the Strategic Community Plan; within the capacity to deliver
- **appropriate** – services meet current community needs and wants, and can be adapted to meet future needs and wants
- **effective** – the City delivers targeted, better quality services in new ways
- **efficient** – the City improves resource use (people, materials, plant and equipment, infrastructure, buildings) and redirect savings to finance new or improved services.

The key benefits of service reviews include:

- Understanding of performance and customer satisfaction
- More streamlined services
- Greater organisational alignment and a reduction in the duplication of services
- Efficiency gains from cost and time savings
- Changes in resource requirements efficient/effective organisational structure
- Greater alignment with strategic, operational and/or community needs
- More innovative service provision
- A stronger culture of continuous improvement

Success factors

Service reviews can only be successful if:

- There is a culture of respect, honesty, openness, fairness, and integrity;
- The review is conducted in a collaborative manner with transparent stakeholder engagement, and the contribution of people is valued;

- There are clear and structured processes, in line with best practice continuous improvement approaches and the City’s Project Management Framework;
- There is strong organisational support;
- There is a commitment to continuous improvement and the means available to address resulting recommendations.

Service Review Planning

At least three Service Reviews will be undertaken annually. The identification of which services are to be reviewed will be carried out every two years to enable forward planning and procurement, if applicable.

A Service Review Plan (including identified service areas, expected scale of review, timeline etc) will be agreed between Council and the Chief Executive Officer (CEO) annually and included in the Corporate Business Plan.

Reviews will be categorised and undertaken as follows;

Type of Review	Who undertakes Review
Intensive/Large Scale (*Score 20 – 30)	External Consultant/Internal
Medium Scale (*Score 10 – <20)	Internal – City Project Team
Small Scale (*Score >10)	Internal – Business Unit Project Team

*refers to score generated through Service/Business Unit Review Prioritisation tool

The type of review will be determined in Step 3 where the scope will be defined. The level of internal expertise available will also be a deciding factor when determining who undertakes the review.

Reporting

Reporting of the results will be undertaken as follows

Impact of Review on community and/or the City	Presented to
High Impact <i>i.e. Cross functional intensive review such as deciding continuation or discontinuation of a service, changing service levels, reviewing a significant component of a larger service etc.</i>	ELT > Strategic Finance Working Group > EM/ELT Briefing > LTFP Workshop > Council endorsement as part of the resolution in the LTFP report
Low Impact <i>Process improvement - Lean, 5S, Value Stream Mapping etc.</i>	ELT endorsement

Benefits Management

Business Units are encouraged to report quarterly (when applicable) on all benefits realised (e.g. financial, environmental, social etc) through the implementation of change resulting from a service review. Reporting is to be undertaken for a period of two years post review and subsequently the benefits to become a performance measurement as a part of business as usual.

Overall results to be presented to Elected Members as part of the CEO Report at EM/ELT Briefing for information bi-annually. It will be the responsibility of the relevant Business Unit to update all actions in the Implementation and Monitoring Report.

Roles and Responsibilities

Line manager and team involvement is critical to the process as they know their business.

External team members trained in reviewing processes and services should be involved to offer an independent and objective view.

For larger more complex reviews where there is a gap in internal skills, or an independent and objective outcome cannot be achieved, an **external provider** should be involved.

The **Executive Leadership team** needs to be supportive and involved, especially to ensure proper planning, management and resourcing has been provided. Value for money and the Procurement Policy should be considered in all circumstances.

Elected Member support needs to be received in planning, setting priorities, and approving budgets. As instigators or endorsers of the review, elected members can provide important input into scoping, community views, and decision-making. They can also review recommendations and implementations of change.

City of Mandurah Service Review Delivery Model

The following model will be used at the City of Mandurah to guide the Service Review process within the organisation (¹*The Australian Centre of Excellence Service Delivery Review Framework has been slightly modified to suit the City of Mandurah*).

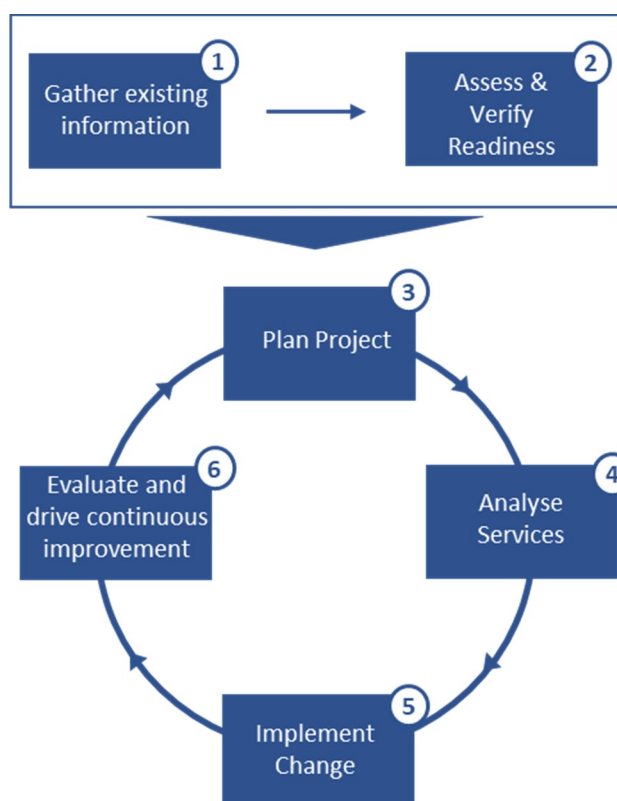


Figure 1: Service review delivery model

¹ www.uts.edu.au/research-and-teaching/our-research/institute-public-policy-and-governance/news/service-delivery-manual-updated

Step 1 – Gather existing information

A Service Statement is to be completed by all Service / Business Units and reviewed annually to record key information such as service categories, sub services, service levels, costs, delivery model etc.

Each service statement should be concise (up to three pages long) and easy to follow, with the key audience being Elected Members and the community.

Note: Sourcing the information will be continuously improved each time it is performed. Time spent completing this step is a good investment for key stakeholders to understand the services provided and to complete the rest of the process. Even though the exact depth and breadth of data required to review a service will vary, some information is likely to be common to most reviews.

Check List – Step 1		✓
Do we have an agreed set of services and sub-services, and resources allocated to them?		
Have we gathered and recorded enough detailed information about them?		
Do we understand the current levels of service?		
Are the service statements complete?		
Have we recently received feedback on the services and sub-services that are delivered?		
Are there any legislated requirements that must be fulfilled within the services or sub-services?		

Step 2 – Assess and Verify Readiness

The City’s Service/Business Unit Review Prioritisation tool will be used to undertake an assessment of readiness and prioritise Service areas to be reviewed. This process should be undertaken annually with responsibility resting with Executive Managers.

The critical factors in determining what to review and when, include;

1. Impact of service on the community
1 = Limited | 2 = Low | 3 = Moderate | 4 = High | 5 = Significant
2. Size of the budget (Total Cost)
1 = <\$500,000 | 2 = \$500,000 - <\$1,000,000 | 3 = \$1,000,000 - <\$2,000,000 |
4 = \$2,000,000 - <\$5,000,000 | 5 = ≥\$5,000,000
3. Identified potential to improve performance/efficiency
1 = Very Low | 2 = Low | 3 = Moderate | 4 = High | 5 = Very High
4. Timing of previous review
1 = ≤ 2 Year since last review | 2 = > 2 – 4 Year since last review | 3 = > 4 – 6 Year since last review | 4 = > 6 – 8 Year since last review | 5 = > 8 Years since last review
5. Risk to the City
1 = Negligible | 2 = Low | 3 = Medium | 4 = High | 5 = Extreme
6. Community Perception
1 = Excellent | 2 = Very Good | 3 = Good | 4 = Satisfactory | 5 = Poor

Once prioritised, the list of services selected for review should be shared with the relevant departments to confirm their readiness for the review. Once feedback is received, any required modifications should be undertaken, and then the final list reviewed by ELT and endorsed by Elected Members as part of the CEO key performance measures for the following year.

Step 3 – Plan Project

Planning for undertaking a service review should be in line with the City's Project Management Framework, with a Project Plan created in line with the Framework. The project plan is a working document which should be reviewed regularly and revised if necessary.

Guiding Principles

At inception a set of guiding principles to underpin the review should be established. These may include one or more of the following;

- engaging and consulting with a wide range of stakeholders throughout the review
- responding to the needs and wants of both the current and future community
- being transparent with all stakeholders about the proposed outcomes
- focusing not just on efficiency but also effective provision of services
- setting targets for quality and costs and benchmarking these against other organisations or standards
- measuring and reporting regularly.

Project objectives

Review objectives should be determined in conjunction with a range of key stakeholders, so everyone is clear about the purpose and potential outcomes.

Potential objectives could be to:

- better understand what the community wants
- reduce or increase the range of services
- improve the quality of some or all services
- make savings
- generate income
- respond to the challenges of climate change
- explore opportunities to provide services in partnership with other organisations

Project Scope

The objectives identified will also determine the scope of the review such as whether the City should;

- focus on specific services over others
- explore different opportunities
- not review some areas
- include services which extend over a range of functions
- pilot a review first before rolling out a more extensive review
- reuse existing information on community needs, processes or policies

Scoping can also help identify potential priority areas for review such as services where quick wins could be made, or where there is a clear need for change.

Risk implications should be documented when developing the scope and the different options that may be selected.

Stakeholder Engagement

Internal and external stakeholders should be involved throughout the review to provide information, analyse data, assist in decision making, determining what a measurement of success looks like, and evaluate success. Key stakeholders may include staff, the community, current service providers, other organisations and Elected Members depending on the type and scale of the review.

All stakeholders should be identified, and a Plan drafted to engage them. This documentation should include the stakeholders, their roles and point at which they will be engaged. Depending on the type of review a more formal Plan may be required.

Project Team

The internal review team will be decided based on a needs analysis for the review to be undertaken. The below can be used as guidance – A review team may consist of the following

- Member of ELT
- Executive Manager Strategy
- Head of Department
- People and Culture team representative

Resource Management

In addition to setting objectives and examining the scope of the review, resource requirements in terms of staff, budget, time or office space should also be determined.

These resources should then be approved by the relevant officer and allocated to the service review.

Check List – Step 3	
Do we have a set of guiding principles for service review?	✓
Are we clear about the objectives, scope and resource needed for the review?	
Have we set up the right team structure with defined roles and responsibilities?	
Have we set a review timetable and key milestones?	
Have we identified our stakeholders and drafted a plan to engage and communicate with them?	
Have we drafted a project plan?	

Step 4 – Analyse Services

This step uses the information gathered in Step 1 to analyse each service in order to suggest changes and improvements consistent with the overall objectives. The options for change should then be tested in consultation with stakeholders before a final review.

During this step it is important to identify not only the possible benefits of changes and improvements but also the risks. As such, part of the analysis phase involves an initial risk assessment of proposed changes.

There are a variety of different types of analysis. The type of analysis used will depend on the nature and scale of service being reviewed, and each service will require a different approach.

Types of analysis

There are various approaches to analysis, and may include assessment of

- levels of service
- service delivery models
- service consolidation
- financial analysis
- asset utilisation
- procurement processes
- labour provisions
- scenario analysis
- governance, process and technology
- benchmarking
- funding arrangements
- climate change risk

Risk Assessment

When considering which services or levels of service could be changed, associated political, financial, reputation, legal, assets, environmental or social risks, and longer-term consequences for strategic planning should also be considered. This initial risk assessment may influence the decision-making process and should be finalised after stakeholder engagement.

The results of the analysis should be documented. The evidence, assumptions and conclusions should be challenged, and ensure the options for change are relevant and appropriate and will meet the review objectives.

Summarising analysis

The information on each service should be collated and summarised in a format which helps identify the key opportunities for change, such as process efficiencies, cost savings and income generation.

The summary could include;

- the service/sub-service name
- changes/improvements suggested
- financial (new costs/savings, new revenue/loss etc) /community/environmental benefits
- staff impacts
- comparison to benchmarks
- risks
- barriers to change
- ease of implementation.

ELT and Elected Members, depending on the type and scale of review, are required to endorse the summary of change/improvement options before stakeholder engagement begins.

Stakeholder Engagement

Once analysis has been completed, engagement should be undertaken with internal and/or external stakeholders depending on the service being reviewed.

Options presented should be clear and concise to ensure it is easy to read and understand for all stakeholders.

Elected Members, ELT and the relevant manager should be given the opportunity to review the draft recommendations plan and give feedback, suggestions and ideas. The feedback should be assessed and communicated back to the relevant stakeholders, if any adjustments to the recommendations are made. It is important to let stakeholders know whether and how their comments and suggestions were incorporated in the final plan.

The final recommendations plan (including an implementation plan) should be reviewed and endorsed by ELT and Elected Members depending on the type and scale of the review. Progress against this plan should be reported to the decision maker (Elected Members/ELT) bi-annually.

The Plan could include;

- process/policy/contractual changes
- financial and resource impacts, especially where the service provider is changing
- forecast savings
- forecast increases or decreases in revenue
- proposed staff changes in terms of full-time equivalent positions
- risks and risk mitigation.

Check List – Step 4	✓
Have we examined the impact of changed service levels where relevant?	
Have we looked at options for using other service delivery models?	
Have we examined possibilities for service consolidation?	
Have we used other analyses where relevant (financial, asset utilisation, procurement processes, labour provisions, governance / processes / technology and benchmarking)?	
Have we identified any opportunities to improve the funding arrangements?	
Have we done an initial assessment of all the potential risks?	
Have the results of the analysis been reviewed and challenged?	
Do we have all the information we need?	
Have we summarised the results of the analysis and formulated options for change/improvement for the ELT and Elected Members to consider?	
Did we ensure all relevant stakeholders could review and comment on the options for change?	
Did the method we used to ask for feedback work?	
Have we effectively analysed all the feedback and modified the draft recommendations accordingly?	
Have we provided feedback as to whether and how stakeholder comments were incorporated into the final plan?	
Have we analysed the risks of change and identified ways to treat them?	
Have we produced a list of recommendations?	
Have we included a final risk assessment in relation to the recommendations?	
Have we detailed the change impacts and long-term costs of each to the Long-Term Financial Plan?	
Have we identified and assessed the dependencies/inter-relationships which can exist between various services?	

Step 5 – Implement Change

All the recommendations should be converted into realistic actions and detailed in an implementation plan. This plan records and tracks the changes to each service. As the actions are planned and implemented progress should be reported to ELT/Elected Members.

Implementation activities should be prioritised based on the needs of the City and the resources available. Sometimes it is important to deliver some quick wins in the early stages of implementation to drive support for the change process and demonstrate progress. As the implementation/action plan will have resource and financial implications (even if it is to maintain the status quo), all recommendations will be considered as part of the Long-Term Financial Plan deliberations.

Any changes to services need to be documented to build organisational knowledge and ensure all staff understand the changes made.

Benefits to the City and the various stakeholders will be realised over time. Quick wins may result in immediate benefits while more involved changes such as using a new delivery model may take a longer period. Keeping track of the benefits realised over time is vital to ensure there is a clear link between the change and the short, medium and longer-term outcomes being achieved.

At the end of the change process there needs to be a clear strategy to exit the review and return to a new business-as-usual phase. Formally exiting the service review sends a strong message to both internal and external stakeholders that the review has been completed and the relevant changes made. This is especially important for staff to reduce any further uncertainty and to allow them to return to their 'normal' or changed roles. It is also important for the community when there has been significant change to service delivery.

Check List – Step 5	✓
Did we develop a detailed implementation plan and reporting process?	
Have we allocated staff and other resources to make change?	
Have we documented the new and changed processes?	
Are we keeping stakeholders informed of progress?	
Are we keeping track of the benefits as they are realised over time?	
Have we developed an exit strategy for the review?	

Step 6 – Evaluate and drive continuous improvement

Evaluation is an integral part of service review. Evaluation is the systematic, planned collection of information about the activities and outcomes of a service review to:

- track progress
- make judgements and decisions
- improve effectiveness.

The purpose of evaluation

Evaluation is important to:

- inform planning, implementation and future directions for service delivery reviews as part of continuous improvement
- engage stakeholders

- judge the benefit or value of change (especially whose benefit or value)
- improve the way current reviews or future reviews are conducted
- generate knowledge/understanding internally, within the community and among other stakeholders
- report to key internal or external stakeholders, such as elected members, to gain support.

What should be evaluated

Each individual service review (or at least a sample) and the review process as a whole should be evaluated.

Since reviews can be resource intensive and the recommendations far-reaching, it is important to ensure the review process is effective and efficient. Depending on the focus of the whole or individual service reviews, evaluations should cover:

- *appropriateness* (Does the review make sense?)
 - Does the review address the right issues, and is there a need for the review?
 - Do the objectives/outcomes of the review directly address the need?
- *effectiveness* (Did it work?)
 - Did the review achieve the desired objectives/outcomes?
- *efficiency* (was it cost effective?)
 - Could the review have made better use of resources?
- *process* (Was it well managed?)
 - Did the decision-making and project management process deliver the objectives/outcomes?

Evaluating individual service reviews (*in particular, those which focus on areas of large expenditure, high capital costs or are important to stakeholders*) will help inform future reviews and allow the service review framework to improve the methodology.

Outcomes should be reported on, and key learnings shared. This engages stakeholders, sustains the outcomes of the change and gets people involved in the debate about what constitutes an effective service review.

The purpose of reporting is to communicate with stakeholders about the outcomes and benefits (immediate and longer term) achieved as a result of the service review. A service review evaluation report which can be a stand-alone document, should be prepared at the end of the review process.

Service reviews will form part of the City’s Integrated Planning and Reporting Framework and therefore be incorporated into ongoing annual review of operations, delivery programs, financial and asset management plans, with a commitment to continuous improvement.

Check List – Step 6	✓
Have we evaluated the review process?	
Have we produced a service review evaluation report?	
Have we shared our results with others?	
Are service reviews incorporated as part of continuous improvement?	

1	SUBJECT: DIRECTOR: MEETING: MEETING DATE:	Financial Report October 2021 Business Services Council Meeting 23 November 2021
---	--	---

Summary

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

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.17/6/21 22/06/2021 Adoption of Annual Budget 2021/22

Background

Nil

Comment

Financial Summary

The financial report for October 2021 shows an actual surplus for this period of \$70.9 million. The reason why the first six months of any financial year has a large surplus is because over 80% of the total revenue has been recognised (from raising of rates and fees and charges), however most of the City's expenditure occurs evenly over the 12 months. This results in a timing variance and the actual surplus reduces as the financial year progresses.

The opening surplus is currently \$3.9 million. The actual opening surplus at 30 June 2021 is close to being finalised. Currently around \$1.8 million of the opening surplus is required to be used to offset the current closing budget deficit expected at 30 June 2022. The actual opening surplus may change until such time as the Audit Report and the 2020/21 Annual Financial Statements are adopted by Council. The reduction in the actual opening surplus can be due to adjustments being made in accordance with the Accounting Standards or funds being required to be carried forward to the 2021/2022 financial year in order for the City to complete the project.

	Current Budget	YTD Budget (a)	YTD Actual (b)	Var. (b)-(a)	Var.% (b)-(a)/(a)
	\$ 000s	\$ 000s	\$ 000s	\$ 000s	%
Opening Funding Surplus / (Deficit)	700	700	3,898	3,198	457%
Revenue					
Revenue from operating activities	117,387	103,198	103,657	459	0%
Capital revenue, grants and Contribution	19,557	1,903	3,889	1,986	104%
	136,944	105,100	107,546	2,445	

Expenditure					
Operating Expenditure	(138,729)	(46,240)	(39,153)	7,088	-15%
Capital Expenditure	(48,245)	(15,515)	(8,038)	7,477	-48%
	(186,974)	(61,755)	(47,191)	14,564	
Non-cash amounts excluded from operating activities	25,782	10,097	8,586	(1,511)	-15%
Other Capital Movements	21,973	(2,126)	(1,930)	196	-9%
Closing Funding Surplus / (Deficit)	(1,574)	52,017	70,910	18,893	36%

Key Capital Projects

The following table highlights the status of the City's key capital projects for the 2021/2022 financial year:

Project	2021/22 Actuals Incl. CMT \$`000s	2021/22 Annual Budget \$`000s	Comment
Western Foreshore Recreation Precinct	2,434	6,032	<p><i>Project status:</i></p> <p><u>Play Space</u></p> <ul style="list-style-type: none"> • Installation of main play tower continuing • Majority of manufactured 'off the shelf' equipment installed, or footings installed <p>Completion of the Play Space has been delayed due to weather and supply issues. Completion is now expected in early 2022.</p> <p><u>Surrounds</u></p> <ul style="list-style-type: none"> • Electrical and lighting works progressing • Area between skate park and foreshore turfed and opened to the public • Contract awarded and off-site fabrication of 5 shelters commenced <p><u>Meeting Place Artwork</u></p> <ul style="list-style-type: none"> • Landscape works completed • Artwork opened to public

Eastern Foreshore South Precinct	1,182	6,027	<p><i>Project status:</i></p> <p><u>Estuary Pool</u></p> <ul style="list-style-type: none"> • Lighting to floating pontoon to be completed once faulty lighting components rectified • Contract awarded and off-site fabrication of 5 shelters commenced • Electrical and hydraulic servicing completed • Contract awarded for concrete walling and shelter footing installation – onsite works due to commence in early November <p>Works to Estuary Pool & immediate surrounds is expected to be completed and open to public prior to Christmas.</p> <p><u>Eastern Foreshore South – Reserve Area</u></p> <ul style="list-style-type: none"> • Electrical and lighting works progressing. Conduiting installed, new light pole installation underway <p>Works to Eastern Foreshore South Reserve area are expected to be completed in early 2022.</p>
Smart Street Mall Upgrade	603	1,167	<p><i>Project status:</i></p> <ul style="list-style-type: none"> • Paving to central construction area completed • Outstanding minor works include tree and shrub planting, installation of bollards, tactile surface indicator at Sholl Street intersection, installation of bike parking rails, cleaning and sealing of pavers.
Peel Street – Power Relocation	88	1,500	<p><i>Project status:</i></p> <p>Detailed design & consultation with affected landowners along Peel Street is continuing.</p> <p>Western Power has confirmed that its works have been delayed due to the supply of the transformer and site works are now expected to commence in April 2022.</p>

Pinjarra Road Stage 1 to 3	1,377	2,357	<i>Project status:</i> Stage 2 construction is 90% complete, targeted completion end of November 2021. Site works for Stage 3 scheduled to commence in March 2022.
RR Mandurah Terrace	50	1,408	<i>Project status:</i> Site works now scheduled to commence in early 2022.

Statutory Environment

Local Government Act 1995 Section 6.4 Financial Report

Local Government (Financial Management) Regulations 1996 Part 4 Financial Reports

Policy Implications

Nil

Financial Implications

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

Risk Analysis

Nil

Strategic Implications

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

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk, and financial management.

2021/22 Budget Variations

Lakelands District Open Space Unbudgeted Revenue

The Lakelands District Open Space (DOS) capital project is in its final stages and the City has engaged a contractor to install the new baseball infrastructure through a competitive quote process. Works commenced on the 28 September 2021 and during a site inspection it was noted by the Peel Diamond Sports (PDS) that the current fencing was inadequate. PDS proceeded to request that 2x15m long x 6m high fence (wings) be added to the new baseball infrastructure to prevent baseballs from being hit into the new facility, cars in the carpark or onto Mandurah Road at their cost.

A further meeting was held on site between the City and PDS representatives with discussions taking place around the installation of the additional fencing. PDS confirmed that they would contribute \$20,000 towards the project, given they requested the higher fence. The expenditure budget for the Lakelands DOS capital project is currently \$971,234 and remains adequate to cover these additional costs, therefore the recommendation is to approve the \$20,000 capital contribution and reduce the unutilised loan funding by \$20,000.

Waste Education Officer

As part of the 2021/22 adopted Budget, funds of \$55,000 were included within the 2021/22 Waste Alliance Budget to allow for a new part time Education Officer to undertake additional waste education initiatives within the community. The City will be responsible for the recruiting and control of the position and therefore it is more appropriate that the position to sit within the City of Mandurah and not under the Cleanaway Alliance.

A budget variation is required to transfer the salary costs from the Waste Alliance materials and contracts budget to the City's employee costs budget for Waste Management Administration. All waste expenditure incurred by the City is recovered through the fee charged to ratepayers who have rubbish services.

2020/21 Capital Carryovers

As part of the September 2021 Financial Report, Council approved an increase in capital revenue for carryover projects of \$549,115. \$39,378 was for grant revenue that was to be received in 2021/22 and \$509,737 was for grant revenue received in 2020/21, however under the current Australian Accounting Revenue Standards, the revenue could not be recognised in 2020/21 as the funds had not yet been spent. Instead, the \$509,737 was treated as a contract liability and was transferred into the Unspent Grants Reserve. In order to recognise the \$509,737 as revenue in 2021/22, approval is sought from Council to recognise this non-cash movement, decrease the contract liability that occurred last financial year and increase the transfer out of the Unspent Grants Reserve by \$509,737.

Reading Cinema

Council, at the time of adopting the 2020/2021 Annual Budget, resolved to enter into agreements with eligible tenants for the purpose and overarching obligations as a landlord in accordance with the *Commercial Tenancies (COVID-19 Response) Act 2020*. Council approved to proportionally reduce the lease and licence fees charged based on amount of turnover that had reduced since COVID-19. Council has approved the Chief Executive Officer (CEO), through a delegation, to waive/write off up to \$100,000 per instance of debt owed to the City.

At the Ordinary Council Meeting held on 27 April 2021, Council approved a total lease waiver for Reading Cinemas of \$546,576 which was the reduction of rent due based on their percentage of reduced turnover between March 2020 to 31 March 2021 since COVID-19.

The City has received a request to approve another lease waiver of \$88,094.64 for the period 1 April to 30 June 2021 due to the impacts caused by COVID-19 in the movie and entertainment industry. Due to the amount of the lease fees being more than \$100,000 over the two requests for the financial year it is proposed that Council consider the request and it not be dealt with under the CEO delegation. It is recommended that Council approve the \$88,094.64 waiver.

CEO Key Performance Indicator (KPI) Adjustment

Council previously approved the CEO's KPI for delivery of the Western Foreshore Upgrade and Play Space Project to be completed by 31 December 2021. The project is expected to now be completed by 31 April 2022 due to the Contractor experiencing delays related to adverse weather, with significant rainfall over the past few months, together with wide-spread construction industry delays, in particular, due to subcontractor availability and extended lead times for fabrication, protective coating application and material availability.

Council are requested to approve the completion date of the Western Foreshore Upgrade and Play Space Project Chief Executive Officer Key Performance Indicator to 31 April 2022.

Conclusion

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

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

NOTE:

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

RECOMMENDATION

That Council:

- 1 Receives the Financial Report for October 2021 as detailed in Attachment 1.1 of the report.
- 2 Receives the Schedule of Accounts for the following amounts as detailed in Attachment 1.2 of the report:

Total Municipal Fund	\$ 10,196,619.77
Total Trust Fund	\$ 0.00
	<u>\$ 10,196,619.77</u>
- 3 Approves the following budget variations for 2021/22 annual budget:
 - 3.1 Unbudgeted capital revenue contribution \$20,000* for Lakelands DOS Sports Specific Infrastructure from Peel Diamond Sports.
 - To be offset by a reduction in unutilised loans of \$20,000*.
 - 3.2 Unbudgeted operating expenditure of \$55,000* for employee costs for new Waste Education Officer
 - To be funded from reduction in operating expenditure for Waste Alliance general operations materials and contracts of \$55,000*.
 - 3.3
 - a. Decrease in cash received of \$509,737* for capital grant revenue.
 - b. Increase non-cash movement of \$509,737* for capital grant revenue.
 - c. Decrease in capital contract liability of \$509,737*.
 - d. Increase in transfer out of Unspent Grants Reserve of \$509,737*.
- 4 Approve the completion date of the Western Foreshore Upgrade and Play Space Project Chief Executive Officer Key Performance Indicator to 31 April 2022.
- 5 Approves the total lease waiver for Reading Cinemas of \$88,094.64* which is the reduction of rent due based on their percentage of reduced turnover between 1 April and 30 June 2021.

* ABSOLUTE MAJORITY REQUIRED

Monthly Financial Report

October 2021



City of Mandurah October 2021

\$1.57 M ▲

Estimated Deficit at 30 June 2022 with proposed budget amendments

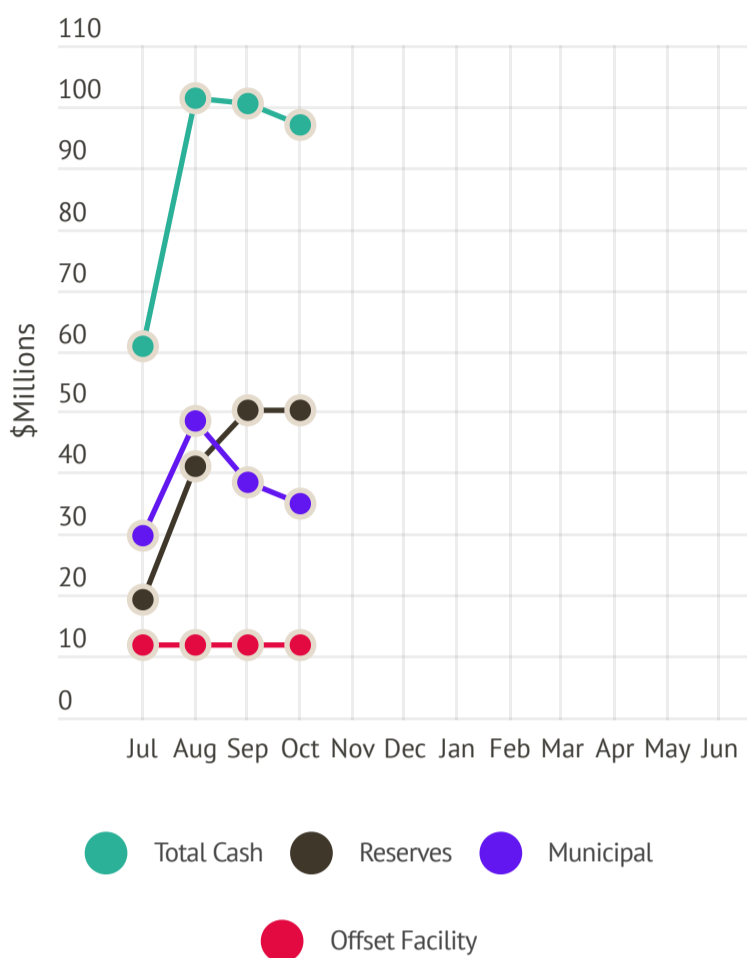
\$70.9 million ▼

Year to Date Actual Surplus

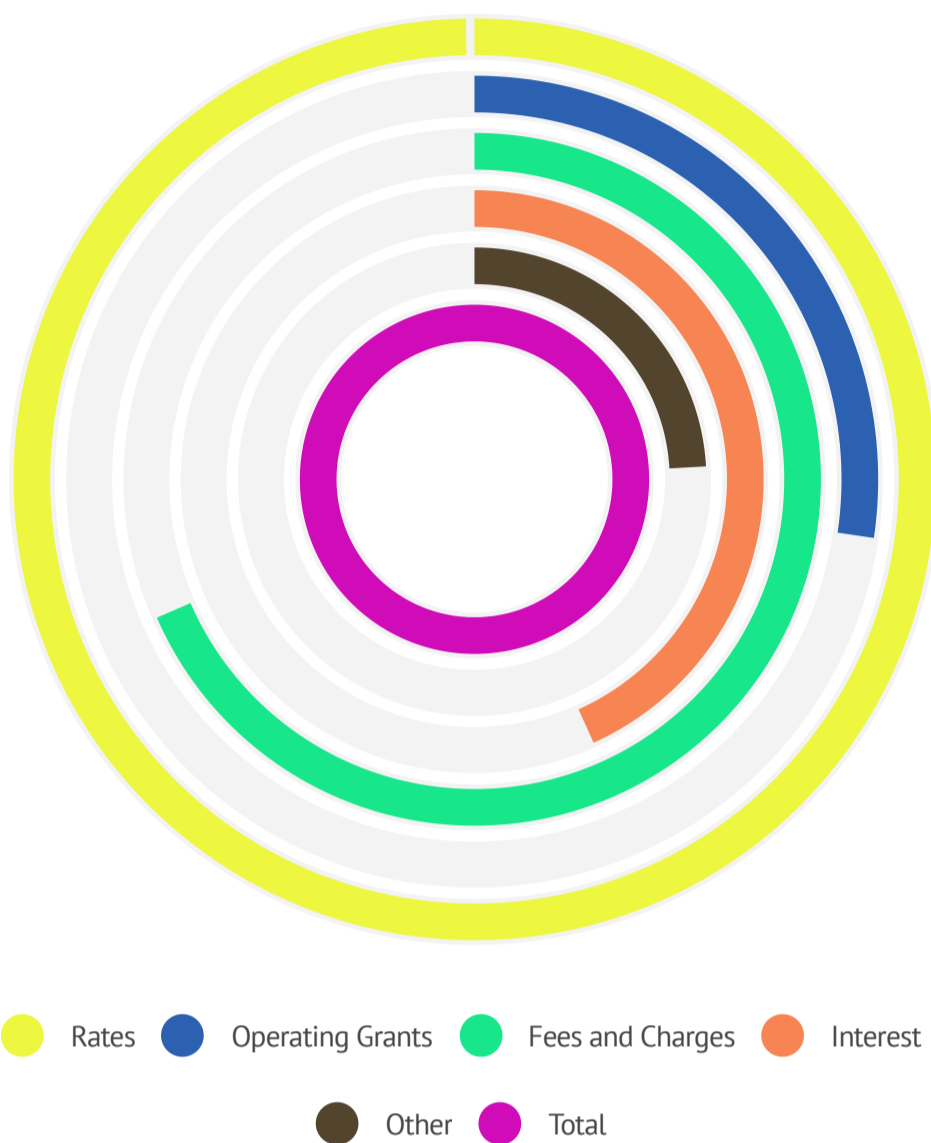
Summary

- Actual Rates Raised \$82.4M ▲
- Actual Rates Received \$58.8M (69% collected) ▲
- Actual Operating Revenue \$103.7M ▲
- Actual Capital Revenue \$3.6M ▲
- Actual Operating Expenditure \$39.1M ▲
- Actual Capital Expenditure \$8.04M ▲
- Actual Proceeds from Sale of Assets \$319K ▲

Investments



Year to Date Revenue Actuals Compared to Current Budget



Loans

- Actual Principal Outstanding \$22.9M ▼
- Actual Principal Repayments Made \$1.7M ▲
- Actual Interest Paid \$103K ▲
- Actual New Loans Drawdown \$0 —
- Amount of Interest Saved from Loan Offset Facility \$74K ▲

Rates Outstanding

- 26 Properties with >\$10K outstanding ▼
- 164 Properties \$3K to \$10K outstanding ▼
- 4 Properties commenced legal action in 21/22 —
- \$2.03M Rates Exemptions —

Sundry Debtors Outstanding

- 219 current accounts due (\$1.4M) ▼
- 395 accounts overdue i.e >30 days (\$800K) ▲

Budget Proposed Amendments

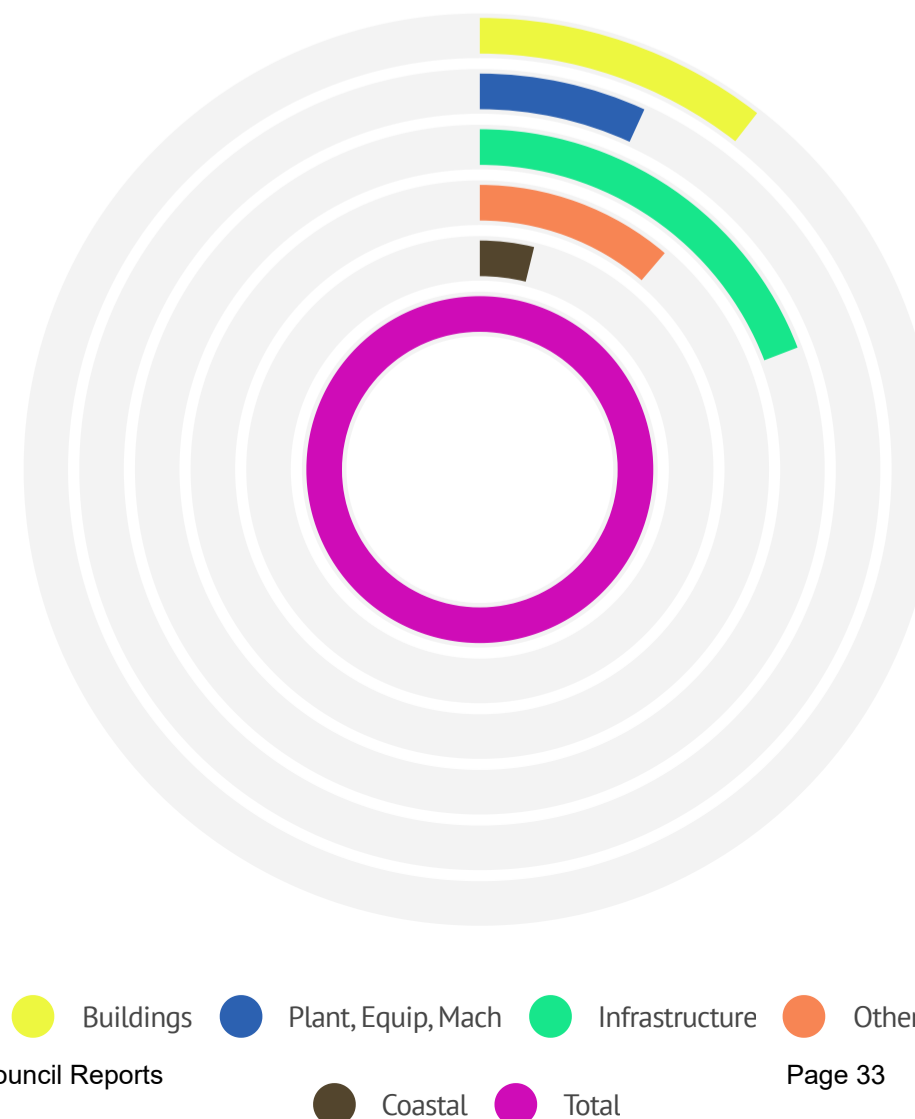
- Increase in capital revenue contribution for Lakelands DOS capital project (\$20K)
- Waste Education Officer employee costs to be funded from decrease in Alliance materials and contracts (\$55K)
- Capital Works 2020/21 Carryover Reconciliation adjustment for capital grant revenue (\$510K)

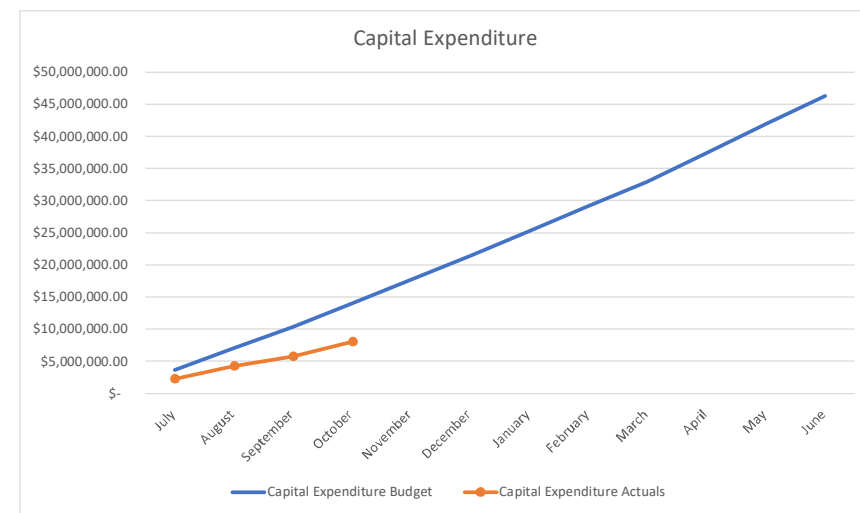
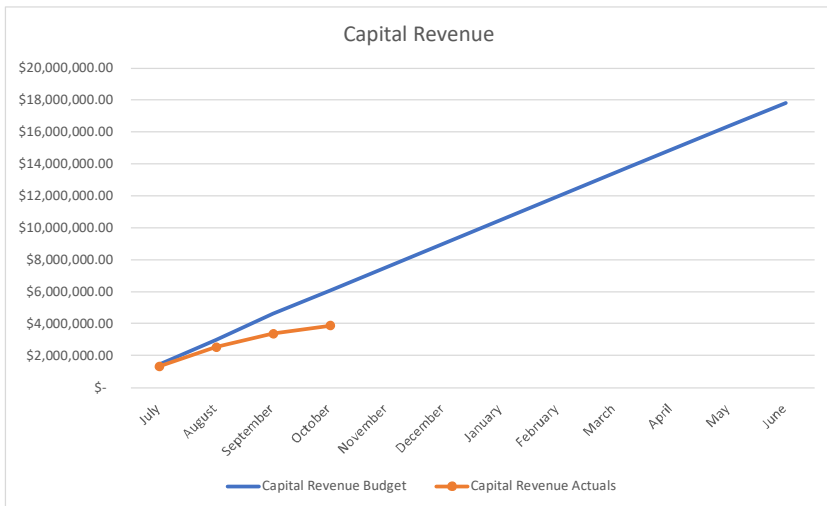
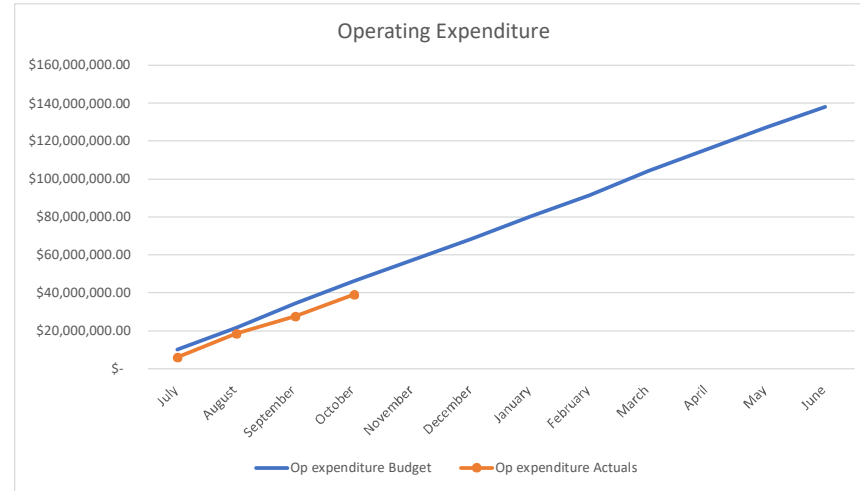
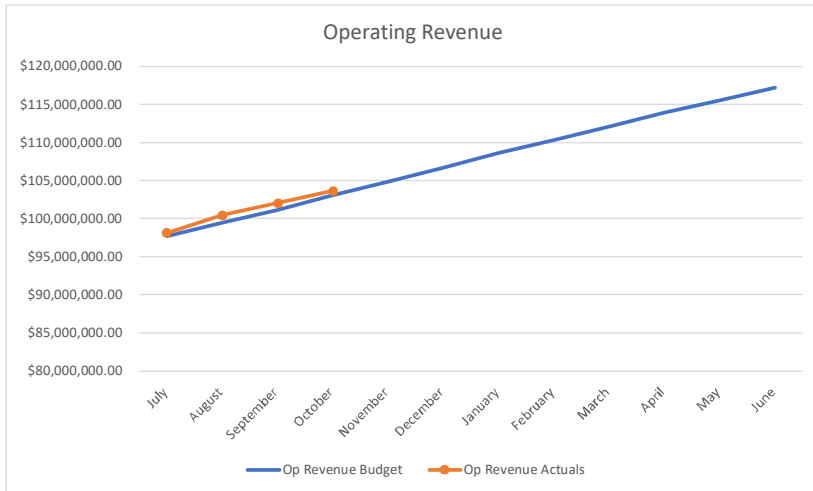
- 3 Tenders awarded during the month through CEO delegation ▲
- 20% Council Meetings received for the 21/22 year ▲
23 November 2021

Year to Date Expenditure Actuals Compared to Current Budget



Year to Date Capital Actuals Compared to Current Budget





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

TABLE OF CONTENTS

Statement of Financial Activity by Nature or Type	2
Note 1 Statement of Financial Activity Information	3
Note 2 Cash and Investments	4
Note 3 Receivables	5
Note 4 Disposal of Assets	6
Note 5 Tenders/Quotes Awarded	8
Note 6 Capital Acquisitions	9
Note 7 Borrowings	14
Note 8 Cash Reserves	16
Note 9 Operating Grants and Contributions	18
Note 10 Non Operating Grants and Contributions	19
Note 11 Approved Budget Amendments	20
Note 12 Proposed Budget Variations for Council Approval	22
Note 13 Explanation of Material Variances	23

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

BY NATURE OR TYPE

	Ref Note	Annual Budget \$	YTD Budget (a) \$	YTD Actual (b) \$	Var. \$ (b)-(a) \$	Var. % (b)-(a)/(a) %	Var.
Opening Funding Surplus / (Deficit)		700,000	700,000	3,898,379			
Revenue from operating activities							
Rates		82,683,569	82,250,235	82,431,636	181,401	0.22%	
Operating grants, subsidies and contributions		3,185,946	978,078	870,484	(107,594)	(11.00%)	▼
Fees and charges		28,181,414	18,650,989	19,292,130	641,141	3.44%	
Interest earnings		1,350,000	450,000	583,700	133,700	29.71%	▲
Other revenue		1,986,117	868,392	478,891	(389,501)	(44.85%)	▼
		117,387,046	103,197,694	103,656,841	459,147	0.44%	
Expenditure from operating activities							
Employee costs		(47,690,578)	(15,537,923)	(14,200,161)	1,337,762	8.61%	
Materials and contracts		(54,831,840)	(18,492,114)	(13,262,728)	5,229,386	28.28%	▲
Utility charges		(4,494,203)	(1,498,068)	(1,074,878)	423,190	28.25%	▲
Depreciation on non-current assets		(29,868,215)	(10,097,429)	(10,083,461)	13,968	0.14%	
Interest expenses		(748,252)	(249,418)	(171,318)	78,100	31.31%	▲
Insurance expenses		(1,095,774)	(365,258)	(353,405)	11,853	3.25%	
Other expenditure		-	-	(6,709)	(6,709)	100.00%	▼
		(138,728,862)	(46,240,210)	(39,152,660)	7,087,550	15.33%	
Non-cash amounts excluded from operating activities	1(a)	25,781,972	10,097,429	8,586,367	(1,511,062)	(14.96%)	
Amount attributable to operating activities		4,440,156	67,054,913	73,090,548	6,035,635	(9.00%)	
Investing activities							
Non-operating grants, subsidies and contributions	10	18,465,356	1,538,780	3,569,700	2,030,920	131.98%	▲
Proceeds from disposal of assets	4	1,091,836	363,945	319,261	(44,685)	(12.28%)	▼
Payments for property, plant and equipment	6	(48,244,744)	(15,515,082)	(8,038,433)	7,476,650	48.19%	▲
Amount attributable to investing activities		(28,687,552)	(13,612,357)	(4,149,472)	9,462,885	69.52%	
Financing Activities							
Proceeds from new debentures	7	9,826,754	-	-	0	0.00%	
Unspent Loans Utilised		1,903,048	-	-	0	0.00%	
Payment of lease liability		(685,027)	(342,514)	(290,769)	51,745	15.11%	▼
Proceeds from community loans		82,553	27,518	49,199	21,681	78.79%	▲
Transfer from reserves		19,599,697	-	-	0	0.00%	
Advances of community loans		(50,000)	-	-	0	0.00%	
Repayment of debentures	7	(5,432,960)	(1,810,987)	(1,688,218)	122,769	6.78%	
Transfer to reserves		(3,270,805)	-	-	0	0.00%	
Amount attributable to financing activities		21,973,259	(2,125,983)	(1,929,788)	196,195	9.23%	
Closing Funding Surplus / (Deficit)	1(c)	(1,574,137)	52,016,573	70,909,667	18,893,094	36.32%	

KEY INFORMATION

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

Refer to Note 13 for an explanation of the reasons for the variance.

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

(a) Non-cash items excluded from operating activities

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

	Notes	Annual Budget	YTD Budget (a)	YTD Actual (b)
Non-cash items excluded from operating activities				
		\$	\$	\$
Adjustments to operating activities				
Less: Movement in liabilities associated with restricted cash		(5,124,697)	-	(1,646,084)
Movement in pensioner deferred rates (non-current)		-	-	41,557
Movement in employee benefit provisions (non-current)		1,038,454	-	23,581
Movement in lease liabilities (non-current)				83,852
Add: Depreciation on assets		29,868,215	10,097,429	10,083,461
Total non-cash items excluded from operating activities		25,781,972	10,097,429	8,586,367

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

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

		Budget Closing 30 Jun 2021	Budget Closing 30 Jun 2022	Year to Date 31 Oct 2021
Adjustments to net current assets				
Less: Reserves - restricted cash		(20,116,870)	(24,888,945)	(44,767,915)
Less: Unspent loans		(431,591)	(207,137)	(2,197,470)
Less: Other receivables		-	(80,000)	(46,038)
Less: Prepaid Rates		(2,455,879)	-	-
Less: Clearing accounts		-	-	196,376
Add: Borrowings	7	7,499,999	9,826,754	3,744,742
Add: Other liabilities		3,081,188	3,417,743	4,351,565
Add: Lease liability		608,382	759,243	231,879
Add: Provisions - employee		5,041,426	5,216,724	4,446,777
Add: Loan Facility offset		-	-	12,000,000
Total adjustments to net current assets		(6,773,345)	(5,955,618)	(22,040,084)

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

Current assets				
Cash and cash equivalents	2	23,835,328	26,907,049	85,112,947
Rates receivables	3	3,519,116	2,480,445	26,720,519
Receivables	3	3,644,928	4,341,798	8,444,013
Other current assets		524,062	549,233	2,064,902
Less: Current liabilities				
Payables		(4,555,419)	(9,848,897)	(11,730,774)
Borrowings	7	(7,499,999)	(9,826,754)	(3,744,742)
Unspent non-operating grant, subsidies and contributions liability		(3,464,329)	(1,065,909)	(4,351,565)
Lease liabilities		(608,382)	(759,243)	(231,879)
Provisions		(8,621,960)	(8,396,241)	(9,333,669)
Less: Total adjustments to net current assets	1(b)	(6,773,345)	(5,955,618)	(22,040,084)
Closing Funding Surplus / (Deficit)		-	(1,574,137)	70,909,667

CURRENT AND NON-CURRENT CLASSIFICATION

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

	Total Amount	Interest rate	Total calculated interest Earnings	Institution	S&P rating	Deposit Date	Maturity Date	Term days
	\$	\$	\$	\$				
Cash on hand								
Westpac Municipal Bank Account	9,444,023	Variable		Westpac	AA-	NA	NA	
	9,444,023							
Municipal Investments								
Muni 10 - 9652-46197	29,829	0.20%	60	ANZ	AA-	1/10/2021	1/10/2022	365
Muni 38 - 36-724-1038	3,009,873	0.28%	2,077	CBA	AA-	18/08/2021	16/11/2021	90
MNS 31 - 582058	11,134,808	0.35%	3,096	Westpac	AA-	30/09/2021	29/10/2021	29
MNS 60 - 582007	11,358,416	0.40%	3,609	Westpac	AA-	30/09/2021	29/10/2021	29
	25,532,927							
Reserve Investments								
Reserve 35 - B33713404.75	3,010,748	0.33%	4,946	CBA	AA-	20/05/2021	18/11/2021	182
Reserve 36 - 97-996-3904	3,010,590	0.32%	4,743	NAB	AA-	12/05/2021	8/11/2021	180
Reserve 39 - B33713404.55	3,009,848	0.38%	5,630	CBA	AA-	19/05/2021	15/11/2021	180
Reserve 40 - B33713404	3,002,293	0.31%	2,293	CBA	AA-	17/08/2021	15/11/2021	90
Reserve 41 - B33713404	3,005,207	0.35%	5,207	CBA	AA-	17/08/2021	14/02/2022	181
Reserve 42 - 36-976-7906	3,002,663	0.27%	2,663	CBA	AA-	26/08/2021	24/12/2021	120
Reserve 43 - 36-956-4375	3,001,997	0.27%	1,997	CBA	AA-	26/08/2021	24/11/2021	90
Reserve 44 - 70-586-3025	3,003,995	0.35%	3,995	NAB	AA-	1/09/2021	28/02/2022	180
Reserve 45 - 70-568-6989	3,002,663	0.27%	2,663	NAB	AA-	1/09/2021	30/12/2021	120
Reserve 46 - 70-473-0458	3,001,997	0.27%	1,997	NAB	AA-	1/09/2021	30/11/2021	90
RNS 31 - 581565	10,857,402	0.35%	3,018	Westpac	AA-	30/09/2021	29/10/2021	29
RNS 60 - 581573	9,226,595	0.40%	2,931	Westpac	AA-	30/09/2021	29/10/2021	29
	50,135,998							
Total	85,112,947		50,924					

Interest revenue

Investment Interest Accrued	50,924
Investment Interest Matured	20,863
Rates Interest	511,912
	583,700

Interest Earned

\$583,700

Total Municipal and Reserve Funds 85,112,947

	Amount	Interest rate on loans	Interest Saved	YTD Interest Saved
Loan Offset Facility				
Westpac	12,000,000	1.91%	19,926	74,047

KEY INFORMATION

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

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

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

Total Municipal Cash	Unrestricted
\$97.11 M	\$46.98 M

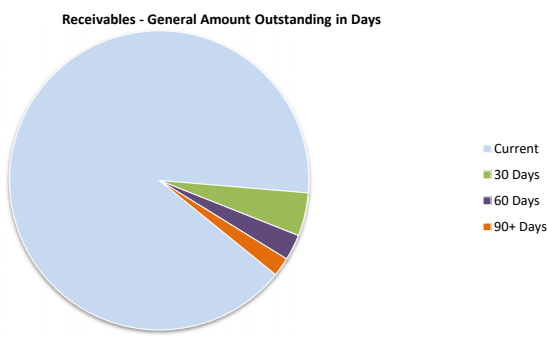
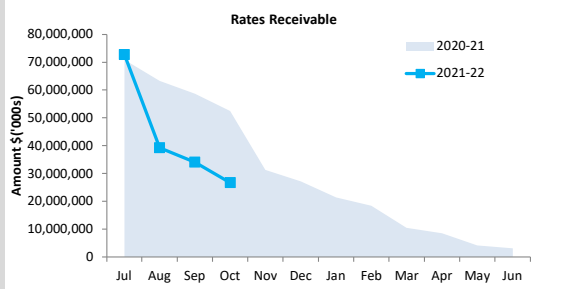
Rates Receivable	30-Jun-21	31-Oct-20	31 Oct 21
	\$		\$
Opening Arrears Previous Years	3,317,555	3,317,555	3,093,324
Rates levied	80,353,712	80,045,904	82,431,636
Less - Collections to date	(80,577,943)	(30,916,232)	(58,804,441)
Equals Current Outstanding	3,093,324	52,447,227	26,720,519
Net Rates Collectable	3,093,324	52,447,227	26,720,519
% Collected	96.3%	37.1%	68.8%

Receivables - General	31-Oct-20	Current	30 Days	60 Days	90+ Days	31 Oct 21
	\$	\$	\$	\$	\$	\$
Balance per Trial Balance						
Sundry receivable	2,088,948	1,291,258	394,010	234,114	172,059	2,091,442
Recreation Centres	124,700	98,537				98,537
Mandurah Ocean Marina	151,396	37,286				37,286
GST receivable	944,536	655,996				655,996
Allowance for impairment of receivables	(139,014)	(158,610)				(158,610)
Infringements	1,001,616	1,013,546				1,013,546
Pensioners rates and ESL deferred	5,052,055	3,606,131				3,606,131
Other Receivables	9,561,477	1,099,685				1,099,685
Total Receivables General Outstanding	18,785,714	7,643,829	394,010	234,114	172,059	8,444,013
Percentage		90.5%	4.7%	2.8%	2%	

	31 Oct 20	31 Oct 21
- No. of Legal Proceedings Commenced for the financial year	4	4
- No. of properties > \$10,000 outstanding	27	26
- No. of properties between \$3,000 and \$10,000 outstanding	178	164
- Value of Rates Concession	73,427	69,766
- Value of Rates Exemptions	1,988,179	2,027,889

KEY INFORMATION

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



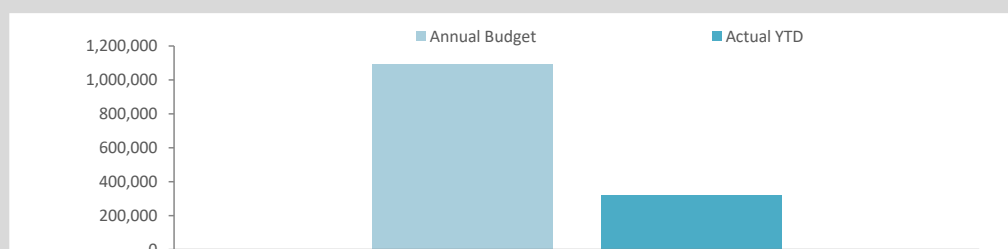
Debtors Due
\$8,444,013
Over 30 Days
9%
Over 90 Days
2%

Collected	Rates Due
68.8%	\$26,720,519

Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
		\$	\$
Land			
Infrastructure Assets			
Light Passenger Vehicles - Replacement			
MITSUBISHI-MIRAGE	People & Communities-YOUTH SERVICES COORDINATOR	7,847	0
	People & Communities-DIRECTOR PEOPLE AND COMMUNITIES	15,836	0
HYUNDAI-SANTE	People & Communities-GENERAL MANAGER MPAC	15,765	0
SUBARU-OUTBACK	Built & Natural -DEVELOPMENT SERVICES	12,326	0
TOYOTA-RAV4	Built & Natural -CIVIL MAINTENANCE	15,478	0
MAZDA-CX-5	Built & Natural -PROJECTS COORDINATOR	12,500	0
MITSUBISHI-LS OUTLANDER	Built & Natural -	10,565	0
HOLDEN-TRAILBLAZER	Built & Natural -OPERATIONS STORE	10,542	0
TOYOTA-COROLLA	Built & Natural -DEVELOPMENT SERVICES	12,326	0
TOYOTA-RAV4	Built & Natural -CITYPARKS	12,241	0
TOYOTA-RAV4	People & Communities-RECREATION SERVICES COORDINATOR	15,400	0
MAZDA-CX-5			
Light Commercial Vehicles - Replacement			
FORD-RANGER	Built & Natural -CITYBUILD	17,911	27,327
FORD-RANGER	Built & Natural -CITYWORKS	20,353	0
FORD-RANGER	Built & Natural -CITYWORKS	15,784	0
MITSUBISHI-TRITON	Built & Natural -CITYPARKS	18,673	0
FORD-RANGER	Built & Natural -CITYWORKS	12,451	0
HOLDEN-COLORADO	Built & Natural -CITYWORKS	18,053	0
HOLDEN-COLORADO	Built & Natural -CITYBUILD	16,569	0
FORD-RANGER	Built & Natural -SURVEYING SERVICES	19,329	0
HOLDEN-COLORADO	Built & Natural -RANGERS - BUSHFIRE BRIGADE	18,405	0
HOLDEN-COLORADO	Built & Natural -CITYBUILD	16,569	0
HOLDEN-COLORADO	Built & Natural -CITYBUILD	18,228	0
FORD-RANGER	Built & Natural -TRAFFIC MANAGMENT	20,507	0
HYUNDAI-ILOAD	Built & Natural -PARKS MAINTENANCE - RETIC	18,607	0
TOYOTA-HILUX	Built & Natural -CITYBUILD	17,486	0
FORD-RANGER	Built & Natural -CITYBUILD	21,528	0
	People & Communities-ENVIRONMENTAL HEALTH COORDINATOR	18,815	0
ISUZU-D'MAX			
HOLDEN-COLORADO	Built & Natural -SURVEYING SERVICES	17,356	30,055
HOLDEN-COLORADO	Built & Natural -CITYBUILD	18,228	0
HYUNDAI-ILOAD	Built & Natural -CITYBUILD	20,157	0
FORD-RANGER	Built & Natural -PARKS CENTRAL	16,337	0
FORD-RANGER	Built & Natural -OPERATIONAL SERVICES	16,048	0
HOLDEN-COLORADO	Built & Natural -RANGERS - BUSHFIRE BRIGADE	22,036	0
Trucks & Buses Replacements			
Trailers			
Parks & Mowers			
TORO - ZERO TURN 60" SD DECK	Built & Natural PARKS CENTRAL	12,000	0
RAZORBACK - MOWER SLASHER PTO	Built & Natural PARKS-NATURAL AREAS	7,000	0
TORO - ZERO TURN 72" RD DECK	Built & Natural PARKS-SOUTHERN	7,643	0
Minor Equipment >\$5000			
PUMPS AUSTRALIA-HPM WATER CLEANER HOT AND COLD	Built & Natural -CITYBUILD	2,500	0
PUMPS AUSTRALIA-HPM WATER CLEANER HOT AND COLD	Built & Natural -CITYBUILD	2,500	0
HAKO-CITYMASTER	Built & Natural -CIVIL MAINTENANCE	25,000	0
Construction Vehicles - Replacement			
KOMATSU - WHEEL LOADER	WORKS CONSTRUCTION	65,410	0
Plant Disposed from 2020/21 budget:			
Light Passenger Vehicles - Replacement			
Toyota Rav 4	Place & Communities	11,815	0
Kia Sportage	Sustainable Development	0	0

Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
Kia Sportage	Strategy & Economic Development	16,460	0
Toyota Prado	Mayor's Office	24,367	0
Mazda CX-5	Recreation Services	16,150	0
NG4776A		0	20,736
MH3283A		0	17,100
<u>Light Commercial Vehicles - Replacement</u>			
Ford transit van	Built & Natural	16,157	0
Ford transit van	Built & Natural	16,588	0
Ford Ranger /Hi-drive	Rangers	16,822	26,191
Ford Ranger	Built & Natural	16,100	0
Ford Ranger	Health Services	18,809	29,145
Ford Ranger	Built & Natural	18,915	0
Ford Ranger	Emergency Management	19,720	0
Ford Ranger	Built & Natural	18,450	0
Ford Ranger	Built & Natural	15,760	0
Isuzu Ute	Sustainable Development	16,460	0
Isuzu Ute	Built & Natural	17,356	0
Isuzu Ute	Built & Natural	19,630	0
MH4439A		0	30,509
MH4983A		0	28,236
MH3708A		0	28,691
MH4537A		0	28,464
MH4453A		0	23,691
<u>Trucks & Buses Replacements</u>			
<u>Trailers</u>			
3T Tandem Tipper Trailer	Built & Natural	1,660	4,404
Wastech Semi Trailer	Built & Natural	35,327	0
Wastech Semi Trailer	Built & Natural	35,327	0
V004 MH73719		0	9,252
<u>Parks & Mowers</u>			
5 Gang mower	Built & Natural	18,252	0
Mower with Cab	Built & Natural	7,500	0
Mower 72"	Built & Natural	6,000	0
<u>Minor Equipment >\$5000</u>			
Various minor plant		0	15,460
<u>Construction Vehicles - Replacement</u>			
MULTI ROLLER	Built & Natural	45,900	0
		1,091,836	319,261

KEY INFORMATION



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

**NOTE 5
TENDERS/QUOTES AWARDED FOR THE MONTH**

CEO delegation – accepted/rejected tenders during the month
Awarded under Financial Authorisation \$250,000 and above

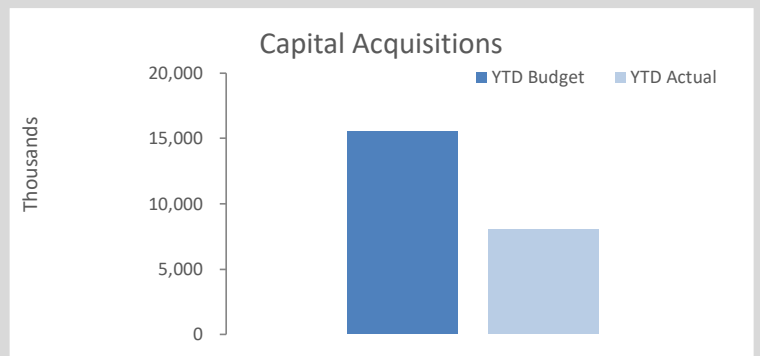
Tender code	Tender Description	Company Awarded to	Contract Term	Contract Amount
				\$
T10-2021	Laying of General Brick Pavers and Large Format Pavers	Alan Tormey Brick Paving and Earth Moving Pty Ltd	3 years 1 option to extend for a further 2 years	1,100,000
T13-2021	Fabrication and Installation of Shade Shelters at Mandurah Western Foreshore Recreation Precinct and the Eastern Foreshore Estuary Pool Separable Portion One and Three - Western Foreshore Shelters	Dummett Enterprises Pty Ltd as trustee for the Dummett Family Trust Trading as Bouvard Marine	Project Completion	253,983
T13-2021	Fabrication and Installation of Shade Shelters at Mandurah Western Foreshore Recreation Precinct and the Eastern Foreshore Estuary Pool Separable Portion Two, Four, Five, Six and Seven – Eastern Foreshore Estuary Pool Shelters	Enviro Infrastructure Pty Ltd	Project Completion	132,170

Capital Acquisitions	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	YTD Actual Variance
	\$		\$	\$	\$
Buildings	5,327,975	5,781,878	2,097,003	608,542	(1,488,461)
Equipment	61,127	158,179	75,426	10,670	(64,756)
Machinery	4,185,542	4,035,330	1,338,743	275,399	(1,063,344)
Infrastructure - Roads	14,775,329	14,841,666	4,526,478	3,527,326	(999,152)
Bridges	3,871,067	3,921,067	287,734	46,067	(241,667)
Parks	14,256,393	16,511,506	6,217,083	3,200,346	(3,016,737)
Drainage	1,222,989	1,294,778	439,458	231,421	(208,037)
Coastal & Estuary	706,907	706,907	181,352	26,907	(154,444)
Other Infrastructure	600,500	993,434	351,806	111,755	(240,052)
Capital Expenditure Totals	45,007,828	48,244,744	15,515,082	8,038,433	(7,476,650)
Capital Acquisitions Funded By:					
	\$		\$	\$	\$
City of Mandurah Contribution	7,543,360	8,286,353	9,108,315	4,149,472	(4,958,843)
Capital grants and contributions	17,656,844	18,465,356	6,285,452	3,569,700	(2,715,752)
Borrowings	9,826,754	11,729,801	-	-	-
Other (Disposals & C/Fwd)	1,108,878	1,091,836	121,315	319,261	197,946
Cash Backed Reserves					
Building Reserve	1,771,058	1,874,491	-	-	-
Asset Management Reserve	3,666,399	4,031,668	-	-	-
Cultural Centre Reserve	-	213,495	-	-	-
Sustainability Reserve	259,000	259,000	-	-	-
Sanitation Reserve	1,238,520	1,238,520	-	-	-
Traffic Bridge Reserve	-	50,000	-	-	-
Waterways Reserve	13,425	13,425	-	-	-
Unspent Grants & Contributions Reserve	1,028,409	188,582	-	-	-
Plant Reserve	895,181	802,216	-	-	-
Capital Funding Total	45,007,828	48,244,744	15,515,082	8,038,433	(7,476,650)

SIGNIFICANT ACCOUNTING POLICIES

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

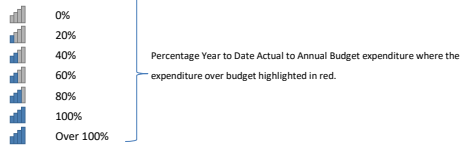
KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	\$48.24 M	\$8.04 M	17%
Capital Grant	Annual Budget	YTD Actual	% Received
	\$18.47 M	\$3.57 M	19%

Capital Expenditure Total

Level of Completion Indicators



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

Account Description	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
Buildings						
750647 Dawesville Community Centre	719,847	719,847	253,180	19,847	700,000	Design only.
750648 Enhancements to Reserve Changerooms to Make Amenities Unisex	25,286	25,286	11,953	5,286	20,000	Construction to commence Q2.
750649 Falcon Family Centre - External Works	57,683	57,683	7,683	7,683	50,000	Construction to commence Q3.
750650 Air Conditioner at Madora Bay Hall	10,411	10,411	3,745	7,611	2,800	Complete.
750651 Air Conditioner at Halls Head Community and Sports Facility	30,566	30,566	10,566	566	30,000	Construction complete. Finances to be finalised.
750652 LED Buildings Plan	80,514	80,514	36,070	10,707	69,807	Ongoing Program 2021/22.
750653 MARC - Administration Office CCTV Camera Installation	15,514	15,514	5,514	514	15,000	Construction 95% complete.
750654 MARC CCTV Stadium	30,514	30,514	10,514	514	30,000	Construction 95% complete.
750655 MARC Leisure Pool Acoustics	206,736	206,736	6,736	6,736	200,000	Construction to commence Q4.
750656 MARC Plantroom Chlorine Gas Detectors & Shutdown System	15,566	15,566	15,566	566	15,000	Construction to commence Q2.
750657 MPAC Internal Refurb	328,084	328,084	328,084	8,084	320,000	Construction to commence Q3.
750658 Reserve Meter Replacement Program	50,566	50,566	566	566	50,000	Ongoing Program 2021/22.
750659 WMC - CCTV Upgrade	15,754	15,754	754	754	15,000	Construction to commence Q2.
750660 WMC Tipping Shed	261,491	261,491	11,491	11,491	250,000	Construction to commence Q2.
750661 Works & Services Building Refurb	211,848	211,848	78,514	11,848	200,000	Design complete.
750662 WMC Fire Water Service	50,463	50,463	463	463	50,000	Construction to commence Q3.
750662 Site Main Switchboard Program	50,514	50,514	8,848	514	50,000	Construction to commence Q2.
750663 Admin Building Carpet	107,621	107,621	24,288	7,621	100,000	Construction to commence Q2.
750664 Billy Dower Offices Flooring	20,952	20,952	20,952	2,952	18,000	Construction to commence Q3.
750665 Civic Building - Rates Team Work Area	15,286	0	0	0	0	Project deferred and budget reallocated to Stage Door Waterfront HVAC project.
750666 Civic Staff Amenity Room Refurbishment	44,622	44,622	4,622	4,622	40,000	Construction to commence Q4.
750667 External Painting Program	25,463	25,463	463	463	25,000	Ongoing Program 2021/22.
750668 Falcon E - Library ACH1 Replacement	55,411	55,411	18,745	411	55,000	Construction to commence Q2.
750669 Fire System Replacement Program	20,566	20,566	566	566	20,000	Construction to commence Q2.
750670 Mandurah Library HVAC	95,514	95,514	514	514	95,000	Construction to commence Q2.
750671 Mandurah Library Re Roofing Project	161,428	161,428	6,428	6,428	155,000	Construction to commence Q2.
750672 Mandurah Ocean Marina Chalets	158,269	158,269	8,269	8,269	150,000	Construction to commence Q3.
750673 Mewburn Ablution Refurbishment	55,883	55,883	5,883	6,433	49,450	Construction to commence Q3.
750674 Museum CCTV Upgrade	40,514	40,514	514	514	40,000	Construction 95% complete.
750675 Rushton Park Pavilion - Ext Coatings	45,463	45,463	463	463	45,000	Construction to commence Q2.
750676 Oven Replacement Peelwood Pde Facility	9,238	9,238	9,238	1,238	8,000	Construction complete. Finances to be finalised.
750677 District Cooling System	614,316	614,316	14,316	14,316	600,000	Construction to commence Q3.
400015 South Mandurah FC Changerooms (CSRFF)	6,666	6,666	2,222	11,190	(4,524)	Complete. Budget Variation for overspend to be processed in due course.
400021 Mandurah Mustangs FC - Facility Development	204,289	204,289	40,925	8,252	196,037	Construction to commence Q2.
400026 Peel Community Kitchen	26,615	54,901	54,901	67,029	(12,128)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed in due course.
400030 Owen Avenue Ablution	279,242	279,242	279,242	72,056	207,186	Construction 60% complete.
400046 Site Main Switchboards	95,133	95,133	0	0	95,133	Construction to commence Q2.
750620 Solar Plan	60,000	60,000	60,000	32,776	27,224	Construction 95% complete.
750623 Administration Building - Foyer Security	68,280	60,823	60,823	10,826	49,997	Construction complete. Finances to be finalised.
750625 Mandurah Community Museum Roof Replacem	143,400	142,545	142,545	0	142,545	Construction complete. Finances to be finalised.
750631 Mdh Bowling & Rec Club - Bar Repairs	21,364	21,364	1,364	1,364	20,000	Construction to commence Q4.
750633 Stage 2 of Upgrades to Peelwood Reserve	99,720	99,720	66,480	0	99,720	Construction to commence Q3.
750638 Ablution Bortolo Reserve	247,540	247,540	165,027	3,000	244,540	Construction to commence Q3.
750639 Peel Hockey Association - Floodlighting	56,923	56,923	56,923	38,520	18,404	Complete.
750643 Falcon Family Centre Upgrade	96,000	96,000	16,000	0	96,000	Construction to commence Q3.
750644 Mandurah Visitors Centre Refurbishment	92,145	129,056	129,056	129,244	(188)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed in due course.
750646 MARC Leisure Pool Acoustics	68,000	68,000	45,333	0	68,000	Design only.
750679 Solar Plan 2021/22	130,754	130,754	11,754	11,754	119,000	Construction to commence Q3.
750679 Council Meeting	0	238,495	238,495	238,495	0	Construction to commence Q2.

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

Account Description	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
750628 Civic Building-Mayors Office Reconfiguration	0	44,500	44,500	68,685	(24,185)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed in due course.
400022 Peelwood Res - Changeroom Upgrade	0	13,959	9,306	0	13,959	Construction to commence Q3.
750636 WMC - Upgrade Alarm System	0	30,000	0	0	30,000	Construction to commence Q2.
750627 Administration Centre External Painting Project	0	70,064	0	0	70,064	Construction 95% complete.
750680 Stage Door Waterfront HVAC	0	15,286	5,095	5,286	10,000	Construction to commence Q2.
Bridges						
880013 BR Pedestrian Bridge Mandurah Road	3,521,067	3,521,067	21,067	21,067	3,500,000	Construction to commence Q4.
880012 Lakelands-Madora Bay Pedestrian Bridge	350,000	350,000	233,333	0	350,000	Design only.
880000 Old Mandurah Bridge	0	50,000	33,333	25,000	25,000	Construction complete. Finances to be finalised.
Parks						
700476 Installation of Permanent Soccer Goals	10,353	10,353	10,353	3,353	7,000	Construction to commence Q3.
700478 Meadow Springs Golf Course Fence	46,004	46,004	6,004	6,004	40,000	Construction to commence Q3.
700479 Rushton Precinct Master Plan - Netball Courts	74,805	74,805	4,805	4,805	70,000	Construction to commence Q4.
700480 Central Irrigation Management System Renewal	93,407	93,407	3,407	3,407	90,000	Ongoing Program 2021/22.
700481 Bin Enclosures for Eastern/Western foreshore	55,839	55,839	22,506	5,839	50,000	Construction to commence Q3. Linked to City Centre Waterfront project.
700440 Major Public Artworks	90,411	90,411	411	411	90,000	Ongoing Program 2021/22.
700482 Abbotswood Park Erskine Path Connection	26,857	26,857	26,857	24,602	2,255	Construction 95% complete.
700483 Falcon Reserve Cricket Net renewal	43,328	63,328	63,328	5,435	57,893	Construction 25% complete.
700484 Avalon Foreshore Westview Parade Stage 2	60,894	60,894	27,561	12,158	48,736	Construction 50% complete.
700485 Bortolo Park Drainage Basin	61,613	61,613	11,613	11,613	50,000	Construction to commence Q4.
700487 Eros Reserve - Basketball Crt Concrete	28,280	28,280	28,280	3,280	25,000	Construction to commence Q3.
700488 Gallop Reserve	109,096	119,096	45,763	22,955	96,141	Construction 25% complete.
700489 Mandurah Road Median	167,781	117,781	17,781	17,781	100,000	Construction to commence Q3.
700490 Meadow Springs Turf Wicket	12,404	12,404	12,404	2,404	10,000	Construction 25% complete.
700491 Milgar BMX Track	24,805	24,805	18,139	4,805	20,000	Construction to commence Q3.
700492 Lavender Gardens Reserve	65,839	75,839	52,506	61,514	14,325	Construction 95% complete.
700493 Pinjarra Road East Median Stage 4	129,185	149,185	62,518	128,378	20,807	Construction 95% complete.
700494 Pleasant Grove Foreshore	85,832	85,832	17,832	18,482	67,350	Construction to commence Q3/Q4.
700495 Kangaroo Paw Park	55,175	55,175	5,175	6,422	48,753	Design only.
700496 Riverside Gdns Foreshore Park Furniture	51,045	51,045	21,045	8,006	43,039	Construction to commence Q2.
700497 Shade Tree Planting at Sports Grounds	22,038	22,038	22,038	7,038	15,000	Construction to commence Q4.
700498 Tickner Reserve Final Stage	226,414	226,414	48,637	28,070	198,344	Construction to commence Q3.
700499 Western Foreshore Bore Hole Replacement	25,497	25,497	25,497	12,863	12,634	Construction 95% complete.
700500 Mary Street (near Lagoon)	18,497	18,497	18,497	1,497	17,000	Construction to commence Q3.
700501 Florida Reserve Fencing	21,497	21,497	14,830	1,497	20,000	Construction to commence Q2.
700502 Northport Oval Fencing	35,466	35,466	15,466	5,466	30,000	Construction to commence Q2.
700503 Henry Sutton	37,089	27,089	27,089	10,689	16,400	Construction complete. Finances to be finalised.
700504 Hennessy Reserve	91,754	91,754	4,754	5,746	86,008	Construction to commence Q4.
700505 Madora Bay Hall	56,798	56,798	6,798	6,798	50,000	Construction to commence Q3.
700506 Caterpillar Park	25,738	25,738	5,738	5,738	20,000	Construction to commence Q2.
700507 Replacement of Rubber Softfall	83,456	83,456	3,456	54,950	28,506	Ongoing Program 2021/22.
700508 Signage Renewal	49,045	49,045	9,045	9,045	40,000	Ongoing Program 2021/22.
700509 BBQ New Program	51,548	51,548	18,215	12,838	38,710	Ongoing Program 2021/22.
700510 Boardwalk Renewal Program	250,000	50,000	0	0	50,000	Ongoing Program 2021/22.
700439 Enclosed Dog Park	229,849	202,169	202,169	188,658	13,511	Construction 95% complete.
700441 Bortolo Reserve - Shade Sail	34,011	34,011	17,344	4,011	30,000	Construction to commence Q3.
700471 Hermitage Park - Shade Sail	45,419	45,419	23,197	5,419	40,000	Construction to commence Q3.
700472 Country Club Drive - Shade Sail	34,011	34,011	17,344	4,011	30,000	Construction to commence Q3.
700443 Falcon Bay Upgrade - Stage 4 of 5	129,261	71,440	31,751	25,920	45,520	Construction 95% complete.
700444 Novara Foreshore Stage 4	282,348	273,636	182,424	255,192	18,444	Construction 95% complete.
700453 Falcon Reserve Activation Plan - Stage 2	127,331	118,822	52,810	1,240	117,582	Construction 50% complete.
700462 Madora Bay Beach	113,441	113,441	13,441	13,441	100,000	Design only.
700464 Shade Sails Over Playgrounds	196,198	192,251	128,167	163,271	28,980	Construction 95% complete.
700511 Mandurah Parks - Shade Sails	0	150,000	0	0	150,000	Construction to commence Q3.
700512 Meadow Springs SF - Cricket Nets	0	45,500	45,500	0	45,500	Construction to commence Q2.
700020 Pebble Beach Boulevard Res 46649	0	6,099	4,066	921	5,178	Construction complete. Finances to be finalised.
700463 Madora Beach Shade Shelters	0	57,247	38,165	52,737	4,510	Construction 95% complete.
700513 Artesian Pump Replacement Program	0	50,000	16,667	0	50,000	Ongoing Program 2021/22.
Roads						
501087 Access Pathway at Rushton North Pavilion	60,665	60,665	3,665	3,665	57,000	Construction to commence Q3.
501088 RC Leslie Street Stage 2	786,420	786,420	36,420	44,780	741,640	Construction to commence Q2.
501089 RC Peel Street Stage 3	1,540,664	1,540,664	540,664	73,770	1,466,894	Construction to commence Q4.
501090 RC Pinjarra Road Stage 3	1,553,728	1,553,728	720,394	53,728	1,500,000	Refer to Financial Report, Key Capital Projects table.
501091 SL Street Lighting New Program	130,276	130,276	63,609	30,276	100,000	Ongoing Program 2021/22.
501092 TM Discretionary Traffic Management Program	202,864	202,864	102,864	139,719	63,145	Ongoing Program 2021/22.
501093 Concrete Hardstand	320,852	320,852	20,852	15,852	305,000	Construction to commence Q3. Seeking Department of Water and Environmental Regulation approval.

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

Account Description			Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
501094	MRF Building Hardstand		57,281	57,281	7,281	7,281	50,000	Construction to commence Q3.
501051	SF Street Furniture New Program		57,179	57,179	23,846	7,179	50,000	Ongoing Program 2021/22.
501097	Tims Thicket Road		567,929	567,929	27,929	27,929	540,000	Construction to commence Q4.
501098	RR France/Aldgate St Intersection		350,958	350,958	20,958	23,429	327,530	Construction to commence Q3.
501099	RR Bortolo Drive/Lowden St Intersection		259,435	259,435	99,435	19,435	240,000	Construction 5% complete.
501100	RR Sticks Boulevard		33,004	33,004	8,004	8,004	25,000	Construction 5% complete.
501111	RS Tennyson Avenue (HALLS HEAD)		220,576	220,576	148,909	69,782	150,794	Construction 95% complete.
501112	SP Falcon Coastal Shared Path		75,086	75,086	15,086	15,211	59,875	Design only.
501113	SP Halls Head PSP		416,663	416,663	16,663	16,663	400,000	Construction to commence Q3.
501114	SP Missing Links		111,543	111,543	44,877	12,162	99,381	Ongoing Program 2021/22.
501115	SP Biara Court PAW Renewal		43,446	43,446	5,946	5,946	37,500	Construction to commence Q3.
501116	SP Pleasant Grove POS		46,102	46,102	4,602	4,602	41,500	Construction to commence Q3/Q4.
501117	SP Waterside Gardens Paving Rehabilitation		32,022	32,022	5,022	5,022	27,000	Construction to commence Q2.
501123	Ayrton St POS Carpark		76,098	76,098	36,765	17,098	59,000	Construction to commence Q4.
501124	Emulsion tank with bunding		45,566	45,566	566	566	45,000	Construction to commence Q4.
501125	Corsican Road		101,439	101,439	18,106	1,439	100,000	Construction to commence Q2/Q3.
501126	Southern Operations Centre		164,245	164,245	14,245	14,245	150,000	Construction to commence Q3/Q4.
501118	SL Carpark Lighting Replacement Program		100,874	100,874	45,319	12,739	88,135	Ongoing Program 2021/22.
501119	SL Light Pole Replacement		100,926	100,926	45,370	926	100,000	Ongoing Program 2021/22.
501120	SL Mandurah Marina Canal Light Poles		68,874	68,874	12,208	874	68,000	Ongoing Program 2021/22.
501121	SL Parks and Reserves LED Program		70,874	70,874	31,985	874	70,000	Ongoing Program 2021/22.
501101	Halls Head Beach Car Park Stage 2		105,303	105,303	24,303	24,303	81,000	Construction to commence Q3/Q4.
501102	RS Aldgate Street (MANDURAH)		56,048	56,048	22,715	6,048	50,000	Construction to commence Q3.
501103	RS Ayrton Street (DAWESVILLE)		166,255	166,255	59,588	84,176	82,079	Construction 95% complete.
501104	RS Chapman Road (DAWESVILLE)		105,928	105,928	39,261	44,061	61,867	Construction 95% complete.
501105	RS Durham Crescent (DAWESVILLE)		80,964	80,964	30,964	44,562	36,402	Construction 95% complete.
501106	RS Inneson Place (DAWESVILLE)		50,793	50,793	20,793	37,420	13,373	Construction 95% complete.
501107	RS Napier Close (HALLS HEAD)		40,778	40,778	29,111	24,587	16,191	Construction 95% complete.
501108	RS Sabina Drive (MADORA BAY)		83,248	83,248	32,581	7,248	76,000	Construction to commence Q3.
501109	RS Sandford Crescent (HALLS HEAD)		106,048	106,048	72,715	58,887	47,161	Construction 95% complete.
501110	RS Seaton Close (HALLS HEAD)		35,778	35,778	25,778	25,935	9,843	Construction 95% complete.
501127	Falcon Reserve Activation Plan - Stage 3		424,794	424,794	24,794	26,173	398,621	Construction to commence Q4.
501083	RR Mandurah Terrace		1,408,095	1,408,095	276,308	49,951	1,358,144	Refer to Financial Report, Key Capital Projects table.
501041	SL Rushton Sports Flood Lighting		52,826	52,826	52,826	2,826	50,000	Construction to commence Q2.
501027	RR Pinjarra Road Stage 1		1,125,578	803,506	535,671	1,102,051	(298,545)	Refer to Financial Report, Key Capital Projects table. Expenditure analysis currently being conducted. Relevant transactions to be journalled to RC Pinjarra Road Stage 3 project.
501031	RR Catalina Dr/Badgerup Ave Roundabout		14,069	2,828	471	0	2,828	Construction complete. Finances to be finalised.
501033	RR Old Coast Road/Albany Drive		106,247	28,752	4,792	20,738	8,014	Construction complete. Finances to be finalised.
501064	SP Mulberry Close PAW		52,009	57,816	57,816	33,033	24,783	Construction complete. Finances to be finalised.
500016	Smart Street Mall Upgrade		897,835	1,167,355	389,118	410,781	756,574	Refer to Financial Report, Key Capital Projects table.
501076	RR Guava Way		301,000	204,889	204,889	247,228	(42,339)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed in due course.
501084	Peel Street - Power Relocation		1,500,000	1,500,000	0	62,582	1,437,418	Refer to Financial Report, Key Capital Projects table.
501128	Dawesville Channel SE Foreshore Upgrade		466,144	466,144	323,802	344,618	121,526	Construction 95% complete.
501038	SP Stingray Point Footpath Replacement		0	12,712	4,237	57,193	(44,481)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed in due course.
501050	Mandurah Road Median		0	78,818	52,545	2,139	76,679	Construction to commence Q4.
501086	SP Denham Street		0	72,877	48,585	85,550	(12,673)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed in due course.
501039	SL Street Lighting New Program		0	80,149	53,433	29,604	50,545	Balance of ongoing program from 2020/21.
501042	SL Light Pole Replacement		0	53,373	17,791	46,510	6,863	Construction complete. Finances to be finalised.
501048	TM Discretionary Traffic Management Program		0	0	0	3,515	(3,515)	Invoice for 2020/21 project processed post 2020/21 EOFY. Budget to be adjusted at Budget Review.
501062	SP Pinjarra Road Park		0	0	0	1,539	(1,539)	Invoice for 2020/21 project processed post 2020/21 EOFY. Budget to be adjusted at Budget Review.
501065	Missing Links		0	0	0	2,410	(2,410)	Invoice for 2020/21 project processed post 2020/21 EOFY. Budget to be adjusted at Budget Review.
501077	SP Harbord Avenue		0	0	0	3,464	(3,464)	Invoice for 2020/21 project processed post 2020/21 EOFY. Budget to be adjusted at Budget Review.
Drainage								
600181	Septic Tank and Grease Arrestor at Milgar Reserve		30,720	30,720	10,720	720	30,000	Construction to commence Q3.
600182	Discretionary Drainage Projects		165,705	165,705	99,039	100,857	64,848	Ongoing Program 2021/22.
600183	Halls Head Pde Beach Central CP Stage 2		235,361	235,361	15,361	15,361	220,000	Construction to commence Q3.
600184	DR Mathew Street, Falcon		104,969	104,969	48,302	19,969	85,000	Construction to commence Q3/Q4.
600185	DR Koolinda Street, Falcon Stage 2		99,298	99,298	99,298	20,406	78,892	Construction to commence Q3.
600186	DR Yeedong Road, Falcon - Stage 2		168,544	168,544	118,211	17,544	151,000	Construction to commence Q2/Q3.
600187	DR Pump Station Replacement of Pumps		55,669	55,669	669	669	55,000	Ongoing Program 2021/22.
600180	Bortolo Sump-Water Sensitive UrbanDesign		362,723	362,723	0	0	362,723	Construction to commence Q3.
600173	DR Koolinda Street		0	71,789	47,859	55,896	15,893	Construction 75% complete.
Coastal & Estuary								
900012	Parkridge Boat Ramp		33,426	33,426	13,426	3,426	30,000	Design only.
910068	All Access Launching Ramp - Riverside Gardens		154,714	154,714	104,714	4,714	150,000	Construction to commence Q3.
910008	South Harbour Paving Upgrade Stage 3 to 6		107,744	107,744	52,089	37,445	100,000	Construction to commence Q3.

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

Account Description		Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
910109	Cambria Island Abutment Walls Repair	411,023	411,023	11,023	11,023	400,000	Construction to commence Q3.
Equipment							
820181	Monitor (TV/Display) in Marina Administration Office	5,386	5,386	5,386	386	5,000	Construction to commence Q3.
820182	Furniture & Equipment Renewal Program	55,741	55,741	21,741	4,741	51,000	Ongoing Program 2021/22.
820174	MPAC Orchestra Lift	0	73,129	24,376	0	73,129	Construction 90% complete.
820180	Furniture & Equipment Renewal Program	0	23,923	23,923	5,543	18,380	Balance of ongoing program from 2020/21.
Plant & Machinery							
770001	Replacement Light Passenger Vehicles	528,531	497,901	165,966	29,740	468,161	Ongoing Program 2021/22.
770002	Replacement Light Commercial Vehicles	1,342,546	1,256,259	418,750	79,416	1,176,843	Ongoing Program 2021/22.
770007	Trailers	644,969	611,674	203,890	164,520	447,154	Ongoing Program 2021/22.
770008	Construction Vehicles	664,209	664,209	221,404	0	664,209	Ongoing Program 2021/22.
770009	Parks and Mowers	278,009	278,009	92,668	0	278,009	Ongoing Program 2021/22.
770010	New - Heavy Vehicles Plant and Equipment	55,000	55,000	18,333	0	55,000	Ongoing Program 2021/22.
770011	Miscellaneous Equipment	469,815	469,815	156,603	1,260	468,555	Ongoing Program 2021/22.
770018	New - Light Commercial Vehicles	182,000	182,000	60,667	0	182,000	Ongoing Program 2021/22.
770019	WMC Weighbridge Enhancements	20,463	20,463	463	463	20,000	Construction to commence Q2.
Other Infrastructure							
930036	Christmas Decorations 2021	213,000	213,000	146,333	111,755	101,245	Installation has commenced and is on schedule.
930037	CSRFF Program - Small Grants	150,000	150,000	50,000	0	150,000	Funding allocations to be determined.
930035	Restart Mandurah - Other	237,500	466,434	155,473	0	466,434	Remaining balance of Restart Mandurah funds.
930038	MARC Geothermal Pump & VSD	0	164,000	0	0	164,000	Construction to commence Q3.
400050	Lakelands DOS Clubroom Facility	152,512	146,368	97,579	16,346	130,022	Construction complete. Finances to be finalised.
700052	Lakelands DOS Flood Lights	471,189	470,735	313,824	460,298	10,437	Construction 95% complete.
500085	Lakelands DOS Parking	1,794	3,594	599	0	3,594	Construction complete. Finances to be finalised.
700050	Lakelands DOS Irrigation	21,981	21,981	7,327	0	21,981	Construction complete. Finances to be finalised.
700053	Lakelands DOS Sports Specific Infrastructure	20,199	18,399	12,266	76,994	(58,595)	Construction of Diamond 1 is 75% complete. Diamond 2 construction yet to commence.
700054	Lakelands DOS Water Provision Infrastructure	310,156	310,156	206,771	0	310,156	Construction complete. Finances to be finalised.
700055	Eastern Foreshore South Precinct	5,716,803	6,026,797	2,067,594	327,012	5,699,785	Refer to Financial Report, Key Capital Projects table.
700056	Western Foreshore Recreation Precinct	4,082,096	6,031,636	2,059,729	1,090,980	4,940,656	Refer to Financial Report, Key Capital Projects table.
Grand Total		45,007,828	48,244,744	15,515,082	8,038,433	40,206,311	

Repayments - Borrowings

Information on Borrowings Particulars	1 July 2021	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Community amenities									
Compactor Waste Trailers and Dolly [336]	182,928	0	0	19,581	58,331	163,347	124,745	1,323	4,381
Waste Water Reuse [349]	123,584	0	0	7,662	22,445	115,922	101,209	878	3,176
Halls Head Ablution Block [350]	82,406	0	0	5,107	14,959	77,300	67,482	585	2,117
Halls Head Recycled Water 2019/20	181,932	0	0	4,225	18,418	177,707	163,642	1,403	4,863
Ablutions 2020/21	0	0	200,000	0	17,580	0	182,420	0	5,375
Ablutions 2021/22	0	0	70,000	0	0	0	70,000	0	0
Recreation and culture									
Rushton Park Redevelopment [318(ii)]	242,243	0	0	31,333	88,447	210,911	154,735	452	5,565
Meadow Springs Recreation Facility [318(iii)]	181,967	0	0	23,536	67,388	158,430	113,661	339	4,240
Mandurah Rugby Club [320]	649	0	0	-	667	649	0	0	0
Mandurah Cricket Club [321]	215	0	0	-	203	215	0	0	0
Mandurah Football & Sporting Club [324]	84,392	0	0	27,328	82,264	57,064	2,242	532	1,316
Mandurah Rugby Club [325]	6,512	0	0	2,103	6,331	4,409	162	41	101
Bowling Club Relocation [326]	531,183	0	0	188,425	531,913	342,758	41	1,431	7,721
Ablutions - Netball Centre [329(i)]	43,859	0	0	14,516	43,702	29,343	2,054	275	672
Parks Construction [329(v)]	43,859	0	0	14,516	43,702	29,343	561	275	672
Halls Head Bowling Club upgrade [331]	273,985	0	0	12,435	36,250	261,550	237,916	2,053	7,214
Parks - Falcon Bay Reserve [333(i)]	47,067	0	0	8,032	24,066	39,036	24,634	328	1,012
MARC Redevelopment [338]	599,116	0	0	55,194	156,515	543,921	442,909	1,906	14,785
MARC Redevelopment Stage 1 [340]	420,178	0	0	27,383	80,042	392,795	340,372	2,881	10,750
MARC Redevelopment Stage 2 [341]	1,051,932	0	0	75,260	207,471	976,673	844,896	2,836	26,817
Eastern Foreshore Wall [344]	689,125	0	0	48,558	134,120	640,567	555,055	2,010	17,584
MARC Stage 2 [345]	1,018,914	0	0	70,214	192,185	948,699	826,120	2,534	26,058
Falcon Bay Seawall [351]	206,930	0	0	12,806	37,509	194,124	169,554	1,470	5,319
MARC Solar Plan [353]	153,181	0	0	6,864	20,000	146,317	133,272	1,148	4,036
Novara Foreshore Development [355]	306,341	0	0	13,728	40,000	292,614	266,543	2,296	8,072
Falcon Bay Foreshore Upgrades [356]	306,341	0	0	13,728	40,000	292,614	266,543	2,296	8,072
Mandjar Square Development [358]	382,826	0	0	17,158	49,996	365,667	333,093	2,870	10,088
Lakelands DOS [360]	2,040,331	0	0	108,404	282,919	1,931,927	1,758,134	3,748	53,536
Mandjar Square Stage 3 and 4	413,013	0	0	16,208	88,290	396,806	715,884	2,072	21,390
Falcon Seawall	803,936	0	0	34,345	43,828	769,591	369,445	2,215	11,012
Novara Foreshore Stage 3	165,255	0	0	6,182	17,530	159,074	147,818	1,130	4,406
Smart Street Mall Upgrade 2019/20	450,310	0	0	11,719	46,159	438,591	404,481	3,467	12,029
Falcon Bay Foreshore Stage 3 of 4	272,894	0	0	6,338	27,626	266,556	245,463	2,104	7,294
Mandjar Square Final Stage	272,894	0	0	6,338	27,626	266,556	245,463	2,104	7,294
Falcon Skate Park Upgrade	108,084	0	0	2,813	11,081	105,271	97,071	832	2,887
Westbury Way North side POS Stage 3	181,937	0	0	4,225	18,417	177,712	163,648	1,403	4,863
Eastern/ Western Foreshore 2020/21	1,140,973	0	0	0	100,278	1,140,973	1,040,652	2,242	30,666
Smart Street Mall 2020/21	1,102,206	0	0	0	96,868	1,102,206	1,005,297	2,019	29,624
Novara Foreshore Stage 4	100,004	0	0	1,836	8,784	98,168	91,216	575	2,688
Bortolo Reserve - Shared Use Parking and Fire Track Facility	300,011	0	0	5,517	26,377	294,494	273,623	1,727	8,063
Falcon Bay Upgrade - Stage 4 of 5	280,011	0	0	5,149	24,610	274,861	255,390	1,612	7,526
Enclosed Dog Park	20,152	0	0	367	1,774	19,785	18,377	116	542
South Harbour Paving Upgrade Stage 2	50,002	0	0	918	4,392	49,084	45,608	288	1,344
Falcon Skate Park Upgrade 2020/21	75,456	0	0	1,384	6,636	74,071	68,817	434	2,028
Eastern/ Western Foreshore 2021/22	0	0	1,629,070	0	143,186	0	1,485,884	0	43,785
Smart Street Mall 2021/22	0	0	897,835	0	78,912	0	818,923	0	24,131
Enclosed Dog Park 2021/22	0	0	179,849	0	15,818	0	164,031	0	4,834
Novara Foreshore Stage 4 2021/22	0	0	230,000	0	20,218	0	209,782	0	6,182
Falcon Bay Upgrade - Stage 4 of 5 2021/22	0	0	90,000	0	7,913	0	82,087	0	2,419
Parks and Reserves Upgrades 2021/22	0	0	609,000	0	0	0	609,000	0	0
Mandurah Library Re Roofing Project	0	0	155,000	0	0	0	155,000	0	0
Falcon Reserve Activation Plan	0	0	400,000	0	0	0	400,000	0	0
Rushton Park Precinct	0	0	70,000	0	0	0	70,000	0	0
Western Foreshore Yr 3	0	0	800,000	0	0	0	800,000	0	0
District Cooling System	0	0	600,000	0	0	0	600,000	0	0
Transport									
Drainage [318(iv)]	60,277	0	0	7,796	21,059	52,480	41,075	112	1,325
Road Construction [318(v)]	605,040	0	0	78,259	227,434	526,781	374,516	1,129	14,309
Road Construction [329(ii)]	95,457	0	0	31,594	95,116	63,863	84	599	1,463
Drainage Construction [329(iii)]	30,959	0	0	10,247	30,849	20,712	2,545	194	474
Peelwood Oval - Parking [329(iv)]	12,900	0	0	4,269	12,854	8,630	0	81	198
Path Construction [329(vi)]	7,740	0	0	2,562	7,712	5,178	0	49	119
Street Lighting [329(viii)]	10,320	0	0	3,416	10,283	6,904	0	65	158
Road Construction [333(ii)]	214,418	0	0	36,589	109,632	177,829	103,431	1,492	4,610
New Pedestrian Bridge Construction [335]	364,096	0	0	39,602	117,999	324,494	246,419	2,630	8,697
New Road Construction [339]	430,312	0	0	37,757	111,602	392,555	318,948	2,915	10,630
New Road Construction [342]	539,017	0	0	37,529	103,365	501,488	435,861	1,519	13,779
WMC Tims Thicket [343]	83,051	0	0	5,244	15,451	77,807	67,640	616	2,129
Road Construction [346]	325,323	0	0	20,173	59,091	305,150	266,459	2,311	8,361

Repayments - Borrowings

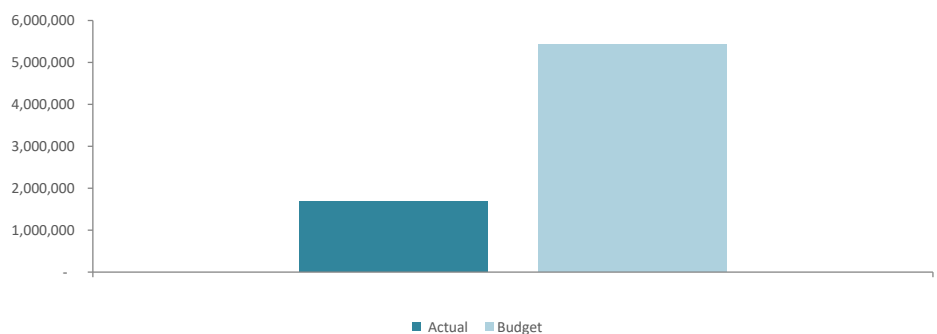
Information on Borrowings Particulars	1 July 2021	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
MARC Carpark [347]	247,155	0	0	15,324	44,888	231,831	202,432	1,756	6,352
MPAC Forecourt [348]	103,000	0	0	6,384	18,701	96,615	84,353	732	2,647
Mandurah Marina [352]	153,181	0	0	6,864	20,000	146,317	133,272	1,148	4,036
MARC Carpark [354]	229,772	0	0	10,294	29,993	219,478	199,929	1,722	6,055
Mandurah Foreshore Boardwalk Renewal [357]	344,544	0	0	15,441	44,993	329,103	299,785	2,583	9,079
New Road Construction [359]	1,028,241	0	0	53,931	143,054	974,310	885,540	2,745	26,973
Smoke Bush Retreat Footpath [361]	76,588	0	0	3,434	10,006	73,154	66,616	574	2,018
New Boardwalks 18/19	413,013	0	0	15,455	43,828	397,559	369,445	2,825	11,012
Coodanup Drive - Road Rehabilitation	82,641	0	0	3,091	8,765	79,550	73,909	565	2,203
Pinjarra Road Carpark	165,255	0	0	6,182	17,530	159,074	147,818	1,130	4,406
New Road Construction 2018/19	1,329,504	0	0	56,699	145,594	1,272,805	1,183,854	3,621	35,366
New Road Construction 2019/20	798,115	0	0	24,973	83,446	773,143	714,969	2,363	21,290
South Harbour Upgrade 2019/20	209,228	0	0	4,858	21,180	204,370	188,193	1,613	5,592
New Roads 2020/21	600,023	0	0	0	57,134	600,023	592,866	1,727	17,470
Carryover Roads 2020/21	0	0	500,000	0	43,945	0	456,055	0	13,439
Roads 2021/22	0	0	1,250,000	0	0	0	1,250,000	0	0
Boardwalks 2021/22	0	0	250,000	0	0	0	50,000	0	0
Carparks 2021/22	0	0	438,000	0	0	0	438,000	0	0
Pedestrian Bridge Mandurah Road	0	0	908,000	0	0	0	908,000	0	0
Cambria Island Abutment Wall	0	0	400,000	0	0	0	400,000	0	0
Economic services									
Mandurah Ocean Marina Chalets Refurbishment	0	0	150,000	0	0	0	150,000	0	0
Other property and services									
IT Communications Equipment [318(i)]	47,766	0	0	6,178	16,847	41,588	33,262	89	1,060
IT Equipment [329(vii)]	12,900	0	0	4,269	12,854	8,630	251	81	198
Land Purchase [330]	589,352	0	0	212,917	590,181	376,435	21	1,391	8,424
Civic Building - Tuckey Room Extension	413,013	0	0	15,455	43,828	397,559	369,445	2,825	11,012
	24,561,332	0	9,826,754	1,688,218	5,432,960	22,873,114	28,819,948	103,455	723,433
Total	24,561,332	0	9,826,754	1,688,218	5,432,960	22,873,114	28,819,948	103,455	723,433
Current borrowings	5,432,960		9,826,754	1,688,218	5,432,960	3,744,742	5,432,960	103,455	723,433
Non-current borrowings	19,128,372					19,128,372	23,386,988		
	24,561,332					22,873,114	28,819,948		

All debenture repayments were financed by general purpose revenue.

KEY INFORMATION

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

2021/22 Principal Repayments



Principal Repayments

\$1,688,218

Interest Expense

\$103,455

Loans Due

\$22.87 M

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

OPERATING ACTIVITIES
NOTE 8
CASH RESERVES

Cash Backed Reserve

Reserve Name	Opening	Budget Interest	Actual Interest	Budget Transfers	Actual Transfers	Budget Transfers	Actual Transfers	Budget Closing	Actual YTD
	Balance	Earned	Earned	In (+)	In (+)	Out (-)	Out (-)	Balance	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Building	1,674,855	8,658	0	0	0	(1,435,818)	0	247,695	1,674,855
Parking	479,332	9,051	0	0	0	0	0	488,384	479,332
Asset Management	10,688,231	105,409	0	1,900,000	0	(5,175,875)	0	7,517,766	10,688,231
Cultural Centre	149,781	0	0	66,194	0	(213,495)	0	2,480	149,781
Property Acquisition	0	0	0	0	0	0	0	0	0
Sustainability	625,422	6,923	0	0	0	(259,000)	0	373,345	625,422
Sanitation	4,008,943	17,922	0	0	0	(1,238,520)	0	2,788,345	4,008,943
Traffic Bridge	49,886	0	0	0	0	(50,000)	0	(114)	49,886
Interest Free Loans	50,325	0	0	0	0	(50,000)	0	325	50,325
CLAG	6,407	1,183	0	0	0	0	0	7,589	6,407
Mandurah Ocean Marina	177,219	3,358	0	0	0	0	0	180,577	177,219
Waterways	733,673	4,497	0	0	0	(13,425)	0	724,745	733,673
Port Mandurah Canals Stage 2 Maintenance	92,705	1,733	0	0	0	0	0	94,438	92,705
Mariners Cove Canals	84,466	1,599	0	0	0	0	0	86,065	84,466
Port Bouvard Canal Maintenance Contributions	265,862	5,012	0	0	0	0	0	270,874	265,862
Unspent Grants & Contributions	8,707,386	0	0	0	0	(8,126,441)	0	580,945	8,707,386
Long Service Leave	4,576,258	0	0	971,036	0	(883,534)	0	4,663,760	4,576,258
Bushland Acquisition	3,000,000	0	0	0	0	0	0	3,000,000	3,000,000
Coastal Storm Contingency	257,363	4,856	0	0	0	0	0	262,219	257,363
Digital Futures	69,192	1,577	0	0	0	0	0	70,768	69,192
Decked Carparking	1,004,210	18,947	0	0	0	0	0	1,023,157	1,004,210
Specified Area Rates - Waterside Canals	118,986	1,689	0	0	0	(6,737)	0	113,938	118,986
Specified Area Rates - Port Mandurah Canals	415,584	2,748	0	62,906	0	(336,260)	0	144,978	415,584
Specified Area Rates - Mandurah Quay Canals	209,361	4,129	0	8,669	0	0	0	222,158	209,361
Specified Area Rates - Mandurah Ocean Marina	403,902	6,818	0	0	0	0	0	410,720	403,902
Specified Area Rate - Port Bouvard Canals	120,423	2,253	0	0	0	(134)	0	122,542	120,423
Specified Area Rate - Mariners Cove	15,857	46	0	0	0	(10,656)	0	5,248	15,857
Specified Area Rate - Eastport	35,919	544	0	0	0	(175)	0	36,288	35,919
Sportclubs Maintenance Levy	188,306	3,911	0	12,000	0	0	0	204,217	188,306
City Centre Land Acquisition Reserve	1,006,509	0	0	0	0	0	0	1,006,509	1,006,509

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

**OPERATING ACTIVITIES
NOTE 8
CASH RESERVES**

Lakelands Community Infrastructure Reserve	1,097,302	20,703	0	0	0	0	0	1,118,005	1,097,302
Plant Reserve	1,582,499	14,308	0	0	0	(802,216)	0	794,591	1,582,499
Workers Compensation Reserve	481,416	2,126	0	0	0	0	0	483,542	481,416
Restricted Cash Reserve	2,390,335	0	0	0	0	(997,411)	0	1,392,924	2,390,335
	44,767,915	250,000	0	3,020,805	0	(19,599,697)	0	28,439,023	44,767,915

Provider	Unspent Operating Grant, Subsidies and Contributions Liability				Operating Grants, Subsidies and Contributions Revenue			
	Liability 1-Jul	Increase in Liability	Liability Reduction (As revenue)	Liability 30-Jun	Adopted Budget	Budget Variations	Annual Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$
Operating Grants and Subsidies								
General purpose funding								
Financial Assistance Grant - General Purpose	0	0	0	0	897,773	0	897,773	246,448
Financial Assistance Grant - Local Roads	0	0	0	0	627,034	0	627,034	169,445
Law, order, public safety								
Lifeguard Service Funding: DPIRD	0	95,667	0	95,667	101,500	0	101,500	0
Southern Districts Bush Fire Brigade LGGS: DFES	0	0	0	0	35,000	0	35,000	8,716
SES LGGS: DFES	0	0	0	0	50,000	0	50,000	13,001
Bushfire Mitigation Activity Fund (MAF) Grants: DFES	0	28,550	0	28,550	64,600	0	64,600	0
Education and welfare								
Waterwise Verge Grant: Water Corp	0	0	0	0	10,000	0	10,000	0
Local Youth Alcohol Campaign: ADF	26,350	0	0	26,350	26,050	0	26,050	0
Ask for Angela: WAPOL	20,060	0	0	20,060	20,060	0	20,060	0
NAIDOC: PMC	0	0	0	0	3,084	0	3,084	0
International Disability Day Grant: Alcoa	0	0	0	0	1,028	0	1,028	0
Digital Health Literacy Workshop: PLWA	0	826	0	826	0	0	0	0
Mandurah Mental Health Initiative: WAPHA	0	0	0	0	0	0	70,000	0
Recreation and culture								
Christmas Pageant: Lotterystwest	0	0	0	0	10,468	0	10,468	0
Crabfest: Tourism WA	0	10,000	(10,000)	0	143,868	0	143,868	10,000
Every Club Funding 2021: DLGSC	40,000	0	0	40,000	40,000	0	40,000	0
Mandurah & Peel Aquatic Clubs Amalgamation: DLGSC	3,500	0	0	3,500	3,500	0	3,500	0
Every Club Funding 2022: DLGSC	0	0	0	0	20,554	0	20,554	0
Wearable Art	0	0	0	0	20,000	0	56,600	0
Gnoonie Youth Football Cup: Healthway	0	2,000	0	2,000	1,000	0	1,000	0
CHRMAP: DPLH	0	0	0	0	37,500	0	37,500	0
Round the Estuary Trail: PDC	0	50,000	0	50,000	0	0	50,000	0
	89,910	187,043	(10,000)	266,953	2,113,019	0	2,269,619	447,610
TOTALS	89,910	187,043	(10,000)	266,953	2,113,019	0	2,269,619	447,610

Provider	Unspent Non Operating Grants, Subsidies and Contributions Liability				Non Operating Grants, Subsidies and Contributions Revenue			
	Liability 1-Jul	Increase in Liability	Liability Reduction (As revenue)	Liability 30-Jun	Adopted Budget Revenue	Budget Variations	Annual Budget	YTD Revenue Actual (b)
	\$	\$	\$	\$	\$	\$	\$	\$
Non-Operating Grants and Subsidies								
Recreation and culture								
Eastern Foreshore South Precinct: DoH	309,994	0	(309,994)	0	2,500,000	309,994	2,809,994	309,994
Western Foreshore Recreation Precinct: DoH	131,670	0	(131,670)	0	0	131,670	131,670	131,670
Eastern Foreshore South Precinct: RfR	1,534,127	0	(17,018)	1,517,109	3,034,127	0	3,034,127	17,018
Western Foreshore Recreation Precinct: RfR	1,965,873	0	(959,310)	1,006,563	1,673,933	291,940	1,965,873	959,310
Lakelands DOS Clubroom Facility: AFL	0	0	0	0	50,000	0	50,000	0
Lakelands DOS: DLGSC	0	0	0	0	325,000	0	325,000	0
Mandurah Parks - Shade Sails: DPIRD	0	150,000	0	150,000	0	150,000	150,000	0
Meadow Springs SF - Cricket Nets: Cricket Australia	0	9,450	0	9,450	0	10,500	10,500	0
Meadow Springs SF - Cricket Nets: PDC	0	35,000	0	35,000	0	35,000	35,000	0
All Access Launching Ramp - Riverside Gardens	0	0	0	0	75,000	0	75,000	0
MPAC Internal Refurb: DPIRD	0	0	0	0	160,000	0	160,000	0
Transport								
BR Pedestrian Bridge Mandurah Road	0	0	0	0	2,000,000	0	2,000,000	0
RC Leslie Street Stage 2	0	0	0	0	500,000	0	500,000	200,000
RC Peel Street Stage 3	0	0	0	0	1,000,000	0	1,000,000	400,000
RC Pinjarra Road Stage 3	0	0	0	0	1,000,000	0	1,000,000	400,000
Tims Thicket Road	0	0	0	0	540,000	0	540,000	0
RR France/Aldgate St Intersection	0	0	0	0	330,000	0	330,000	132,720
RR Bortolo Drive/Lowden St Intersection	0	0	0	0	156,977	0	156,977	94,400
RS Tennyson Avenue (HALLS HEAD)	0	0	0	0	215,000	0	215,000	65,000
SP Falcon Coastal Shared Path	0	0	0	0	30,000	0	30,000	0
SP Halls Head PSP	0	0	0	0	200,000	0	200,000	0
RS Aldgate Street (MANDURAH)	0	0	0	0	50,000	0	50,000	70,788
RS Ayrton Street (DAWESVILLE)	0	0	0	0	160,000	0	160,000	160,000
RS Durham Crescent (DAWESVILLE)	0	0	0	0	75,000	0	75,000	75,000
RS Inneston Place (DAWESVILLE)	0	0	0	0	40,000	0	40,000	40,000
RS Sandford Crescent (HALLS HEAD)	0	0	0	0	85,708	0	85,708	85,708
RR Mandurah Terrace	0	0	0	0	1,358,144	0	1,358,144	0
RR Pinjarra Road Stage 1	0	0	0	0	200,000	0	200,000	200,000
RR Old Coast Road/Albany Drive	0	0	0	0	96,955	(88,378)	8,577	0
RR Guava Way	165,511	0	(165,511)	(0)	301,000	(96,111)	204,889	165,511
Peel Street - Power Relocation	1,429,072	0	(62,582)	1,366,490	1,500,000	0	1,500,000	62,582
	5,536,246	194,450	(1,646,084)	4,084,612	17,656,844	744,615	18,401,459	3,569,700
Non-Operating Contributions								
Recreation and culture								
PEET - Cash in Lieu Contribution	1,065,909	0	0	1,065,909	0	0	0	0
Other property and services								
MARC Geothermal Pump & VSD	0	0	0	0	0	63,897	63,897	0
	1,065,909	0	0	1,065,909	0	63,897	63,897	0
Total Non-operating grants, subsidies and contributions	6,602,155	194,450	(1,646,084)	5,150,521	17,656,844	808,512	18,465,356	3,569,700

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

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

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus/(Deficit)				(571,372)
	Mh Mustangs FC - Facility Development	G.13/7/21	Community Loan Advance			(50,000)	(621,372)
	Transfer from Interest Free Loans Reserve	G.13/7/21	Other: Transfer Out of Reserve		50,000		(571,372)
101011-4570-1045-61001	Community Garden Project)	G.13/7/21	Operating Expenses			(10,000)	(581,372)
	Asset Management Reserve	G.13/7/21	Other: Transfer Out of Reserve		10,000		(571,372)
100055-4700-1263-61001	Colours of Mandurah Artwork Project	G.13/7/21	Operating Expenses			(3,134)	(574,506)
	Unspent Grant Reserve	G.13/7/21	Other: Transfer Out of Reserve		3,134		(571,372)
	Additional Capital Works 2020/21 Carryovers	G.13/7/21	Capital Expenses			(881,806)	(1,453,178)
	Additional Capital Works 2020/21 Carryovers	G.13/7/21	Other: Transfer Out of Reserve		496,488		(956,690)
700511-6600-1045-61129	Mandurah Parks - Shade Sails	G.13/7/21	Capital Expenses			(150,000)	(1,106,690)
700511-6600-1045-41403	DPIRD Small Grants Program	G.13/7/21	Capital Revenue		150,000		(956,690)
700512-6600-1045-61129	Meadow Springs SF - Cricket Nets	G.13/7/21	Capital Expenses			(45,500)	(1,002,190)
700512-6600-1045-41403	Cricket Australia Grant	G.13/7/21	Capital Revenue		10,500		(991,690)
700512-6600-1045-41403	PDC Grant	G.13/7/21	Capital Revenue		35,000		(956,690)
750678-6100-1045-xxxx	ManPAC RVIF Lighting	G.13/7/21	Capital Expenses			(238,495)	(1,195,185)
	Cultural Reserve	G.13/7/21	Other: Transfer Out of Reserve		213,495		(981,690)
	Building Reserve	G.13/7/21	Other: Transfer Out of Reserve		25,000		(956,690)
750678-6100-1421-41458	ManPAC RVIF Lighting - Reimbursement	G.13/7/21	Operating Revenue		66,194		(890,496)
	Cultural Reserve	G.13/7/21	Other: Transfer Into Reserve			(66,194)	(956,690)
100010-1110-1169-61001	Economic Development - Corporate Projects	G.13/7/21	Operating Expenses			(42,000)	(998,690)
100010-1000-1169-61001	CEO - Corporate Projects	G.13/7/21	Operating Expenses			(25,000)	(1,023,690)
101904-4700-1263-61001	Grow City Centre Business Investment	G.13/7/21	Operating Expenses			(4,842)	(1,028,532)
102821-4200-1588-61001	Wearable Art Program	G.13/7/21	Operating Expenses			(37,930)	(1,066,462)
102711-4200-1263-61001	CASM - General Operations	G.12/8/21	Operating Expenses			(3,000)	(1,069,462)
102711-4200-1263-41450	CASM - Contributions - Operating	G.12/8/21	Operating Revenue		3,000		(1,066,462)
100087-3407-1263-61129	2022 Conference	G.11/9/21	Operating Expenses			(10,000)	(1,076,462)
100087-3407-1263-41450	Shire of Murray & Waroona Contribution	G.11/9/21	Operating Revenue		10,000		(1,066,462)
100010-1110-1169-61001	Economic Development - Corporate Project	G.11/9/21	Operating Expenses			(50,000)	(1,116,462)
100010-1110-1263-41400	Peel Development Commission Grant	G.11/9/21	Operating Revenue		50,000		(1,066,462)
930038-6500-1045-61129	MARC Geothermal Pump & VSD	G.11/9/21	Capital Expenses			(164,000)	(1,230,462)
930038-6500-1263-41452	LGIS Non-Operating Contribution	G.11/9/21	Capital Revenue		63,897		(1,166,565)
700510-6600-1045-61129	Boardwalk Renewal Program	G.11/9/21	Capital Expenses		200,000		(966,565)
	Asset Management Reserve	G.11/9/21	Other: Transfer Into Reserve			(200,000)	(1,166,565)
700513-6600-1045-61001	Artesian Pump Replacement Program	G.11/9/21	Capital Expenses			(50,000)	(1,216,565)
104587-5150/ 104588-5130/ 104589-5130	Artesian Retic/Bore Maintenance Activity	G.11/9/21	Operating Expenses		50,000		(1,166,565)

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

**NOTE 11
BUDGET AMENDMENTS APPROVED**

Amendments to original budget since budget adoption. Surplus/(Deficit)

A positive number in the amended budget running balance represents an estimated closing surplus.

A negative number in the amended budget running balance represents an estimated closing deficit

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
700493-6600-1045	Pinjarra Road East Median Stage 4	G.11/9/21	Capital Expenses			(20,000)	(1,186,565)
700483-6600-1045-61129	Falcon Reserve Cricket Net Renewal	G.11/9/21	Capital Expenses			(20,000)	(1,206,565)
700492-6600-1045	Lavender Gardens Reserve	G.11/9/21	Capital Expenses			(10,000)	(1,216,565)
700489-6600-1045	Mandurah Road Median	G.11/9/21	Capital Expenses		50,000		(1,166,565)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Capital Expenses			(1,907,115)	(3,073,680)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Other: Unutilised Loans		1,903,048		(1,170,632)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Other: Proceeds From Sale of Assets			(17,042)	(1,187,674)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Capital Revenue		549,115		(638,559)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Other: Transfer Out of Reserve			(935,578)	(1,574,137)
	Operating 2020/21 Carryovers Reconciliation	G.3/10/21	Operating Expenses			(338,720)	(1,912,857)
	Operating 2020/21 Carryovers Reconciliation	G.3/10/21	Other: Transfer Out of Reserve		338,720		(1,574,137)
102821-4200-1263-41400	Wearable Art - General	G.3/10/21	Operating Revenue		36,600		(1,537,537)
102821-4200-xxxx-61001	Wearable Art - General	G.3/10/21	Operating Expenses			(36,600)	(1,574,137)
101031-4500-1263-41400	Mandurah Mental Health Initiative	G.3/10/21	Operating Revenue		70,000		(1,504,137)
101031-4500-1263-61001	Mandurah Mental Health Initiative	G.3/10/21	Operating Expenses			(70,000)	(1,574,137)
700488-6600-1045	Gallop Reserve	G.3/10/21	Capital Expenses			(10,000)	(1,584,137)
700503-6600-1045	Henry Sutton	G.3/10/21	Capital Expenses		10,000		(1,574,137)
750680-6100-1045-61129	Stage Door Waterfront HVAC	G.3/10/21	Capital Expenses			(15,286)	(1,589,423)
750665-6100-1045-xxxx	Civic Building – Rates Team Work Area	G.3/10/21	Capital Expenses		15,286		(1,574,137)
				0	4,409,477	(5,412,242)	

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

**NOTE 12
PROPOSED BUDGET VARIATIONS FOR COUNCIL APPROVAL**

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

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
			Opening Surplus/(Deficit)				(1,574,137)
700053-6850-1263-41452	Lakelands DOS Sports Specific Infrastructure - Peel Diamond Sports Contribution		Capital Revenue		20,000		(1,554,137)
	Lakelands DOS Loan		Other: Unutilised Loans			(20,000)	(1,574,137)
100004-5970-1001-60001	Waste Administration - Salaries & Wages		Operating Expenses			(50,000)	(1,624,137)
100004-5970-1001-60043	Waste Administration - Superannuation Employer		Operating Expenses			(5,000)	(1,629,137)
100065-5970-1263-61129	Waste Alliance - General Operations		Operating Expenses		55,000		(1,574,137)
	Capital Works 2020/21 Carryovers		Capital Revenue			(509,737)	(2,083,874)
	Capital Works 2020/21 Carryovers		Capital Revenue	509,737			(1,574,137)
	Capital Works 2020/21 Carryovers - Contract Liability		Other	(509,737)			(2,083,874)
	Capital Works 2020/21 Carryovers - Unspent Grants		Other: Transfer Out of Reserve		509,737		(1,574,137)
				0	584,737	(584,737)	

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

**NOTE 13
EXPLANATION OF MATERIAL VARIANCES**

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

The material variance adopted by Council for the 2021-22 year is 10.00%

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
Revenue from operating activities				
Operating grants, subsidies and contributions	(107,594)	(11.00%)	▼ Timing	Variance primarily due to grants for events, festivals and lifeguard service not yet received.
Interest earnings	133,700	29.71%	▲ Timing	Favourable variance primarily due to rates instalment interest earnings and will be monitored as year progresses.
Other revenue	(389,501)	(44.85%)	▼ Timing	Variance primarily due to Working Smarter quarterly reimbursement not yet received.
Expenditure from operating activities				
Materials and contracts	5,229,386	28.28%	▲ Timing	Variance due to operating projects which haven't commenced, to be monitored as year progresses.
Utility charges	423,190	28.25%	▲ Timing	Variance due to utility invoices not yet received, to be monitored as year progresses.
Interest expenses	78,100	31.31%	▲ Permanent	Favourable variance an indication of interest savings due to loan offset facility.
Other expenditure	(6,709)	100.00%	▼ Permanent	Variance due to small debt write off for interest and legal charges in accordance with the Write-Off Debts Delegation (DA-FCM06). An adjustment will be made at the mid-year Budget Review.
Investing Activities				
Non-operating Grants, Subsidies and Contributions	2,030,920	131.98%	▲ Timing	Milestones met earlier than expected for the recognition of capital grants. Will be monitored throughout the remainder of the year.
Proceeds from Disposal of Assets	(44,685)	(12.28%)	▼ Timing	Will be monitored throughout the year.
Capital Acquisitions	7,476,650	48.19%	▲ Timing	Refer to note 4.
Financing Activities				
Payment of lease liability	51,745	15.11%	▼ Timing	Varying repayment terms on lease agreements. Will be monitored throughout the remainder of the year.
Proceeds from community loans	21,681	78.79%	▲ Timing	Varying repayment terms on loan agreements. Will be monitored throughout the remainder of the year.

2	SUBJECT:	Advertising and Disposal of Alfresco Dining Licence: Cicerello's Restaurant – Reserve 9633 (No. 73) Mandurah Terrace, Mandurah
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	23 November 2021

Summary

Jetty Holdings Pty Ltd, trading as Cicerellos Restaurant (Cicerellos), has been in operation on the Eastern Foreshore for the past 23 years under a ground lease with the State's Department of Planning, Lands and Heritage (DPLH).

Cicerellos currently holds two separate alfresco licenses with the City, referred to as Licence One and Licence Two. Licence One is due to expire on 31 January 2022 with Licence Two due to expire 30 June 2029. City officers have proposed to align the expiry date of Licence One with that of Licence Two with the aim to amalgamate the licenses into one licence in July 2029.

In accordance with Section 3.58 of the *Local Government Act 1995* (the Act) the City engaged an independent valuer to determine the current market value for the 66 square metre area of Licence One which was assessed at \$5,280.00 (exclusive of GST and outgoings). Officers propose an alfresco licence be granted to Jetty Holdings Pty Ltd on similar terms and conditions as their current License with an annual rent of \$5,280.00 (exclusive of GST and outgoings).

Council is requested to approve the advertising of, and if no submissions received, the disposal of a 66 square metre alfresco dining licence to Jetty Holdings Pty Ltd, trading as Cicerellos Restaurant – Mandurah, over portion of Reserve 9633 (No.73) Mandurah Terrace, Mandurah, for a term of five years with a three-year and four-month term option (5+3 years and 4 months); an annual rent of \$5,280.00 (exclusive of GST and outgoings); market rent review due at the end of the first term; and Consumer Price Index (CPI) rate applied to the rent annually. The licence will also be subject to the approval of the Minister for Lands.

Disclosure of Interest

Nil

Location

Reserve 9633 (No. 73) Mandurah Terrace, Mandurah



- Alfresco Dining - Licensed One Area in Green

Previous Relevant Documentation

- G.15/8/18 28 August 2018 Approved advertising and disposal of a portion of Reserve 9633 to Cicerellos (Mandurah) (Licence Two) for a five year term with a further five year term:
- GI.30/1/12 24 January 2012 Approved alfresco dining licence over portion of Reserve 9633 to Cicerellos (Mandurah) for a five year term with a further five year term:
- GI.17/11/11 15 November 2011 Approved for advertising purposes for an alfresco dining licence over portion of Reserve 9633 to Cicerellos (Mandurah) for a five year term with a further five year term.

Background

Cicerellos Mandurah restaurant was established within the Mandurah boardwalk precinct area on the eastern foreshore in 1998. The restaurant is situated on Crown Land and is leased by the DPHL to Jetty Holdings Pty Ltd, trading as Cicerellos Restaurant - Mandurah.

In September 2010, the Directors of Jetty Holdings Pty Ltd lodged a development application with the City requesting the addition of a kiosk area within the existing restaurant, as well as an adjacent external alfresco dining area. The City approved the proposed development in May 2011, subject to the restructure of the garden bed within the proposed area, and the requirement for the applicant to enter into a licence agreement (Licence One) over the alfresco dining area contained within Reserve 9633, which commenced in February 2012. The renewal option for the further five year term was exercised in January 2017 with the final expiry being 31 January 2022.

In 2018, the licensee approached the City with an application to expand their current alfresco dining footprint and requested an additional 67 square metres. Licence One was not due for expiry at the time and due to the timing of the valuation a different rental rate was determined over Licence Two. After consideration of these two factors, City officers considered it appropriate to enter into a new separate alfresco dining, with a view of amalgamating the two areas when the option became available.

Comment

Following discussions with the Licensee, City officers have proposed to renew Licence One and align the expiry date of Licence One with that of Licence Two with the aim to amalgamate the licenses into one following expiry of Licence Two in June 2029. This will be beneficial for both the City and the Licensee by saving both City officer time and the tenant additional licence preparation fees.

In accordance with the Act, City officers engaged an independent valuer, to determine the current market rental value for the proposed area which was assessed at \$5,280.00 (exclusive of GST and outgoings), or \$80.00 per square metre. The valuer has rationalised the rent determining that *“the rental evidence obtained generally ranges from \$59/sqm through to \$140/sqm of lease/licence area. The lower end of this range comprises a small alfresco area in an inferior location in Bunbury City Centre with the upper end of this range being a larger ground leased area in the Mandurah Boardwalk Precinct. We have calculated the current Market Licence Fee for the subject by applying a rate between \$70/sqm to \$90/sqm for the licenced area of 66sqm.”*

To align with the current alfresco dining Licence One, held by Jetty Holdings Pty Ltd, City officers propose the following terms and conditions for the new alfresco dining licence subject to the approval of Council and the Minister for Lands: -

- Term of five years with a further three-year and four-month term option (5+3 years and 4 months);
- Area of approximately 66 square metres;
- Annual rent commencing at \$5,280.00 (exclusive of GST and outgoings);

- Commencement date after the approval of the Minister for Lands;
- Market rent review at the end of the first term with annual CPI rates applied in the intervening years; and
- All costs associated with the request and preparation of associated documents to be borne by the licensee.

Commencing in March 2020, like many businesses Cicerello's was heavily impacted by lockdowns associated with COVID-19. The business was closed for the initial week and reduced to takeaway sales thereafter for a period of three months (March 2020 – May 2020) during this time and subsequently up until the 31 March 2021, the City has waived or reduced rent and outgoings during that period in accordance with the *Commercial Tenancies (COVID-19 Response) Act 2020*.

Since July 2020, Cicerello's have continued to operate; at times operating in a down turn with low patronage but have continued to pay regular payments to ensure there are no outstanding balances due to the City. At the time of writing this report the tenant has no arrears due to the City.

Consultation

- Licensee – Jetty Holdings Pty Ltd, trading as Cicerellos Restaurant (Cicerellos Mandurah)

Statutory Environment

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

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

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

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

- (a) it gives local public notice of the proposed disposition —
 - (i) describing the property concerned; and
 - (ii) giving details of the proposed disposition; and
 - (iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given; and
- (b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.

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

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

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

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

- (1) A person must not without authorisation under subsection (7) assign, sell, transfer or otherwise deal with interests in Crown land or create or grant an interest in Crown Land;
- (2) A person must not without authorisation under subsection (7) –
 - (a) grant a lease or licence under this Act, or a licence under the *Local Government Act 1995*, in respect of Crown land in a manager reserve;
 - (b) being the holder of such a lease or licence, grant a sublease or sublicense in respect of

- the whole or any part of that Crown land; and*
- (3) A person must not without authorisation under section (7) mortgage a lease of Crown land: and*
- (4) A lessee of Crown land must not without authorisation under subsection (7) sell, transfer or otherwise dispose of the lease in whole or in part.*

Policy Implications

Nil

Financial Implications

The City will receive rental income of \$5,280 (exclusive of GST and outgoings) per annum, with market rent review at the end of the first term, and annual CPI increases over the term.

In accordance with the City of Mandurah 2021/22 Fees and Charges Schedule, the Licence Preparation Administration Charge of \$620.00 (inclusive GST), Council Report fee of \$580.00 (inclusive GST) and advertising costs are to be borne by the Licensee.

All legal costs associated with the preparation of the Licence are to be borne by the licensee.

Risk Analysis

Limited risk is associated with the disposal of this licence as the current licensee has paid all payments due and payable.

Strategic Implications

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

Social:

- Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors.

Economic:

- Promote and foster business investment aimed at stimulating economic growth.

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver appropriate services and facilities.

Conclusion

The current Licensee Jetty Holdings Pty Ltd, trading as Cicerellos Restaurant (Cicerellos Mandurah), has formally requested to enter into a new alfresco dining licence agreement with the City upon the expiry of the current renewal term of their agreement and have confirmed they are agreeable with the terms and conditions relating to entering into a new licence with the City.

Council approval is sought to approve the advertising of, and if no submissions received, the disposal of an alfresco dining licence to Jetty Holdings Pty Ltd, trading as Cicerellos Restaurant – Mandurah, over portion of Reserve 9633 (No.73) Mandurah Terrace, Mandurah, for a term of five years with a further three-year and four-month term option (5+3 years and 4 months); annual rent of \$5280.00 (exclusive of GST and outgoings); market rent review due at the end of the first term; and Consumer Price Index (CPI) rate applied to rent annually. Approval of the licence will also be subject to the approval of the Minister for Lands.

RECOMMENDATION

That Council:

- 1. Approves the advertisement of, and if no submissions received, the disposal of an alfresco dining licence to Jetty Holdings Pty Ltd, trading as Cicerellos Restaurant – Cicerellos Mandurah, over portion of Reserve 9633 (No.73) Mandurah Terrace, Mandurah, with the following terms and conditions:**
 - 1.1 Term of five years with a further three-year and four-month term option (5+3 years and 4 months);**
 - 1.2 licensed area of approximately 66 square metres;**
 - 1.3 Annual rent commencing at \$5,280 (exclusive of GST and outgoings);**
 - 1.4 Commencement date after the approval of the Minister for Lands;**
 - 1.5 Market rent review end of the first term, and annual CPIs to apply to rent;**
 - 1.6 Subject to the Minister for Lands consent;**
- 2. Acknowledge any submissions will be reported to Council, if no submissions are received the licence will be disposed to Jetty Holdings Pty Ltd;**
- 3. Acknowledges all legal costs associated with the preparation of the alfresco dining licence are to be borne by the licensee;**
- 4. Authorises the Chief Executive Officer (or Director of Business Services) to finalise the conditions of the licence agreement.**

3	SUBJECT:	Mosquito Management 2020/21 Annual Report
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	23 November 2021

Summary

This annual report provides an overview of mosquito management activities undertaken during the 2020/21 season by the City, in partnership with the Peel Mosquito Management Group (PMMG) and WA Department of Health (DoH).

The 2020/21 season required an unparalleled response and focus on field surveillance and aerial larvicide treatments by the City and PMMG to ensure salt mosquitoes were effectively managed and the heightened risk of mosquito borne disease in the form of Ross River virus (RRV) and Barmah Forrest virus (BFV) was minimised within the community.

The relentless tidal inundation to the estuarine wetland breeding grounds was comparable to season 2011/12 and provided saltmarsh mosquitoes with the same “perfect” environmental conditions to maintain and intensify their reproduction cycles throughout the entire season.

Twenty-five aerial larviciding treatments covering a total of 6,808.1 hectares were undertaken between 1 July 2020 and 30 June 2021. This is the highest number of hectares treated on record and surpasses the previous record of 5,446 hectares in season 2011/12.

Whilst there was a reported increase in human cases of RRV (47) for Mandurah when compared to season 2019/20 (29), overall RRV case numbers remained below the monthly five (5) year moving average for all but two months. This was also the case for the Peel region. Similarly, season 2020/21 recorded a state wide increase (816) in reported cases of Ross River virus (RRV) when compared to season 2019/20 (318) an increase of 156%. As in every year, a range of complicated factors including the environmental conditions, virus replication cycles and an increase in the abundance of mosquitos state wide can be assumed to have contributed to the elevated incidence of RRV across the state.

Human cases of BFV for Mandurah did not increase and there was one case reported for 2020/21, as was the case in 2019/20.

It is recommended that Council receives the 2020/21 City of Mandurah Mosquito Management Program Annual Report and supports ongoing efforts to improve the aerial larviciding capacity of the mosquito management program including the ongoing provision of winter treatments.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.13/10/20 27 October 2020 Mosquito Management Annual Report 2019/20
- G.12/9/19 10 September 2019 Mosquito Management Annual Report 2018/19
- G.13/10/18 9 October 2018 Mosquito Management Annual Report 2017/18
- G.32/9/11 27 September 2011 Mosquito Management Annual Report 2010/11: Peer Review of Mosquito Management Program
- G.37/3/11 22 March 2011 Council resolved to invite a peer review of the City’s Mosquito Management Program

Background

The PMMG includes representatives from the Department of Health, City of Mandurah, Shire of Murray, City of Rockingham and Shire of Waroona. The PMMG has a long history working in collaboration together to ensure the successful management of mosquito populations across the Peel region.

The purpose of this report is to provide a review of the events and outcomes in relation to the environmental drivers of mosquito breeding cycles, mosquito management operations and the prevalence of mosquito-borne disease that transpired. The report also includes information on adult mosquito abundance, community education initiatives and the financial activities of the PMMG during season 2020/21.

Mosquitoes pose significant public health and amenity impacts to communities Australia wide. Within the Peel Region, the greatest health risk and nuisance factor to residents and visitors is from saltmarsh mosquitoes when considering the majority of the City's residential suburbs and recreational facilities are within the established flight range of saltmarsh mosquitoes.

Mosquito management in the Peel Region requires a coordinated and collaborative approach and is undertaken in partnership with the DoH and their contracted helicopter provider. This alliance is essential given the regional disease risk, extensive breeding habitat (estimated to be up to 600Ha), prolific mosquito breeding cycles and urbanisation within the Peel region.

The program's primary focus is to reduce mosquito-borne disease via the targeted reduction of saltmarsh mosquito populations. It also aims to reduce the impact of nuisance saltmarsh mosquitoes on the City's residents and broader community.

The PMMG's main method to reduce adult populations of saltmarsh mosquitoes is through the aerial application of larvicides via helicopter that specifically targets the larval populations. This technique successfully eliminates a high percentage of mosquito larvae that if untreated would emerge as adult mosquitoes and pose a greater risk of disease transmission within the community. However, the extent of larval and adult saltmarsh mosquito abundance and the impact of these larvicide treatments at any given time will always be influenced by environmental conditions and drivers.

Comment

Climate Influences

El Niño Southern Oscillation(ENSO) is the term used to describe the fluctuation between the El Niño phase, the La Niña phase and the Neutral phase with each phase having a very different effect on the Australian climate. Historically the Southern Oscillation Index (ENSO) has provided an indication of the potential intensity of environmental conditions that are the drivers of mosquito breeding cycles in the Peel region each season. In the past, El Niño events have associated with seasons of lower mosquito abundance. Neutral events generally provide moderate conditions whereas La Niña events have seen the most challenging conditions for mosquito management in the Peel region.

In early September 2020, the Bureau of Meteorology (BoM) climate driver update suggested a 70% chance of a La Niña event establishing in Spring 2020. By the end of September 2020 the BoM along with other international climate models confirmed that a La Niña event was underway and was likely to persist into early 2021.

The build-up and establishment of the La Niña through Spring 2020 was felt immediately by the program with significant tidal inundations over a six week period from late August into early October resulting in 1,059 hectares being treated. This was equal to one third of the total number of hectares treated across season 2019/20.

Along with La Niña, other climate drivers such as the Indian Ocean Dipole (IOD), Southern Annular Mode (SAM) and Madden–Julian Oscillation (MJO) were also interacting and influencing our climate.

In October 2020 the Southern Oscillation Index (SOI) returned to neutral values, however, it regained strength and reached peak in strength in December 2020 and January 2021. By the end of March 2021 the BoM declared the 2020/21 La Niña event had come to an end with the ENSO indicators returning to neutral phase.

Whilst the 2020/21 La Niña was not as strong or enduring as the record breaking 2010 – 2012 La Niña, its impacts on environmental conditions were almost equal in terms of the similarities of environmental conditions and tidal inundation events. The 2020/21 La Niña reaffirmed the influence that these cyclic ENSO events have on our local environmental conditions, tidal waterways, saltmarsh mosquito reproduction and the increased effort and focus required to maintain effective management.

Figure 1 below, provides a timeline of past ENSO events and their duration. Prior to the 2020/21 La Niña, the weak and brief La Niña of 2017/18 was the first test of the program’s operational improvements and innovations over the past decade.

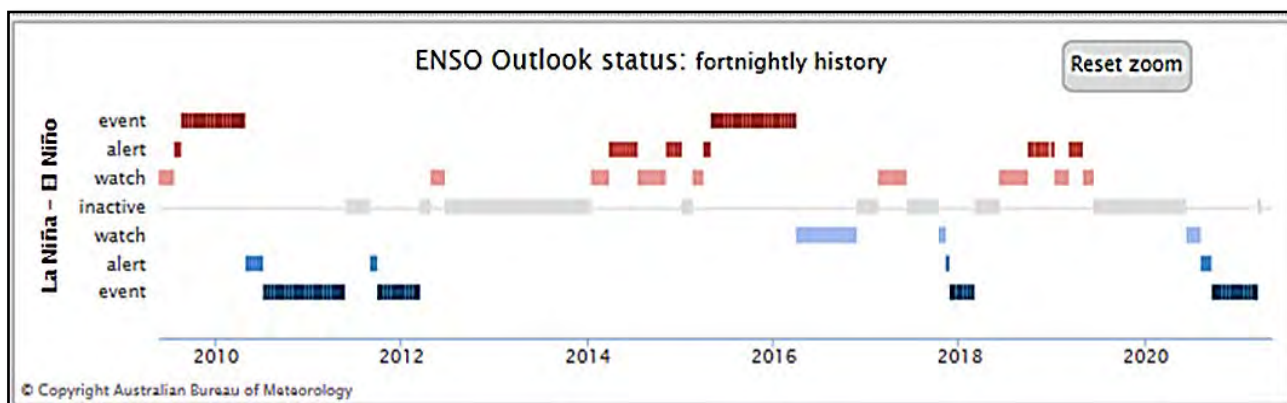


Figure 1 ENSO timeline 2010 - 2021

Regional and Local Weather

Regional and local environmental conditions play an important role in the ability for saltmarsh mosquitoes to sustain their breeding cycles in the Peel Region. Weather influences such as low and high pressure systems, approaching cold fronts and wind forces, west coast troughs, tropical cyclones reaching the mid-west and rainfall inflow into regional river systems, either individually or as a combination, can have significant impacts on local tide and water level behaviour within the Peel Harvey-Estuary.

Air and water temperatures also play a critical role by influencing the speed of larvae development with warmer water temperatures promoting the egg to adult development cycle in as little as four days.

During season 2020/21 four (4) Tropical Cyclones (TC) and six Tropical Lows (TL) were recorded for the west coast region. Of the four events, only TC Seroja - active between the 3 – 12 April had an impact on local weather and tides having intensified to a Category 3 system before crossing the WA coast south of Kalbarri. The resulting storm surge of 1.25m (+ 0.53m) was recorded locally on 12 April by the Department of Transport Mandurah Ocean Marina tide gauge. As a result of this storm surge, the program responded with an aerial treatment on 17 April covering 279.6 hectares.

Of the six Tropical Lows, TL 12U was the only one that had a direct impact on the local weather and tides. TL 12U tracked south over the SW corner on the 7 February 2021 leaving heavy rainfall and flooding in its path having originated from the WA / NT border. As it continued to track south it combined with an approaching low pressure system and resulted in a storm surge of 0.99m (+0.22m) being recorded by the Department of Transport (DoT) Mandurah Ocean Marina tide gauge on 9 February 2021. Again, the program was required to respond with the 15th aerial treatment for season which targeted a total of 388 hectares over the 12 & 13 February 2021.

Water Level Observations

The breeding cycles and seasonal abundance of saltmarsh mosquitoes in the Peel Region are fundamentally driven by the frequency and intensity of water level changes and wetland flooding within the Peel Harvey waterways.

Whilst typical tidal amplitude within the Peel Harvey system is less than 30cm, water levels fluctuate greatly from tide predictions. Barometric tides linked to the continuous changes in atmospheric pressure result in significant tidal variations from the predicted tide patterns and are associated with local and broader weather events.

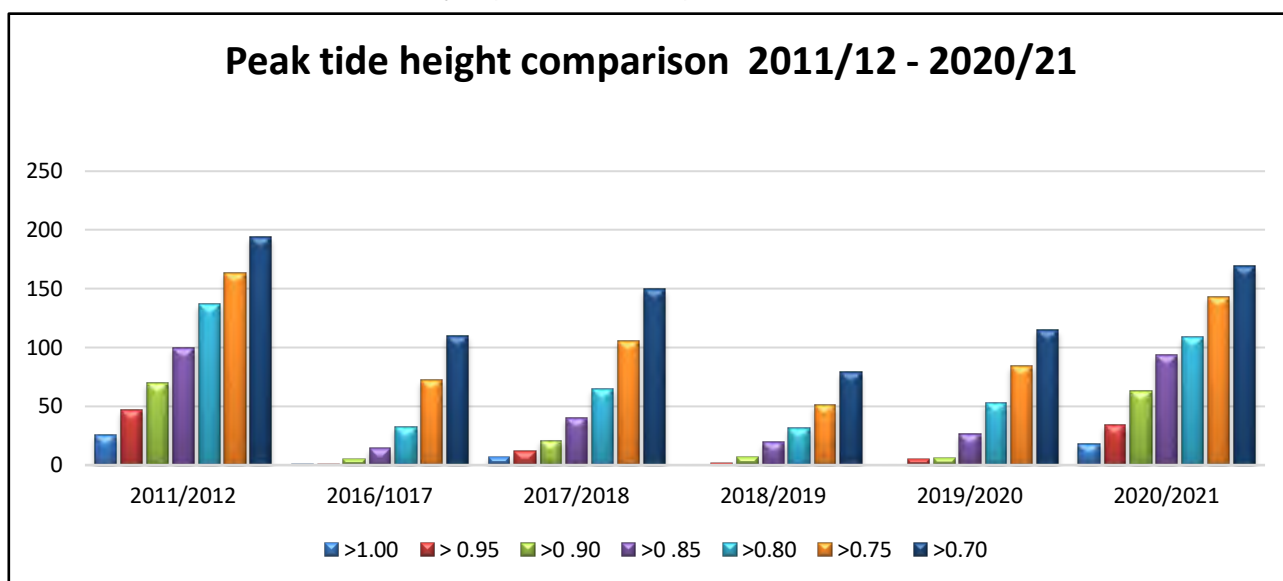
Tidal surges of 40cm above predicted peak heights are a regular occurrence within the Peel-Harvey Estuary. These tides known as storm surge tides are not always linked with a storm front, rainfall event or even an obvious change in the local weather. Generally, local storm surges are generated by the cold fronts and the low pressure systems that either cross the west coast or pass to the State's south heading in an easterly direction.

Storm surges can inundate vast areas of breeding habitat and initiate the hatching of mosquito eggs in their millions. Hatching may occur as a single event or repeatedly over a number of days. The eggs of saltmarsh mosquitoes have the ability to remain in a dormant state over weeks, months and even years. This see's the build-up of egg bank loading over long periods and allows breeding cycles to be sustained.

As experienced in past seasons influenced by La Niña, tidal inundation during season 2020/21 was far more intense, frequent and prolonged than in recent seasons and all but equalled the tidal events recorded during season 2011/12. Figure 2 provides a comparison of tidal frequency and heights recorded at the DoT Mandurah Ocean Marina tide gauge between 1 September and 1 May (2011 – 2021).

The notable difference between season 2020/21 and recent seasons and can be clearly seen across the entire range of tide peak heights with a significant increase in the frequency of tide heights peaking above 0.90m. Tides of this magnitude typically result in widespread inundation, intense hatching of mosquito larvae and require large scale aerial treatments. The similarity of tidal frequency between season 2011/12 and 2020/21 reflects the influence of La Niña events of similar strength presenting. Additionally the weaker La Niña of season 2017/18 is also distinguishable in the rise of tidal frequency across all peak tide heights.

Figure 2 - comparison of peak tide heights between 1 September and 1 May (2011 – 2021).
Data courtesy Department of Transport Mandurah Ocean Marina



The most intense period of tidal inundation occurred from 1 January through to 31 March 2021 with 50% of the recorded tides peaking above 0.90m between 1 September to 1 May (Figure 2) being recorded.

Figure 3 below provides a comparison of the predicted peak in tides (based on tide predictions) versus the recorded tide peaks (storm surge tides) between 1 January and 31 March 2021. Apart from the effect on the program’s function, these storm surge tides – particularly those of 1.00m and greater, also resulted in significant beach, estuary and river foreshore erosion and posed particular risk to the City and privately owned infrastructure across these environments.

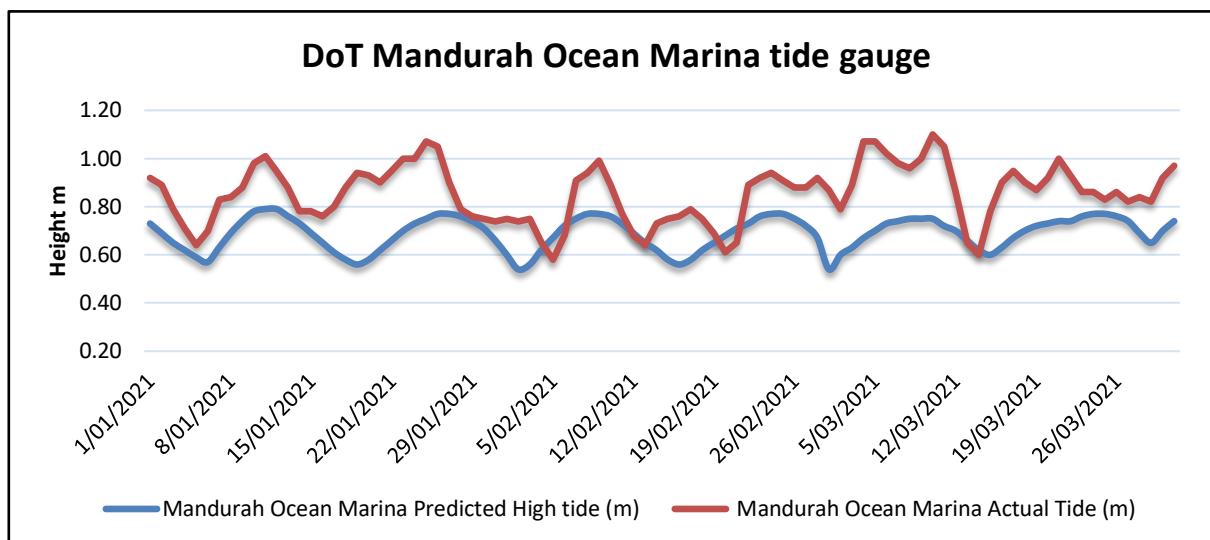


Figure 3 – Predicted tide versus recorded tides - DoT Mandurah Ocean Marina
 Data source courtesy Department of Transport Mandurah Ocean Marina

Season 2020/21 Aerial Larviciding

Aerial application of larvicides is the primary technique that the program employs to achieve targeted, effective and reliable reduction of saltmarsh mosquito populations on a City wide and regional scale. This technique is the most efficient method available and allows the rapid application of different larvicide formulations when applied in line with favourable weather, water level and mosquito larvae development stages. Aerial application also allows the larvicides to be applied to the region’s sensitive wetlands and saltmarsh mosquito breeding habitats in manner that provides minimal environmental impact.

In certain scenarios, there may only be a short window of opportunity of one day for an effective aerial treatment to occur. In these situations, it is vital that accurate and timely field surveillance relating to water levels, larval densities and development rates occurs so that informed decisions regarding larvicide selection and the timing of the application can be made in order to have the greatest impact on mosquito populations. In addition to these factors, it is crucial the timing of the treatment also includes factors such as weather conditions and fluctuating water levels within 24 – 48 hrs of the application taking place.

The two active ingredients within the larvicides used are, s-methoprene and Bti, (*Bacillus thuringiensis israelensis*). Both larvicides have been approved for use by the Australian Pesticides and Veterinary Medicines Authority, and are used by mosquito control agencies worldwide and are currently the most environmentally appropriate larvicide formulations available. Both s-methoprene and Bti are certified for the management of mosquitoes in natural and urban environments and consistently provide high mortality rates to larval populations resulting in significant reduction in adult mosquito abundance.

Season 2020/21 resulted in twenty-five aerial treatments being completed by the PMMG and a total of 6,808.1 hectares being treated. This is a new record for the program and surpasses the previous record of 5,446 hectares recorded in season 2011/12.

Aerial treatments commenced on 10 July 2020 and were required in every month thereafter with the final treatment for the season completed on 18 June 2021.

Driven by tidal inundation, the size of aerial treatments increased from late August and this remained the case until late May. Ten of the twenty-five aerial treatments completed were recorded above three hundred hectares of which two were recorded over four hundred hectares - treatment nine at 478.0 hectares on the 16 and 17 December 2020 and treatment 12 at 406.1 hectares on the 12 and 13 January 2021. Treatments of this size pose additional challenges for the program as they require a greater window of suitable weather and stable water levels to allow effective aerial application.

January 2021 brought the most intense and challenging workloads for the program with four (4) large scale treatments being required as result of the tidal inundation and resulted in an area of more than fourteen hundred (1,400) hectares being treated in four weeks. The only other time this intensity of aerial larviciding has been required was in January 2012.

During this demanding period and throughout the entire season, City officers remained highly focused on field surveillance demands to ensure aerial treatments were timed to deliver optimal reduction to mosquito larvae populations and restrict every opportunity that presented for adult mosquito populations to surge and negatively impact public health and community amenity.

Figure 4 below provides a summary of the season’s aerial treatment activities by month. To offer an understanding on the intensity of season 2020/21, results from the 2019/20 (2,933 hectares) and the La Niña driven 2011/12 season (5,446 hectares) have been provided noting that aerial treatments were not available to the program in the months of May – July in 2011/12.

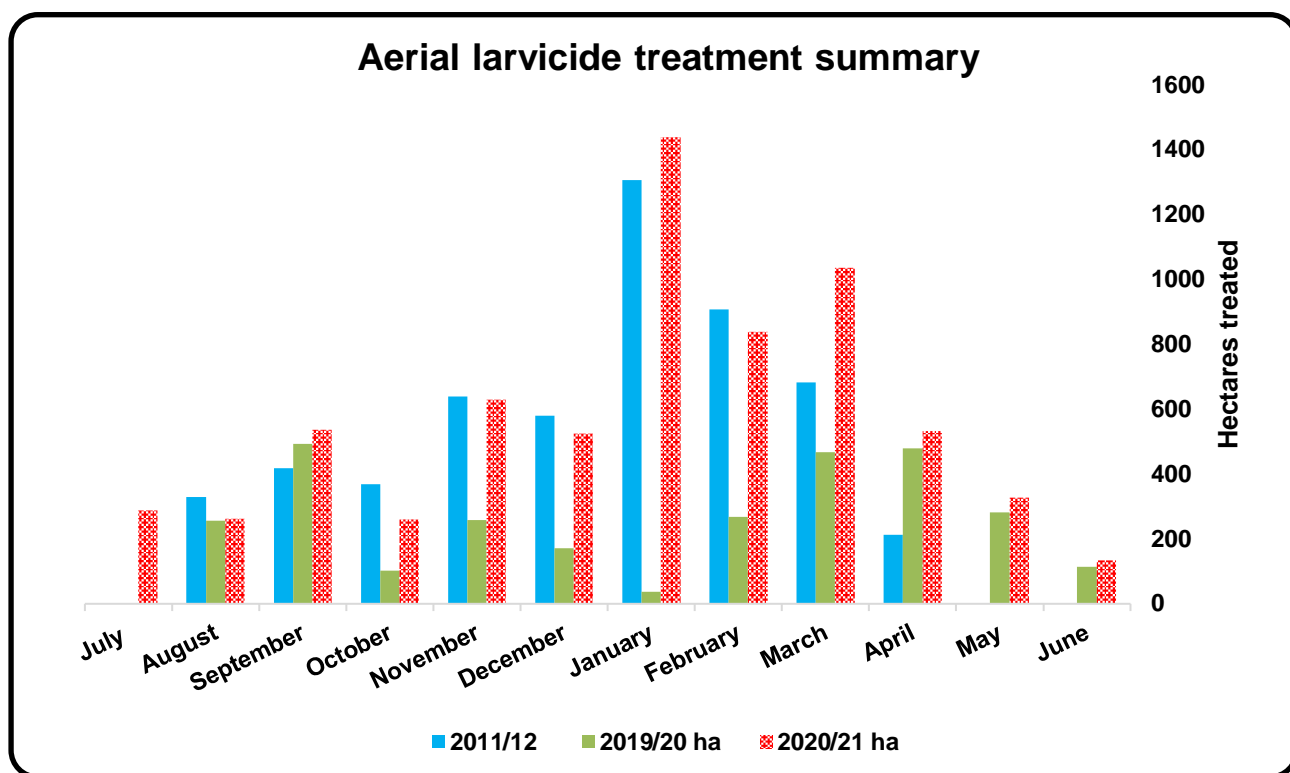


Figure 4 – Aerial larvicide treatments by month 2011/12 - 2019/20 - 2020/21.

Due to the need for larger than anticipated aerial treatments in the first half of the season, supplies of the programs primary larvicide formulation were rapidly depleted before the end of 2020. As a further complication for the program a shipment of Barmac® BTI 200GR that was due to arrive in February 2021 was delayed by three months due to the impact of COVID-19 on US ports.

This resulted in the program using Vectoprime® FG exclusively until May 2021 and subsequently brought additional, unbudgeted expenditure for the program. Whilst the switch to this larvicide came at an additional expense this formulation’s dual active mode of action was well suited to the persistent hatching of cohorts throughout the second half of the 2020/21 season.

As reported to Council in recent years, the City played an important role in Vectoprime® FG entering the Australian market having been involved in field trials and working with the products supplier to ensure the program gained access to this new formulation.

Reflecting on this period, had the program not had access to Vectoprime® FG in the absence of Barmac® BTI 200GR, the program would have been forced to use other larvicide formulations that would not have provided a similar performance in terms of reducing and suppressing saltmarsh mosquito populations and the flow on effect this has on mosquito borne disease cases.

Key outcomes of the season's aerial treatments were:

- 25 aerial larviciding treatments undertaken between 1 July 2020 and 30 June 2021.
- A total of 6,808.1 hectares treated.
- Average aerial treatment size for the 2020/21 season - 272.3 hectares.
- Largest individual treatment - 478.5 hectares.
- 200.0 kg of ProLink® Prosand applied.
- 25,146.0 kg of Barmac® BTI 200GR applied.
- 16,992.0 kg of VectoPrime® FG applied.

Helicopter Services

In late 2019, the DoH commenced the tendering process for the provision of aerial larviciding services for larval mosquito control in the South West of Western Australia. Following a detailed and lengthy procurement process the contract was awarded in May 2021 to the long established provider Heliwest Group. The current contract will remain in place for the term of three years with the capacity of two, one year extensions being offered.

The new contract has brought a slight change to how helicopter services will be planned for with the re-introduction of an off-peak and peak season. This has been implemented to better manage the standby costs incurred as part of the contract during quieter winter months. This change will require earlier notification of the need for the helicopters services however the program does not foresee this change causing delays in helicopter treatments and is confident in the contractor's capacity to fulfil aerial larvicide treatment requests.

The City and PMMG will continue to provide DoH with feedback on the performance of the contracted provider to ensure operational risks are negated and the desired service standards are met, maintained and improved where, possible with the aim of retaining the high quality aerial application program.

Mosquito Surveillance

As in previous years, adult mosquito surveillance trapping was undertaken on 22 occasions in unison with the DoH South West surveillance program. A total of 195 EVS CO2(carbon dioxide baited) static traps were set, collected and sampled. Both surveillance programs provide vital data in relation to adult mosquito populations, species identification, mosquito-borne disease detection and importantly evidence of the effectiveness of aerial treatments. The fortnightly trapping results also enable communications and advice to the community to be adapted in line with mosquito abundance.

Figure 5 below details the trap counts of the two saltmarsh mosquito species that are the primary target of the program's operation. As is the case historically, abundance of the *Aedes camptorhynchus* peaked in Spring 2020 before seeming to follow the typical decline in abundance of this species with the onset of the warmer months. However, unlike past seasons and no doubt linked with the environmental conditions that presented, this species abundance continued through the warmer summer months and persisted into the Autumn months. A similar continuation of this species abundance also occurred through the summer months of the La Nina driven 2010/11 season.

Figure 5 also details the return and surge in abundance of the summer breeding *Aedes vigilax* mosquito in December 2020 and more significantly during March 2021. An outbreak of this aggressive biting mosquito during the summer months has not occurred since the summer of 2012/13 and the spike of complaints received during these months reflect this species increase in abundance, dispersal into residential areas and aggressive biting habit.

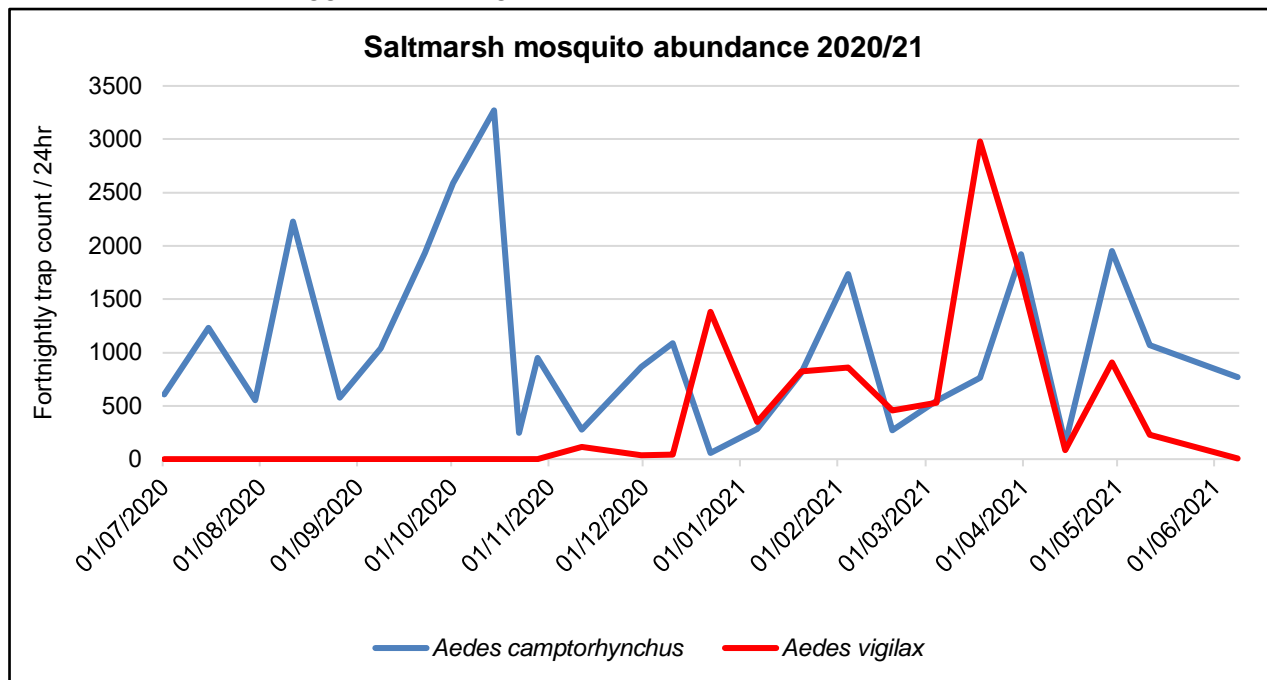


Figure 5 - Peel saltmarsh mosquito abundance 2020/21

However as detailed in Figure 6 the outbreak of this species in mid-March 2021 was significantly less in terms of the abundance of this mosquito recorded in the summer months of season 2012/13, 2011/12 and 2010/11.

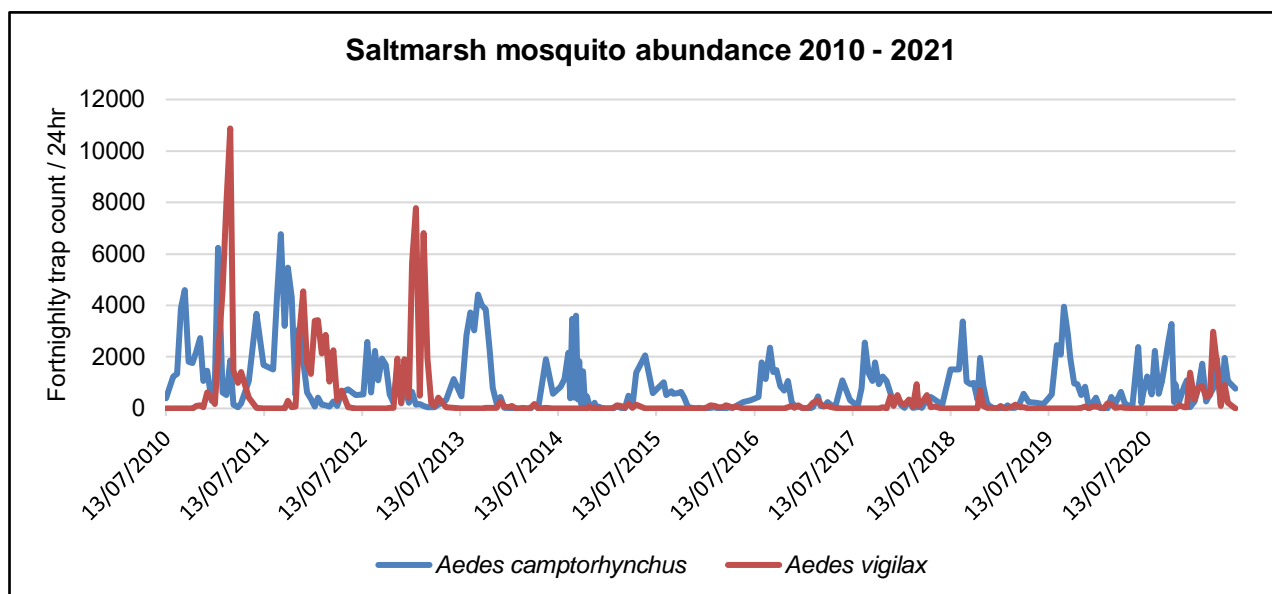


Figure 6 – Peel saltmarsh mosquito abundance 2010 - 2021

Department of Health South West Arbovirus Surveillance – Ross River virus (RRV) and Barmah Forest virus (BFV)

Mosquito borne virus surveillance is undertaken by the DoH Medical Entomology section with the aim of identifying viruses from trapped mosquitoes from the nine Peel Region traps along with 16 other traps extending southwards from Australind to Busselton. Upon detection of virus and when deemed

appropriate, the DoH notifies local governments and issues media statements to the general public to warn and encourage residents and travellers to take precautions and avoid mosquito bites.

Prior to the start of 2020/21 season, the South West Arbovirus Surveillance Program reported the unusual timing of multiple detections of Ross River virus (RRV) and the DoH subsequently released a media statement on 26 June 2020.

In supporting the DoH response, the City sent out 33 letters and information brochures to medical practices within the Mandurah area in August 2020 to alert GP's to the heightened RRV risk, raise general awareness of mosquito borne disease and serve as a reminder of the importance of testing and mandatory reporting of RRV and BFV to the DoH.

Following on from the unusual winter detections a second media statement was released by the DoH on the 23 September 2020 warning of an increase in the detection of Ross River virus (RRV) in mosquitoes collected from the South West and an increase in mosquito numbers.

The DoH warnings continued with a third media statement being released on the 9 November 2020 urging residents and travellers throughout Western Australia (WA), to take extra precautions to avoid mosquito bites over the coming months, to prevent mosquito-borne disease transmission.

During the 2020/21 season, the DoH South West Arbovirus Surveillance Program recorded the highest number of RRV detections on record for the Peel region in a single season. Multiple detections of RRV were recorded on nine of the 22 trapping surveillance dates. However it should be noted that the sensitivity of the testing process is very high and may have contributed to the higher number of RRV detections in some instances.

The elevated RRV detected in local mosquito populations and the intensity of mosquito breeding throughout the season had the potential to drive a serious outbreak of human cases of RRV within Mandurah and the Peel region.

In response, the City focused on communicating key information with members of the public as well as the City's staff. This included sharing DoH media statements with internal staff and Elected Members, local sporting clubs and groups along with organisers of small events that were able to go ahead. Supply of repellent and advisory signage was also offered and taken up by local sporting clubs and groups.

Communication to the community encouraging personal protection measures was maintained via social media posts throughout the season. The City also installed thirty (30) advisory signs at high risk locations including high use sporting facilities such as netball courts, public parks and bush reserves as well as boat ramps to reinforce the importance of personal protection measures to users.

Notified mosquito-borne disease cases 2020/21

Human cases of mosquito borne disease are reported to the DoH via GP and laboratory diagnosis. Notifications are then forwarded to local government officers for the purpose of following up case details and returned to the DoH Medical Entomology for data collation.

Season 2020/21 recorded higher case numbers of RRV in Mandurah (47) when compared to season 2019/20 (29) and this was consistent across the Peel Region (105 - 71). It is worth noting that only the months of October (12 cases) and November (20 cases) recorded case numbers above the five year moving average for the Peel region despite the high number of RRV detections within local mosquito populations. The surge in reported cases during these months was replicated across the State.

This was a positive and pleasing outcome for the City and the community considering the dynamics that were in play during the season as mentioned throughout this report. Continuous improvement to operational aspects of the program and ongoing education and engagement with the community will continue to be important factors in minimising cases of RRV within Mandurah particularly when high risk season's present.

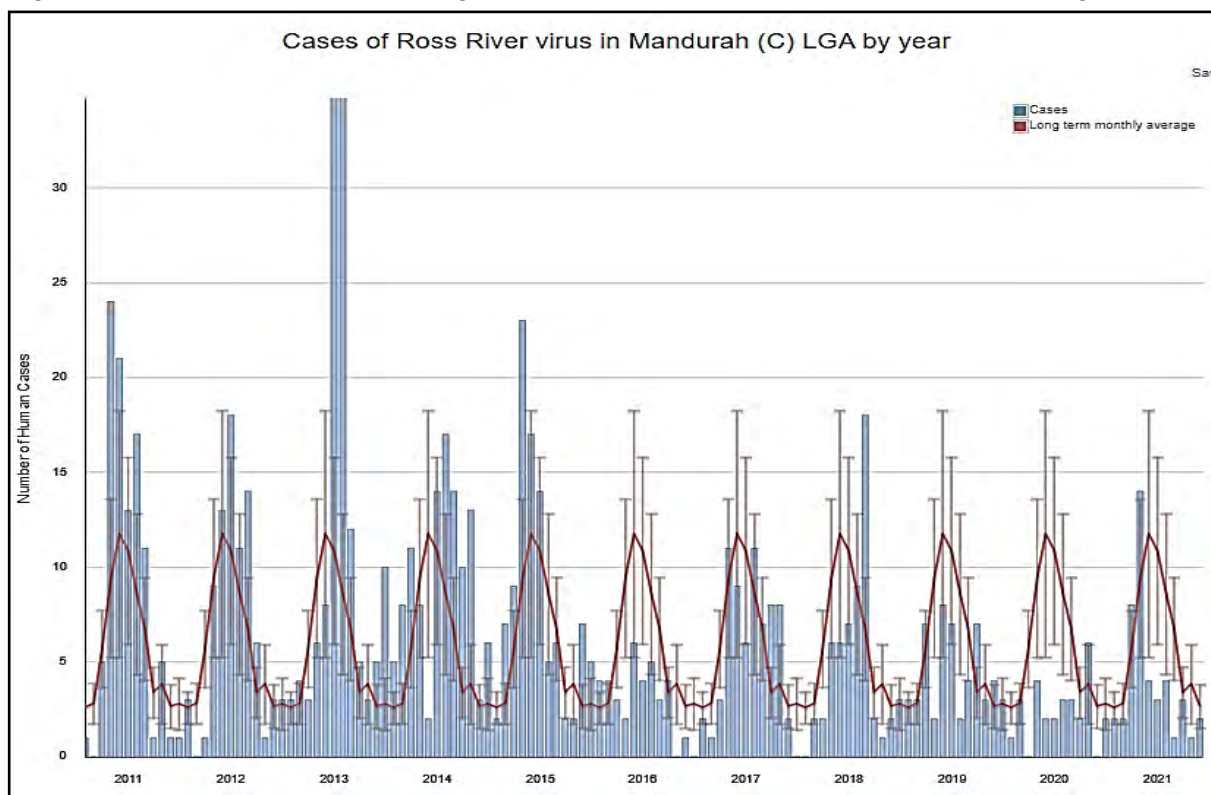
Mandurah 2020/21 season		
Mosquito-borne Disease	No. Notified Cases	Long term average
RRV	47	67
BFV	1	3

Table 1 MBD Mandurah

Peel 2020/21 season		
Mosquito-borne Disease	No. Notified Cases	Long term average
RRV	105	135
BFV	1	4

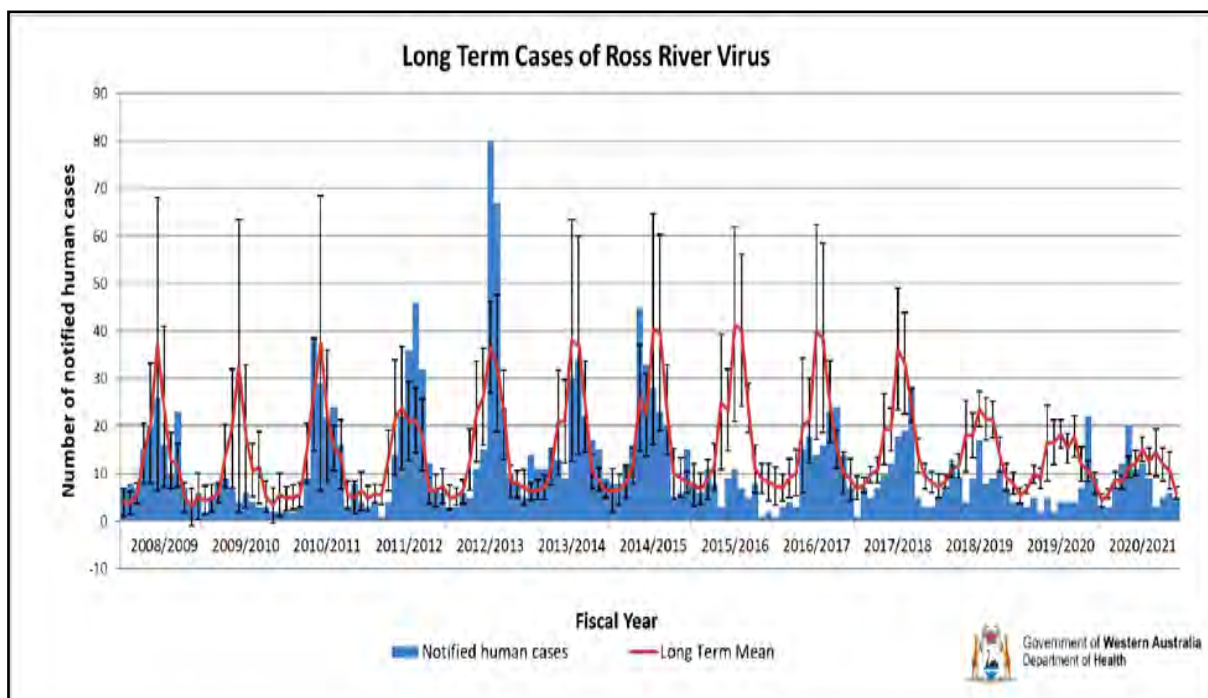
Table 2 MBD Peel

Figures 7 and 8 below, provide long term case data for Mandurah and the Peel Region.



(This information is the intellectual property of the WA Department of Health and may not be used for any purpose without prior permission)

Figure 7 - Long term Ross River virus – Mandurah



(This information is the intellectual property of the WA Department of Health and may not be used for any purpose without prior permission)

Figure 8 – Long term Ross River virus - Peel

Community Engagement

Due to the public health restrictions and impacts of COVID-19 during 2020/21, the successful community engagement stalls that have been previously provided were not able to be offered due to the many City run events being cancelled. However the City maintained communications and public health messaging via a number of channels throughout season.

In July 2020, the City assisted the DoH contracted helicopter provider and Channel 9 news with a story on the State-wide mosquito management program.

During the season the City provided three email newsletters to provide subscribers with information on mosquito abundance, mosquito-borne disease and mosquito management activities. The email network of 482 addresses includes residents, schools, sporting clubs and community organisations.

The City also utilised its Facebook platform to post updates on the programs activities with a focus on keeping followers up to date with the 'mizzie chopper' and reinforcing the message of taking personal protection measures. Over the season the 12 posts achieved an average reach of 4,630 users with the highest reach of 12,598 being achieved by the last post for the season.

Local radio messaging was again utilised between 24 September 2020 and 1 April 2021 to remind the public about mosquito activity and how best to protect themselves and their family against mosquito bites and mosquito borne diseases. The timing of these radio alerts is aimed to align with the peak in the public enjoying the many outdoor, recreational, sporting and social activities the summer school holiday break.

97.3 Coast FM and 91.7 The Wave radio messaging over a period of 45 days:

- 24 Sept - 11 Oct 2020
- 14 Dec – 24 Jan 2020/21
- 1 Apr – 18 Apr 2021

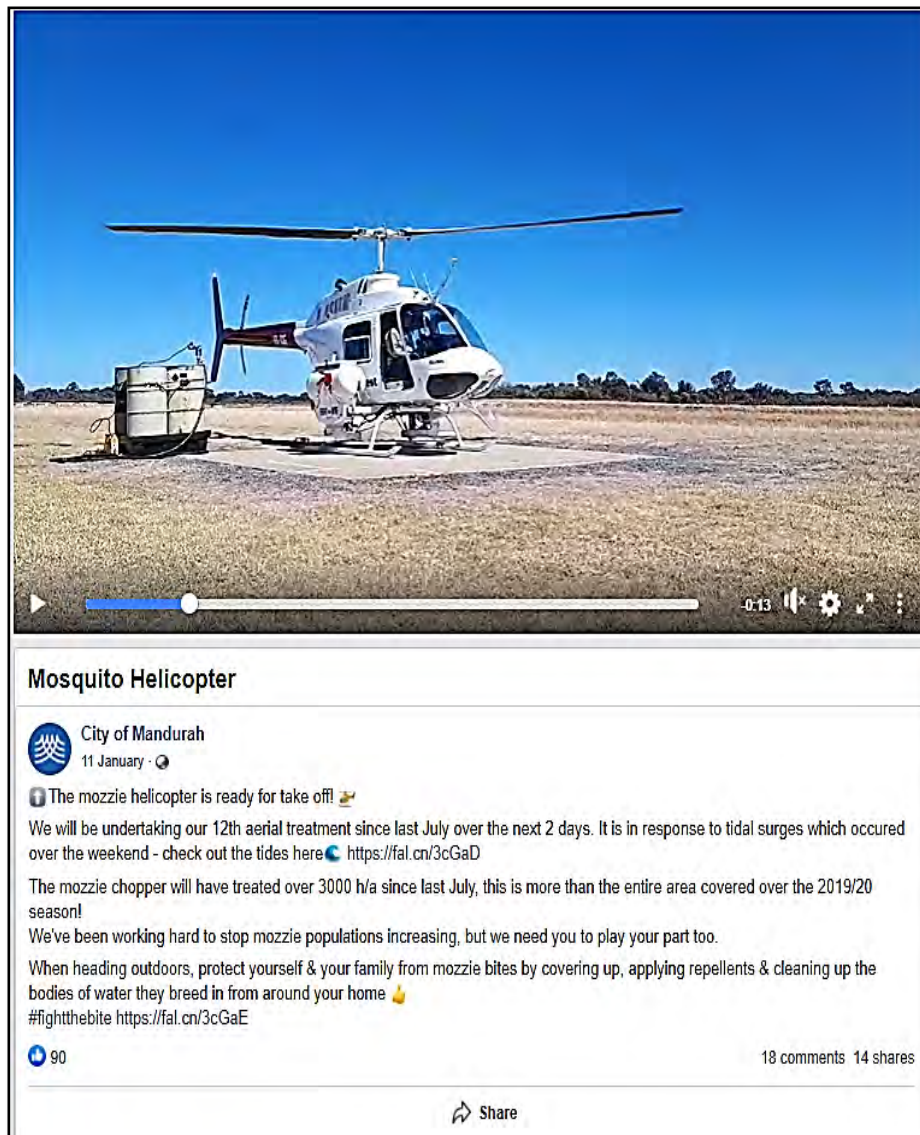


Figure 9 – Example of social media post.

A total of 119 mosquito complaints/enquiries were recorded for the 2020/21 season. This compares to 17 reported in season 2019/20. The majority of complaints in relation to mosquito nuisance were received in the months of December 2020 (13) and January (13), February (18) and March (37) 2021 and were no doubt a direct result of the spikes in abundance of the vicious biting *Aedes vigilax* species during these months.

The nature of other complaints / enquiries included:

- complaints about mosquito activity.
- complaints about non-biting midge.
- general requests for information about the program.
- what property owners can do alleviate mosquito activity.
- purchasing property and mosquitoes.
- site inspections.
- helicopter treatments.

At times community frustration was high during 2020/21 due to the season's events and intensity of mosquito reproduction. It is likely also that given recent low mosquito abundance seasons there was also a lower tolerance level. Community feedback is and will continue to be considered when reviewing current communications practices to ensure we shape future messaging to effectively empower and educate the community.

Outlook for season 2021/22

The Bureau of Meteorology's 26 October Climate driver update stated:

“The Bureau's ENSO Outlook is at La Niña ALERT. This is due to continued cooling in the tropical Pacific Ocean and climate models showing sustained La Niña conditions over summer. In the past when La Niña ALERT criteria have been met, La Niña has subsequently developed around 70% of the time; this is approximately triple the normal likelihood.

Sea surface temperatures in the central tropical Pacific Ocean have cooled over the past three months, edging closer to La Niña levels. These cooler surface waters are supported by cooler than average waters beneath the surface. Most international climate models surveyed by the Bureau indicate weak La Niña conditions are likely for the coming months”.

Acknowledging the re-establishment of La Niña conditions, the program is expecting that the environmental drivers of tidal inundation and the resulting frequency and intensity of saltmarsh mosquito reproduction are likely to be replicated in the months ahead and possibly throughout the entire 2021/22 season. This is likely to require a similar level of mosquito reduction and suppression in the form of aerial larvicide treatments.

After an interrupted start to aerial treatments as a result of a lingering winter cold fronts and a tempered start to Spring, the influence of the building La Niña has been felt with the program completing five aerial larvicide treatments covering 1,461 hectares as of 31 October. This included a record breaking treatment for the program of 524 hectares undertaken over two days. This equals the same number of hectares treated by 31 October 2020.

The development of La Niña event will be closely monitored as the season progresses and the same focus and proactive response to reducing and restricting mosquito populations and mosquito borne disease will be sustained by the City and the PMMG. These global events can evolve and change quickly as can the regional and local environmental conditions and ultimately influence how each season eventuates. For this reason, the City and PMMG must continue to remain operationally adaptable, utilise the well-developed resources and maintain access to existing and emerging support from the DoH and their service providers.

Consultation

The community engagement undertaken during the financial year is detailed in the comment section of the report.

Statutory Environment

Nil

Policy Implications

Nil

Financial implications

Mosquito-borne diseases such as RRV and BFV are estimated to cost approximately \$5,000 per case in medical expenses and loss of earnings. The number of cases in the City would greatly increase if there was no program in place to manage mosquito populations.

The cost on the reputation and branding of Mandurah and the Peel region is difficult to assess but the management of mosquitoes is a vital service in ensuring an acceptable amenity and environment for residents and visitors to enjoy.

The administration of the PMMG is an essential partnership to ensure the successful management of mosquitoes in the region. The group met on four occasions during the 2020/21 mosquito management season as well as attending regional meetings relating to mosquito management matters.

These meetings were attended by representatives from each PMMG local government as well as representatives from the DoH, and allow for ongoing collaboration between the PMMG to ensure the identification and implementation of improvements within the program. Examples of key discussions during 2020/21 include:

- Season updates.
- Mosquito abundance, human case and disease isolation updates.
- Local government reports on mosquito breeding, treatments and complaint investigation.
- Climate and environmental condition updates
- Helicopter operations and application equipment updates.
- Budget updates.
- OSH updates.
- Public engagement strategies.
- Emerging technologies and research.

A total of \$176,642.62 was budgeted for season 2020/21 with \$168,277.35 allocated for the procurement of larvicides in addition to the value of carryover stock from season 2019/20.

However, as a result of the intensity of aerial larvicide treatments through the first few months of the season and ultimately the entire season, PMMG members and the DoH were required to raise additional funding due to the allocated budget being depleted by the end on 2020 and the continual need to replenish larvicide stocks through to June 30 2021. The PMMG was also faced with supply issues of Barmac® BTI 200GR formulation as previously mentioned which brought an additional expense due to the higher cost per hectare (17.5%) of Vectoprime® FG.

The ease and readiness offered by PMMG members and the DoH to commit to the additional funding highlights the strong, collaborative, trusting and cooperative relationships that have been fostered and were needed during such a challenging season.

By the end of season 2020/21, the total of \$447,427.03 had been expended. Of the \$447,427.03 expended, \$442,864.03 was consumed by larvicide purchases and freight. The 2020/21 financial contributions made by PMMG members and the DoH are outlined within Table 3 on below.

Further to the allocation for larvicide costs, the City of Mandurah contributed an estimated \$275,000 in labour, vehicles, equipment and resources for public education during the course of the 2020/21 season. All costs associated with the helicopter services are provided by the DoH WA across the South West with the Peel region being the primary user. Without the DoH's commitment to these costs the PMMG would require substantial increases in budget allocation to provide the same level of helicopter service.

Agency	2020/21 Budget Contribution	2020/21 Additional funding	Total 2020/21 funding
<i>Department of Health</i>	\$87,821.31	\$100,000.00	\$187,821.31
<i>City of Mandurah</i>	\$47,950.44	\$93,467.39	\$141,417.82
<i>Shire of Murray</i>	\$28,805.39	\$56,148.90	\$84,954.30
<i>Shire of Waroona</i>	\$1,000.00	N/A	\$1000.00

<i>City of Rockingham</i>	\$11,065.49	\$21,569.40	\$32,634.88
Total	\$176,642.62	\$271,185.69	\$447,828.31

Table 3 - PMMG budget and additional contributions - 2020/21 (Ex GST).

Strategic Implications

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

Social:

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

Health:

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

Organisational Excellence:

- Demonstrate regional leadership and advocate for the needs of our community.
- Listen to and engage with our community in the decision-making process.

Conclusion

Season 2020/21 was a season that the program has been preparing for since the events of the back to back 2010 – 12 La Niña event that brought about an internal and external examination of the program's performance when tested by challenging environmental conditions. The outcome of these examinations resulted in numerous changes and innovations being implemented and continuous improvements to the program's function being sought to ensure the community did not have to endure the same public health and lifestyle impacts that were experienced through the 2010 – 2012 seasons. These innovations and changes that the City and PMMG have driven have also brought improvements to the State-wide management of mosquito borne disease and mosquitoes.

Season 2020/21 called on all of the resources and learnings the City and program has acquired to navigate a season that had the potential to bring significantly higher cases of mosquito borne disease and severe, prolonged levels of mosquito abundance.

The programs efforts and hard work across the season provided positive outcomes in the form of human cases of mosquito borne disease being minimised and mosquito abundance being effectively reduced and suppressed across the majority of season. Whilst spikes in mosquito abundance did occur, at no point in the season was the community subjected to the severe levels of mosquito abundance that presented during the difficult 2010 – 2012 seasons. Based on the positive outcomes of season 2020/21, the City and PMMG is confident that the program has a much improved capacity to effectively manage mosquitoes in seasons influenced by La Niña events and similar challenging environmentally driven events in the future.

RECOMMENDATION

That Council:

- 1. Receives the City of Mandurah Mosquito Management Program: 2020/21 Annual Report as detailed in the comment section of the report.**
- 2. Approves the release of these reports to the following key stakeholders:**
 - 2.1 Residents of the City of Mandurah via access at Administration Centre and Library, website and media releases;**
 - 2.2 Department of Health;**
 - 2.3 The Minister for Health and local Parliamentary Representatives;**
 - 2.4 Peel Mosquito Management Group member local governments**
 - 2.5 Peel Development Commission;**
 - 2.6 Department of Water Environment and Regulation;**
 - 2.7 Residents and Progress Associations;**
 - 2.8 Mandurah Environmental Advisory Group.**
- 3. Notes the City's support for the Department of Health Fight the Bite Campaign.**
- 4. Acknowledges the ongoing support provided by the Department of Health in the implementation of improvements in the Peel Mosquito Management Program.**
- 5. Supports ongoing efforts to improve the aerial larviciding capacity of the mosquito management program including the ongoing provision of winter treatments.**
- 6. Acknowledges the importance of the State Government's ongoing commitment to the annual programs, and in accordance with the Dawesville Channel Environmental Review and Management Program.**

4	SUBJECT:	Appointment to Advisory Groups, Working Groups, Panels and External Agencies
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	23 November 2021

Summary

Appointments to advisory groups established by Council, external agencies, working groups and panels where Council has representation, expired on the Local Government Election Day, Saturday 16 October 2021.

Council is requested to consider the following:

- Appointment to advisory groups established by Council, working groups and panels required for a term of two years, expiring 20 October 2023;
- Endorsement of the Access and Inclusion Advisory Group, Mandurah Environmental Advisory Group and Youth Advisory Group Terms of Reference;
- Appointment of Community Members to Advisory Groups for a term of two years, expiring 20 October 2023;
- Disband the Museum Community Advisory Group; and
- Appointment to external organisations where representation by the City is required for a term of two years, expiring 20 October 2023.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.4/10/21 26/10/2021 Elected Member Appointments and Nominations
- G.32/12/19 17/12/2019 Appointment of Elected Members to Advisory Groups, External Agencies, Working Groups and Panels
- SP.3/10/19 29/10/2019 Appointment of Elected Members
- SP.5/10/17 31/10/2017 Appointment of Elected Members to advisory groups and external agencies.
- G.15/2/17 14/02/2017 Development Assessment Panels (JDAP): Local Government
- G.10/11/17 28/11/2017 Appointment of Community Representatives to Advisory Groups

Background

At the Council Meeting of 23 October 2021, Council appointed Elected Members to advisory groups where there is a statutory requirement and to external organisations where nominations have been requested or representation by Council is required.

Comment

All appointments to advisory groups, external agencies, working groups and panels do not bind the Council to any decision that is made by that advisory group, external agency, working group or panel. These are not a committee of Council and do not have any authority to make any decision on behalf of Council.

Elected Members who are representing Council can only vote and provide advice that is consistent with Council policy or position. Therefore, any matter that requires a decision by Council will need to be considered at a Council Meeting.

A Council workshop was held in November 2021 to enable new and existing Elected Members to further consider whether Elected Member representation was required on advisory groups, working groups and panels. As a result of this process, Elected Members are now requested to consider the appointment to the applicable groups.

The recommendations and decisions required by Council are summarised below:

Recommendation One

Approve the Elected Member appointments to the following Council advisory groups, working groups and panels for a term of two years, expiring 20 October 2023:

- Access and Inclusion Advisory Group – one position and one deputy
- Australia Day Awards Selection Panel – up to five positions
- Mandurah Environmental Advisory Group – one position and one deputy
- Mandurah Matters Steering Group – up to eight positions
- Peel Mosquito Management Group – one position and one deputy
- Reconciliation Action Plan Steering Group – four positions
- Strategic Finance Working Group – four positions (Mayor and three Elected Members) (Terms of reference as per Attachment 4.4)

Refer to Attachment 4.2 for a summary of the purpose of these groups.

Council are also requested to remove Elected Member representation from the following groups:

- Liquor Accord: This group was established to support greater collaboration with stakeholders to reduce the opportunity for alcohol-related crime. The group is now well-established and can transition to being industry or officer lead as determined by the group.
- Strategic Street Present and Homeless Working Group: With the endorsement of the City's Street Present and Homelessness Strategy, this Working Group is no longer required as the project has moved into an operational implementation phase with officers continuing to work with agencies and stakeholders as required.
- Mandurah Museum Working Group: Due to the operational nature of the Mandurah Community Museum Working Group, Council is requested to disband the group as an advisory group of Council. Community nominations were received for the Mandurah Museum Working Group and Officers will ensure interested community members are engaged in Museum matters as practicable.

Recommendation Two

Council is requested to consider adopting the amended Advisory Group Terms of Reference (refer Attachment 4.1).

A summary of the Advisory Groups key changes to the Terms of Reference and number of nominations received are below:

Advisory Group	Key amendments to the Terms of Reference	Number of community representative nominations
Access and Inclusion Advisory Group	Key amendments include: update to terminology, purpose, responsibilities, process for election of the chairperson, the provision of membership support,	15 applications with 10 vacancies

	meetings are now bi-monthly, the ability to appoint proxies for sector and departmental representatives.	
Mandurah Environmental Advisory Group	Minor amendments to the Terms of Reference with no significant amendments.	11 applications with 8 vacancies
Youth Advisory Group Terms of Reference	Key amendments include: <ul style="list-style-type: none"> • an increase to the number of members from 13 to 14 to enable greater youth engagement and participation. • An increase to the period for the rotational Chair from four to a six month period. Over the past two years the demand for the chairperson positions has not generated sufficient interest to rotate the chair over this period. By rotating the chairperson over a six month period will enable the members to have a greater opportunity to improve their capability in the chairperson role. 	22 applications with 14 vacancies

Recommendation Three

The City advertised for external committee member applications for the above groups in the Mandurah Mail on 16 September 2021, Coastal Times on 22 September 2021 and on the City's Facebook page.

Council is now requested to consider the appointment of community representatives to the Access and Inclusion Advisory Group, Mandurah Environmental Advisory Group and Youth Advisory Group.

Council is requested to consider the community members nominations outlined in the Confidential Attachment 4.4.

Recommendation Four

Council is requested to appoint representation to the following externally lead groups including, (refer Attachment 4.2 summary of group purposes):

- Peel Harvey Biosecurity Group – one position
- South West Regional Road Group – one position

Recommendation Five

The City through various partnerships supports a number of scholarships and award programs. A summary is below:

- City of Mandurah Sports Awards:

The City holds the Mandurah Sports Awards to honour local individuals, clubs and teams who have achieved sporting success or have made a significant contribution to sport and recreation in Mandurah.

Council has previously nominated Elected Members to represent Council on the panel to select recipients of the Sports Awards. It is recommended that Council adopt the Award categories, enabling City officers to determine the recipients and receive a presentation from the award recipients.

Award Categories include: Sports Person of the Year; Masters Sports Person of the Year; Junior Sports Person of the Year; Sports Person of the Year with Disability; Club of the Year; Team of the Year; Junior Team of the Year; "Ken Phillips" Male Volunteer of the Year; Female Volunteer of the Year; Junior Volunteer of the Year; and Inclusion Program or Event.

It is recommended that Council adopt the Mandurah Sport Awards criteria as detailed in Attachment 4.3.

- Kids Teaching Kids Scholarship:

The Kids Teaching Kids is a unique national education program to inspire young people to learn more about the challenges facing their local environment, while also developing research, leadership, communication and presentation skills.

Local Mandurah schools who present at the Perth and Peel Regional Kids Teaching Kids Conference, hosted by the City of Mandurah in September each year, are eligible to apply for a Scholarship in that same year.

The Scholarship provides \$5,000 towards travel, accommodation and conference tickets for six students and two teachers from one presenting school to expand their learning even further by attending the National Kids Teaching Kids Conference in Melbourne, held in October each year. Student year groups typically range from years 4-12.

Council has previously nominated Elected Members to represent Council on the panel awarding the scholarship. It is recommended that Council adopt the scholarship criteria, enabling City officers to determine the recipients and receive a presentation from the award recipients.

The criteria for the scholarship are set out below:

- Open to Mandurah schools who present at the Perth and Peel Regional Kids Teachings Kids Conference in the same year they are applying for the scholarship. It is to be used to support 2 teachers and 6 students (from the same school) to attend the National Kids Teaching Kids Conference.
- Scholarship applicants are required to answer the following questions either by a written, audio, visual or in-person submission. Answers will be assessed and scored by a Judging Panel appointed by the City.
 - o What benefit would your school/students gain from being involved in an interstate Kids Teaching Kids conference?
 - o How would your students, their class and their school communicate their new found knowledge with the local community?
 - o How could you utilise this opportunity to inspire students to be more sustainable and take action?

- Murdoch University Scholarship (formerly Undergraduate Nursing Scholarship)

The purpose of these scholarships is to provide financial support to students from the City of Mandurah who are intending to enrol in an undergraduate degree at Murdoch University Mandurah Campus or at the Murdoch Campus. From 2016 – 2019 the scholarships focussed on undergraduate nursing qualifications only, however, that was broadened to include any discipline.

The scholarships are administered and assessed by Murdoch University under an agreement with the City of Mandurah, with support from City Officers. Council has previously nominated Elected Members to represent Council on the panel awarding the scholarship. It is recommended that Council adopt the scholarship criteria, enabling City officers to determine the recipients if invited to do so by the Panel.

To be eligible, applicants must:

- be an Australian citizen or Permanent Resident
- be a current resident of the City of Mandurah
- be commencing an undergraduate course at Murdoch University (Mandurah or Perth Campus)
- demonstrate high academic achievement
- be facing financial and/or personal hardship (e.g. documentation can include payslips, tax notice of assessment or Centrelink income statement).

Statutory Environment

Local Government Act 1995

Code of Conduct for Elected Members, Committee Members and Candidates

Policy Implications

Nil

Financial Implications

Representation is part of the role of an Elected Member and has minor financial implications, such as reimbursement of travel expenses.

Risk Analysis

There is a risk that the groups, agencies and panels operate outside of the Council decision making process. To reduce this risk from eventuating, a terms of reference is adopted by Council and City officers are available for support and guidance.

Strategic Implications

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

Organisational Excellence:

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

Conclusion

Council is requested to consider the appointment of Elected Members to advisory groups established by Council and the new approach identified for Elected Member involvement at a strategic leadership level in working groups and panels.

NOTE:

- Refer **Attachment 4.1**
Attachment 4.2
Attachment 4.3
Attachment 4.4
Confidential Attachment 4.5

Various Groups Terms of Reference
Summary of Groups
Mandurah Sport Awards Criteria
Strategic Working Group terms of Reference
Community Members to Advisory Groups
Appointments

RECOMMENDATION

That Council:

1. **Approve the appointments to the following Council working groups and panels for a term of two years expiring on 20 October 2023:**
 - 1.1 **Access and Inclusion Advisory Group**
 1. _____**Deputy:** _____
 - 1.2 **Australia Day Awards Selection Panel**
 1. _____
 2. _____
 3. _____
 4. _____
 5. _____
 - 1.3 **Mandurah Environmental Advisory Group**
 1. _____**Deputy** _____
 - 1.4 **Mandurah Matters Steering Group**
 1. _____
 2. _____
 3. _____
 4. _____
 5. _____
 6. _____
 7. _____
 8. _____
 - 1.5 **Peel Mosquito Management Group**
 1. _____**Deputy** _____
 - 1.6 **Reconciliation Action Plan Steering Group**
 1. _____
 2. _____
 3. _____
 4. _____
 - 1.7 **Strategic Finance Working Group**
 1. **Mayor Rhys Williams**
 2. _____
 3. _____
 4. _____
 - 1.8 **Strategic Street Present and Homeless Working Group**
No Elected Member representation
 - 1.9 **Liquor Accord**
No Elected Member representation

Acknowledge the contribution of the Mandurah Liquor Accord noting that Elected Members may attend from time to time as required or when an invitation is extended to an Elected Member on a particular occasion.

**1.10 Coastal Hazard Risk Management Adaptation Plan
No Elected Member representation**

**1.11 Mandurah Community Museum Advisory Group
Resolve to disband the Mandurah Community Museum Advisory Group.**

Acknowledge the contribution of the Mandurah Museum Advisory Group, noting that Elected Members may attend from time to time as required or when an invitation is extended to an Elected Member on a particular occasion.

2. Approve the Advisory Group Terms of Reference (*Attachment 4.1*) and Strategic Finance Working Group Terms of Reference (*Attachment 4.4*) as detailed in Attachments 4.1 and 4.4.

3. Approve the community representation appointments (refer *Confidential Attachment 4.4*) to the following Council advisory groups, working groups and panels for a term expiring 20 October 2023:

3.1 Access and Inclusion Advisory Group:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

3.2 Mandurah Environmental Advisory Group:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____

3.3 Youth Advisory Group:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____

9. _____
10. _____
11. _____
12. _____
12. _____
14. _____

4. Approve the appointments to the following external agencies and organisations for a term expiring on 20 October 2023:

4.1 Peel Harvey Biosecurity Group

4.2 South West Regional Road Group

5. Approve the criteria for the following awards and scholarships:

5.1 City of Mandurah Sports Awards as per the criteria set out in Attachment 4.3

5.2 Kids Teaching Kids Scholarship

- Open to Mandurah schools who present at the Perth and Peel Regional Kids Teachings Kids Conference in the same year they are applying for the scholarship. It is to be used to support 2 teachers and 6 students (from the same school) to attend the National Kids Teaching Kids Conference.
- Scholarship applicants are required to answer the following questions either by a written, audio, visual or in-person submission. Answers will be assessed and scored by a Judging Panel appointed by the City.
 - o What benefit would your school/students gain from being involved in an interstate Kids Teaching Kids conference?
 - o How would your students, their class and their school communicate their new found knowledge with the local community?
 - o How could you utilise this opportunity to inspire students to be more sustainable and take action?

5.3 Murdoch University Scholarship

- Australian citizen or Permanent Resident
- Current resident of the City of Mandurah
- Commencing an undergraduate course at Murdoch University (Mandurah or Perth Campus)
- Demonstrate high academic achievement
- Facing financial and/or personal hardship (e.g. documentation can include payslips, tax notice of assessment or Centrelink income statement).

Note: There is no Elected Member representation and recipients are determined based on the criteria that has been approved.

ABSOLUTE MAJORITY REQUIRED



City of Mandurah Advisory Group Terms of Reference

Document Control

Effective date	Next review due	Amendment	Prepared by	Endorsed by	Approved by
24/11/2020	Oct 2021	Youth Advisory Group Terms of Reference Approval	Community & Place	Community & Place	Council G.18/11/20
29/10/2019	Oct 2021	Approval of Terms of Reference MEAG and AIAG	Manager Governance Procurement and Land	Governance Services	Council SP.3/10/19

Contents

Access and Inclusion Advisory Group	3
Mandurah Environmental Advisory Group	6
Youth Advisory Group	9

Access and Inclusion Advisory Group

1. Authority and purpose

Authority

The Council of the City of Mandurah (**'Council' or 'City'**) has established the City of Mandurah Access and Inclusion Advisory Group (**Advisory Group**).

Purpose

The purpose of the Advisory Group is to provide advice and assistance to the City regarding matters relating to:

- a) Strategies identified in the City's Access and Inclusion Plan
- b) Actions detailed in the Access and Inclusion Implementation Plan
- c) Access and inclusion issues within the boundaries of the City of Mandurah

2. Responsibilities

The Advisory Group is to:

- a) Represent people with disability and their networks when participating in Advisory Group meetings.
- b) Provide feedback to relevant City officers relating to City projects with specific relevance to providing access and inclusion for people with disability.
- c) Attend at least four advisory group meetings out of six meetings per calendar year.
- d) At the invitation of the City attend site visits and during such visits comply with all safety directions provided.

3. Membership

Composition

The Advisory Group shall comprise of:

- a) Two Elected Members.
- b) 10 community members with experiences and/or knowledge of disability-related needs, trends and current challenges and the value of social inclusion for people with disability in community.
- c) One representative or their proxy from each of the two National Disability Insurance Scheme (NDIS) local partners (early childhood intervention and 7 years plus).
- d) One representative or their proxy from Department of Local Government, Sport and Cultural Industries.
- e) Executive Manager Community or their proxy.

Role of City Officers

The City will provide executive support for the Group, who will act as 'administrative support' and primary point of contact between the Advisory Group and the City.

The City will may invite guests to the attend and present to the Advisory Group. The guests include but are not limited to City Officers or external consultants.

Election of Chairperson

The Advisory Group shall elect one Group Member to be chairperson. The Advisory Group may also wish to elect a Deputy Chairperson. The term of this appointment will expire on the day of the next ordinary local government election.

Role of Elected Member

Individual Elected Members appointed to the Advisory Group have no authority to make Council decisions. Elected Members who are representing Council can only vote and provide advice that is consistent with Council policy or position. Elected Members must comply with the *Code of Conduct for Elected Members, Committee Members and Candidates* at all times.

Member Support

Members may attend meetings with a support person to assist with disability-related needs to support active participation in the meetings and/or site visits.

4. Appointment

All appointments expire on the date of an ordinary local government election held every two years and appointments of all members will be made by Council at a Council meeting following the ordinary local government election.

Appointment of Community Members will be made following a public advertisement.

The evaluation of potential members will be assessed by the City and appointments will be approved by Council on the basis of the potential member's skills and experience in any or all of the following:

- Lived experience of a disability
- Carers experience of a person with disability
- Professional experience (ie. working in an industry that provides support to people with disability).

The City may consider advertising for replacement members, subject to Council's approval of the membership.

5. Meetings

Quorum

The Quorum for an Advisory Group meeting shall be one more than half the number of members of the Advisory Group.

The Advisory Group shall not vote on any business at a meeting unless the Quorum is present. If a quorum is not present, the Advisory Group may still conduct meeting without voting on any items.

Frequency

Meetings shall be held quarterly, unless otherwise resolved by the Advisory Group.

This group meets bi-monthly.

Voting

At all Meetings each member, including the Chairperson, shall have one vote only and in the case of equality of votes, the question shall be determined in the negative.

Minutes and matters arising

All meetings shall be minuted by the Executive Support, and minutes shall be approved by the Advisory Group Meeting.

Where possible, agendas and minutes from previous meeting, along with supporting documents for discussion at the meeting, will be circulated five days prior to the Meetings.

Reporting

The Advisory Group shall, as and when required by the City, report fully on its activities.

Confidentiality

All Members will be required to adhere to the City's confidentiality requirements. In particular, no confidential information received or generated by the Advisory Group will be disclosed to unauthorised persons.

Declarations of Interest

Members must declare interests as matter of good governance at the commencement of a Group Meeting.

Any instance where a member(s) has a commercial interest, or is closely associated with an organisation that has an interest in the business of the City which represents a conflict of interest or pecuniary interest, or there is a risk or perception of conflict of interest, should be declared to the City representative before or at the relevant meeting.

Mandurah Environmental Advisory Group

1. Authority and purpose

Authority

The Council of the City of Mandurah ('**Council**' or '**City**') has established the City of Mandurah Environmental **Advisory Group**.

Individual Elected Members appointed to the Advisory Group have no authority to make Council decisions. Elected Members who are representing Council can only vote and provide advice that is consistent with Council policy or position. Elected Members must comply with the *Code of Conduct for Elected Members, Committee Members and Candidates* at all times.

Purpose and Objective

The purpose of the Advisory Group is to advise Council on general environmental issues, consistent with the intent of the City's Community Charter and Strategic Plan.

2. Responsibilities

The Advisory Group is to:

- Have a broad understanding of the environmental and planning legislative framework operating in WA.
- Be fully conversant with agenda items and display a high level of preparedness for meetings.
- Be regularly in attendance at meetings.
- Contribute to the sustainability of the City by understanding the relevant environmental issues facing the City.
- Present evidence based advice.
- Support in decisions related to supporting the City's environmental volunteer network.

3. Membership

Composition

The Advisory Group shall comprise of:

- a) 1 Elected Member
- b) 1 Deputy Elected Member to serve as a proxy;
- c) Eight community representatives ideally with a working knowledge and demonstrated experience and involvement in addressing local environmental issues

The Advisory Group shall elect one Group member to be chairperson. The term of this appointment will expire on the day of the next ordinary local government election.

Appointment of external persons will be made following a public advertisement. The City may consider advertising for replacement members, subject to Council's approval of the membership.

The evaluation of potential members will be assessed by the City and appointments will be approved by Council on the basis of the potential member's skills and experience in any or all of the following:

- Bushland management and conservation
- Urban Canopy management
- Sustainable development
- Community engagement on matters related to environmental initiatives
- Coastal management issues
- Waste management
- Water Resource management

External member(s) will be persons with no operating responsibilities with the City of Mandurah, nor will that person provide paid services to the City either directly or indirectly.

Any instance where an external member(s) has a commercial interest, or is closely associated with an organisation that has an interest in the business of the City which represents a conflict of interest or pecuniary interest, or there is a risk or perception of conflict of interest, should be declared to the City representative before or at the relevant meeting.

4. Appointment

Council may at any time appoint such persons as required to the Advisory Group.

All appointments expire on the date of an ordinary local government election held every two years and appointments of all members will be made by Council at the November Council meeting following the ordinary local government election.

5. Meetings

Quorum

The Quorum for an Advisory Group meeting shall be one more than half the number of members of the Advisory Group.

The Advisory Group shall not transact business at a meeting unless the Quorum is present.

Frequency

Meetings shall be held monthly, unless otherwise resolved by the Advisory Group.

Voting

At all Meetings each member, including the Chairperson but excluding the Administration/Minute Taker, shall have one vote only and in the case of equality of votes, the question shall be determined in the negative.

Minutes and matters arising

All meetings shall be minuted by the Minute Taker, and minutes shall be approved by the Advisory Group at the next Group Meeting.

Agendas will be circulated at least five days prior to the Meetings.

Reporting

The Advisory Group shall, as and when required by the City, report fully on its activities.

Confidentiality

All Advisory Group members will be required to adhere to the City's confidentiality requirements. In particular, no confidential information received or generated by the Advisory Group will be disclosed to unauthorised persons.

Declarations of Interest

Members must declare interests as matter of good governance at the commencement of a Group Meeting.

Youth Advisory Group

1. Authority and purpose

Authority

The Council of the City of Mandurah (**'Council' or 'City'**) has established the City of Mandurah Youth Advisory Group.

Purpose and Objective

The purpose and objective of the Youth Advisory Group is to:

- a) Represent the voices of young people within the community, through participation in City consultation processes and providing advice to Council.
- b) Plan and deliver activities, projects and events for local young people, in line with the needs of the community.
- c) Empower young people to develop their leadership skills, confidence and capacity, so they can use these skills in other community settings.

2. Responsibilities

The Youth Advisory Group is to:

- a) Participate in all Youth Advisory Group meetings, events and training opportunities where possible.
- b) Represent the voice of young people within the community when consulted on City projects, consulting with others in their own networks when necessary.
- c) Promote and represent the Youth Advisory Group in a positive manner at all times.

3. Membership

Composition

The Advisory Group shall comprise of 14 young people aged 15-24, living, working or studying in the City of Mandurah.

Role of City Officers

The City will provide executive support for the Group, who will act as 'administrative support' and primary point of contact between the Advisory Group and the City.

The City may invite guests to attend and present to the Advisory Group. The guests include but are not limited to City Officers, Elected Members or external consultants.

Election of Chairperson

The Advisory Group shall elect one Group Member to be chairperson. The term of this appointment will be for a period of up to six months.

Role of Elected Member

Individual Elected Members can be invited to attend the Advisory Group as a guest in an observational capacity.

Elected Members who are representing Council can only provide advice that is consistent with Council policy or position. Elected Members must comply with the *Code of Conduct for Elected Members, Committee Members and Candidates* at all times.

4. Appointment

All appointments expire on the date of an ordinary local government election held every two years and appointments of all members will be made by Council at a Council meeting following the ordinary local government election.

Appointment of Community Members will be made following a public advertisement.

The evaluation of potential members will be assessed by the City and appointments will be approved by Council on the basis of the potential member's skills and experience in the following:

- Young people aged 15-24 living, working or studying within the City of Mandurah.
- Members appointed to the group represent the diversity of young people across the City of Mandurah; place of residence, age, gender and sexuality, education and cultural background.
- Young people show a passion for wanting the opportunity to contribute to the Mandurah community.

The City may consider advertising for replacement members, subject to Council's approval of the membership.

5. Meetings

Quorum

The Quorum for an Advisory Group meeting shall be one more than half the number of members of the Advisory Group.

The Advisory Group shall not transact business at a meeting unless the Quorum is present.

Frequency

Meetings shall be held quarterly, unless otherwise resolved by the Advisory Group.

Voting

At all Meetings each member, including the Chairperson but excluding the Administration/Minute Taker, shall have one vote only and in the case of equality of votes, the question shall be determined in the negative.

Minutes and matters arising

All meetings shall be minuted by the Minute Taker, and minutes shall be approved by the Advisory Group at the next Advisory Group Meeting.

Agendas will be circulated two days prior to the Meetings.

Reporting

The Advisory Group shall, as and when required by the City, report on its activities.

Confidentiality

All Advisory Group members will be required to adhere to the City's confidentiality requirements. In particular, no confidential information received or generated by the Advisory Group will be disclosed to unauthorised persons.

Declarations of Interest

Members must declare interests as matter of good governance at the commencement of a Group Meeting.

Any instance where an external member(s) has a commercial interest, or is closely associated with an organisation that has an interest in the business of the City which represents a conflict of interest or pecuniary interest, or there is a risk or perception of conflict of interest, should be declared to the City representative before or at the relevant meeting.

ATTACHMENT 4.2

Name of Group / Panel / External Agency	Purpose	Meetings Days / Times
Access & Inclusion Advisory Group	Assist implementation of the City's Access and Inclusion Plan by providing feedback on key projects and advocate for access and inclusion	Bi-monthly Feb, Apr, Jun, Aug, Oct, Dec Time – Business Hours Duration – 1 – 2 hours
Australia Day Awards Selection Panel	Group meets to discuss the nominations received for the Australian Citizen of the Year Awards and select winners for each category, being Citizen of the Year under 25, Citizen of the Year, Senior Citizen of the Year and Community Group / Event.	Annually, early November Time - Business hours Duration - 2 hours
Mandurah Environmental Advisory Group	Group advises Council on matters relating to environmental management and protection	Monthly on a Friday Time – Business hours Duration – 2.5 hours
Mandurah Matters Steering Group	Establish a framework, identify potential members for a working group and assist in identifying key priorities and resources to assist in delivery of vision. The Group also supports the community consultation requirements in accordance with the Strategic Community Plan.	Frequency – as required Time – TBA Duration - TBA
Peel Mosquito Management Group	To discuss the management of mosquitos within the Peel Region with participating Local Governments and Stakeholders.	3 times per year on a Monday Time – Business hours, afternoon Duration – 4 hours NB: Travel to Murray and Rockingham reqd
Reconciliation Action Plan Steering Group	Oversee the development, monitoring & delivery of the Reconciliation Action Plan. Strategic Meetings - Include all RAP Steering Group Members. Designed primarily to oversee the delivery of the RAP from a strategic perspective. Key directional & strategic discussions, decisions made in these meetings. Operational Meetings - Include all Aboriginal representatives, senior management & operational staff from the City. Elected Members, the Mayor and CEO are not required to attend.	Quarterly Mar, May, Aug, Nov Time – Business hours Duration – 2 hours

Strategic Finance Working Group	Analyse proposals and reports that are presented by City officers and provide recommendations to Council in relation to the following: <ul style="list-style-type: none"> • future revenue sources to ensure funds are available to deliver community programs and services; • service and infrastructure provision that aligns to the needs of the community; • future services and investment to be provided, and the service level standards associated with them; and • long term financial planning associated with future service provision and investment. 	Bi-monthly Time – 5.30pm Duration – 1-2 hours
---------------------------------	---	---

Outside Agency NOMINATIONS	Purpose	Meetings Days / Times
Peel Harvey Biosecurity Group	To provide guidance and direction with regard to the governance and strategic initiatives of this regional biosecurity group.	Monthly on a Wednesday Time – 5.30pm Duration – 1 – 4 hours
South West Regional Road Group	Recommend Local Government road funding priorities to the State Road Funds to local government advisory committee and monitor the implementation of the local roads program for the South West region.	Three times per year on a Monday Time – Business hours Duration – 1 – 2 hours
Visit Mandurah Board	To activate tourism in the Mandurah through increasing the visitation, length of stay and increase in visitor spend	Monthly Time – Business hours Duration – 1- 2 hours

Mandurah Sport Awards Criteria

Female Volunteer of the Year

Criteria:

- All nominees must volunteer in a Mandurah based Club.
- Nominees may be nominated by any Sporting Club/Association, Committee, or Individual
- Adult nominees must have made a significant contribution to their chosen sport/club and will be judged on their achievements in over the lifetime of their volunteer role at the club.
- Nominees must have volunteered their time in one or more roles (e.g.: Coach, Official, Committee Member, Umpire etc.)
- The Junior Volunteer of the Year must be aged 17 years or younger.

Ken Phillips Male Volunteer of the Year

Criteria:

- All nominees must volunteer in a Mandurah based Club.
- Nominees may be nominated by any Sporting Club/Association, Committee, or Individual
- Adult nominees must have made a significant contribution to their chosen sport/club and will be judged on their achievements in over the lifetime of their volunteer role at the club.
- Nominees must have volunteered their time in one or more roles (e.g.: Coach, Official, Committee Member, Umpire etc.)
- The Junior Volunteer of the Year must be aged 17 years or younger.

Junior Volunteer of the Year

Criteria:

- All nominees must volunteer in a Mandurah based Club.
- Nominees may be nominated by any Sporting Club/Association, Committee, or Individual
- Adult nominees must have made a significant contribution to their chosen sport/club and will be judged on their achievements in over the lifetime of their volunteer role at the club.
- Nominees must have volunteered their time in one or more roles (e.g.: Coach, Official, Committee Member, Umpire etc.)
- The Junior Volunteer of the Year must be aged 17 years or younger.

Club of the Year Award

Criteria:

- All Clubs must be based in the City of Mandurah
- Clubs may be nominated by any Sporting Club/Association or Committee
- Nominations must demonstrate the Club's commitment to excellence in club, team and individual sport development, and the following club management in their chosen sport:
 - Club, team and individual sport development
 - Strategic or business planning
 - Financial management
 - Volunteer recruitment
 - Inclusive practices

Junior Team of the Year

Criteria:

- All Teams must be predominantly based in the City of Mandurah
- Junior Team of the Year – **Must be playing in a junior competition.**
- Teams may be nominated by any Sporting Club/Association, Committee, School or Individual
- Nominee teams must have made a significant contribution in their chosen sport and will be judged during the period of review described in their application.
- Teams who have been selected to represent their chosen sport at a regional, state or national level.

Team of the Year

Criteria:

- All Teams must be predominantly based in the City of Mandurah
- Team of the Year – **Must be playing in a Senior Competition.**
- Teams may be nominated by any Sporting Club/Association, Committee, School or Individual
- Nominee teams must have made a significant contribution in their chosen sport and will be judged during the period of review described in their application.
- Teams who have been selected to represent their chosen sport at a regional, state or national level.

Sports Person of the Year with a Disability

Criteria:

- All nominees must be Mandurah residents, OR have parents that reside in the City of Mandurah, OR have resided in Mandurah.
- Residents who have relocated out of Mandurah to further their sporting activities are encouraged to apply.
- Nominees may be nominated by any Sporting Club/Association, Committee, School or Individual.
- Nominees who have been selected to represent their chosen sport at a regional, state or national level.
- Nominees must have achieved a level of outstanding performance in their chosen sport and will be judged on their achievements in the 12 months prior to the submission of application
- The term disability for this category is defined by the State legislation, the *Disability Services Act (1993)*. The Act defines disability as any disability attributable to intellectual, psychiatric, cognitive, neurological, sensory, or physical impairment, or a combination of those impairments which is permanent, or likely to be permanent, which may or may not be of a chronic or episodic nature, and which results in substantially reduced capacity of the person for communication, social interaction, learning or mobility, and a need for continuing support services in daily life
- There is no age limit placed on this category

Sports Person of the Year Award

Criteria:

- Sports Person of the Year - must be 18 years or older at the time of achieving their best performance
- All nominees must be Mandurah residents, OR have parents that reside in the City of Mandurah, OR have resided in Mandurah but left.
- Residents who have relocated out of Mandurah to further their sporting activities are encouraged to apply.
- Nominees may be nominated by any Sporting Club/Association, Committee, School or Individual.
- Nominees who have been selected to represent their chosen sport at a regional, state or national level.
- Nominees must have achieved a level of outstanding performance in their chosen sport and will be judged on their achievements in the **12 months prior to the submission of application**

Junior Sports of the Year Award

Criteria:

- Junior Sports Person of the Year - must be 17 years or younger at the time of achieving their best performance
- All nominees must be Mandurah residents, OR have parents that reside in the City of Mandurah, OR have resided in Mandurah but left.
- Residents who have relocated out of Mandurah to further their sporting activities are encouraged to apply.
- Nominees may be nominated by any Sporting Club/Association, Committee, School or Individual.
- Nominees must have achieved a level of outstanding performance in their chosen sport and will be judged on their achievements in the 12 months prior to the submission of application
- Nominees who have been selected to represent their chosen sport at a regional, state or national level.

Masters Sports Person of the Year

Criteria:

- Masters Sports Person of the Year - must be considered a Master's competitor in the sport where the achievement occurred
- All nominees must be Mandurah residents, OR have parents that reside in the City of Mandurah, OR have resided in Mandurah but left.
- Residents who have relocated out of Mandurah to further their sporting activities are encouraged to apply.
- Nominees may be nominated by any Sporting Club/Association, Committee, School or Individual.
- Nominees must have achieved a level of outstanding performance in their chosen sport and will be judged on their achievements in the 12 months prior to the submission of application
- Nominees who have been selected to represent their chosen sport at a regional, state or national level.

Inclusion Program or Event

Criteria:

- All programs/events must be run predominantly in Mandurah.
- All programs/events must involve an active recreational or sporting component as a large part of the program or event to qualify.
- Nominees may be nominated by any Sporting Club/Association, Committee, or Individual.
- Nominees must have run a program, event or other type of activity that demonstrates inclusivity.
- There is no age limit placed on this category

Strategic Finance Working Group Terms of Reference

1 Objectives of the Strategic Finance Working Group:

- 1.1 Recommend to Council the future revenue sources to ensure funds are available to deliver community programs and services.
- 1.2 Align service and infrastructure provision to the needs of the community.
- 1.3 Recommend to Council the future services and investment to be provided, and the service level standards associated with them.
- 1.4 Oversee the long term financial planning associated with future service provision and investment.

2 Powers of the Strategic Finance Working Group:

- 2.1 The Working Group is a formally appointed Working Group of Council and is responsible to that body. The Working Group does not have executive powers or authority to implement actions in areas over which the Chief Executive Officer has legislative responsibility and does not have any delegated financial responsibility. The Working Group does not have any management functions and cannot involve itself in management processes or procedures.
- 2.2 The Working Group is to report to Council and provide appropriate advice and recommendations to Council on matters relative to its Terms of Reference. This is in order to facilitate informed decision-making by Council in relation to the future planning for Mandurah.

3 Membership:

- 3.1 The membership of Strategic Finance Working Group shall comprise of the Chief Executive Officer, Mayor and three Councillors, as resolved by Council.
- 3.2 The Chief Executive Officer and/or his/her nominee(s) are to attend all meetings to provide advice and guidance to the Working Group.
- 3.3 The tenure of members' appointment to the Strategic Finance Working Group is up to two years terminating on the day of the Ordinary Council elections, at which time all Elected Members will be eligible for reappointment.
- 3.4 Working Group members must declare any conflict of interests or financial interests in accordance with regulation 22 of the *Local Government (Model Code of Conduct) Regulations 2021*, in a written notice to the Chief Executive Officer before the meeting or at the meeting immediately before the matter is discussed.
- 3.5 The members who are appointed to the Strategic Finance Working Group must represent the needs of the entire district of Mandurah equitably.

4 *Role of City Staff:*

- 4.1 The Chief Executive Officer will invite relevant City officers to attend Working Group meetings, in order to provide advice and guidance, discuss specific issues or reviews as and when required and take part in the discussions of the meetings.

5 *Meetings:*

- 5.1 The Working Group will meet once every two months or otherwise as required. There may be times during the year that there is a requirement to meet more frequently.
- 5.2 The Working Group meetings are only open to invited persons.
- 5.3 The quorum for a meeting is at least 50% of the number of Elected Members elected to the Strategic Finance Working Group.
- 5.4 The Mayor will hold the position of Chair.

6 *Reporting:*

- 6.1 Reports and recommendations of each Working Group meeting shall be presented to Council via email at the earliest convenience.
- 6.2 Council will determine the information that is contained in the report.

7 *Duties and responsibilities:*

- 7.1 Assessing and recommending to Council the current and future levels of service required to be delivered by Council;
- 7.2 The strategic review of services to assess and recommend to Council the relevance of the service to Council's and community needs and the delivery models for the future;
- 7.3 Investigating and recommending to Council opportunities for cost sharing or shared services arrangements with other organisations;
- 7.4 Advising Council on the development and implementation of the Long Term Financial Plan and associated financial strategies such as the rating policy;
- 7.5 Recommendation to Council in relation to the timing and scope of service reviews and the creation of a five year service review plan.

8 *Confidentiality:*

- 8.1 All Working Group members will be required to adhere to the City's confidentiality requirements. In particular, no confidential information received or generated by the Working Group will be disclosed to unauthorised persons.

5	SUBJECT:	Tender 14-2021 Provision of Temporary Traffic
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	23 November 2021

Summary

The City of Mandurah (the City) requires the services of traffic management which consists of all work and equipment necessary to provide temporary traffic management for the safe movement of traffic, members of the public, contractors personnel and the City's personnel passing through or working in and around a designated site. The services which include but are not limited to full or partial road closures under the following circumstances: construction, maintenance; roadside works; and emergencies

The City invited tenders for the Provision of Temporary Traffic Management Services (T14-2021) and as a result of the evaluation of tendered submissions, Council is now requested to consider the Evaluation Panel's recommendation to accept Advanced Traffic Management (W.A) Pty Ltd as the preferred tenderer and following the consideration, provide a recommendation to accept or decline.

Disclosure of Interest

Nil.

Previous Relevant Documentation

- G.16/5/1610 May 2016 Awarded Clune Group Pty Ltd trading as Peak Traffic Management the contract under Tender 03-2016 for supplementary temporary traffic management for a period of five years, commencing on 1 June 2016 and expiring on 31 May 2021.

Background

The current contract for Supplementary Temporary Traffic Management was awarded to Clune Group Pty Ltd trading as Peak Traffic Management for a period of five years, commencing on 1 June 2016 and expiring on 31 May 2021, at the schedule of rates offered with CPI increases at each 12 month contract anniversary date. The City provided an extension of the term of the Contract until 30 November 2021 under State of Emergency Provisions available in the *Local Government (Functions and General) Regulations 1996*.

Comment

The Request for Tender (RFT) for the T14-2021 was advertised in the 15 July 2021 edition of the 'West Australian' newspaper, the 15 July 2021 edition of the Mandurah Mail, Tenderlink tender portal and the Public Notice section of the City of Mandurah website.

The RFT sought the provision of the required services for a period of three years, together with an option to extend the contract for a further two years.

The weighted qualitative criteria which is contained in the *Confidential Attachment – Evaluation Panel Report* was provided to all respondents in the request package issued and was used by the Evaluation Panel to evaluate and rank each submission.

To ensure that pricing did not influence the assessment of the qualitative criteria, pricing was not provided to the evaluation panel until the evaluation against the qualitative criteria was completed.

Prices submitted were entered into the Evaluation Matrix as shown in the *Confidential Attachment* where a final analysis considering competitiveness and combined qualitative and price ranking was conducted in order to determine the submission represented best overall value for money for the City.

As a result, the submission from Advanced Traffic Management (W.A) Pty Ltd was considered to be the most advantageous and is therefore recommended as the preferred tenderer.

A member of the City's Procurement Team coordinated and observed the tender evaluation process and is satisfied that the probity and procedural aspects relating to the evaluation were compliant.

Consultation

The City's Tendering Committee reviewed the evaluation panel's recommendation on 12 November 2021.

Statutory Environment

Part 4 of the *Local Government (Functions & General) Regulations 1996*.

Policy Implications

Policy POL-CPM 02 – *Procurement*.

Policy POL-CPM 01 – *Regional Price Preference*.

City of Mandurah Instrument of Delegations 2021/2022

Financial Implications

The anticipated expenditure over the term of this contract is \$4,000,000.00 and is included in the City's Long Term Financial Plan.

Risk Analysis

The current contract expires on the 30 November 2021. Should Council decide not to award the Contract at this time, alternative quoting arrangements would need to be established to enable one-off service delivery. As the expenditure under this service is over \$4 million it is not recommended that this approach be supported as the City would be exposed to breaching the *Local Government (Functions and General) Regulations 1996*.

The Procurement process has been undertaken in accordance with the Council Procurement Policy (POL-CPM 02) and at the time of submitting this report there are no known risks impacting on the award of the contract.

Strategic Implications

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

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.

Conclusion

Tenders for the Provision of Temporary Traffic Management Services were recently invited. Six were received and five were assessed against both qualitative criteria and price. The result being that the submission from Advance Traffic Management (W.A) Pty Ltd has been determined as representing the

best overall value for money outcome for the City and it is therefore requested that the Evaluation Panel recommendation of Advance Traffic Management (W.A) Pty Ltd as the preferred tenderer, be accepted.

NOTE:

- Refer ***Confidential Attachment 5.1 Evaluation Panel Report***

RECOMMENDATION

That Council accepts Advance Traffic Management (W.A) Pty Ltd as the preferred tenderer for Tender 14-2021 Provision of Temporary Traffic Management Services for a period of three years with one option to extend for a period of two years at the sole discretion of the City for the Schedule of Rates offered, exclusive of GST, as the most advantageous.

6	SUBJECT: DIRECTOR: MEETING: MEETING DATE:	WA Heritage Council: Fisheries Boatshed Mandurah Place and Community Council Meeting 23 November 2021
----------	--	--

Summary

In November 2020, an application was submitted by a member of the public to the Heritage Council of WA nominating the Department of Fisheries Boat Shed for inclusion on the State Register of Heritage Places. The Fisheries Boatshed, Mandurah is located on Soldier's Cove Terrace, Dudley Park and extends into the Mandurah Estuary and Peel Inlet, also known as the Peel Harvey Estuary, in Mandurah. The place comprises a boatshed, jetty and slipway.

In December 2020, a preliminary review of the application was commenced by the Department of Planning, Lands and Heritage. In 2021, the City of Mandurah was informed of both the application and that *Fisheries Boatshed, Mandurah* has been added to the Heritage Council's Assessment Program. Officers have interpreted this to indicate that the Department considers the site has potential cultural heritage significance at the state level. The City of Mandurah will be notified by the Department when the significance assessment will take place and understands will be given the opportunity for comment at that time. Given the Heritage Council's workload, site assessments can take up to two years to be programmed in for investigation.

In 1906-07, the Department of Fisheries took control of a property in what would become Leslie Street for use as a residence and workplace for the Fisheries Inspector stationed in Mandurah. Over the next hundred years, the site developed and changed with various additions including living quarters, a boatshed, jetty and boat ramp. The final form of the site consisted of an office and workshops on Leslie Street and a brick boatshed on the foreshore adjacent to a jetty and slipway. When the Fisheries Department moved to its current site in the Ocean Marina, the office/workshop on Leslie street was sold to a private buyer and the boatshed on the foreshore was transferred to the City of Mandurah. The boatshed has subsequently been used by the City to house and maintain some of Mandurah Museum's heritage maritime collection.

This report seeks Council to note the pending nomination and assessment of the Fisheries Boatshed Mandurah by the Heritage Council of WA, and the site's potential placement on the State Heritage Register. When the Heritage Council undertakes its full analysis of the site in the future, Council will be requested to consider the potential ongoing maintenance costs and the historical significance (or otherwise) of the site.

Disclosure of Interest

Nil

Location





Fisheries Boatshed



Property Details

Nil

Previous Relevant Documentation

- G.33/8/11 23/09/2011 2012/13 Funding allocated for Boatshed refurbishment and ongoing maintenance. Minister for Lands requested to create a Crown Reserve on Boatshed site and grant management to the City.

Background

On 27 November 2020, an application was submitted by a member of the public to the Heritage Council of WA nominating the Fisheries Boatshed for inclusion on the State Register of Heritage Places. Any member of the WA community may make an application such as this. On 10 December 2020, a preliminary review of the application was commenced by the Department of Planning, Lands and Heritage. On 18 February 2021, the City of Mandurah was informed of both the application and that *Fisheries Boatshed, Mandurah* has been added to the Heritage Council's Assessment Program. This indicates that the Department considers the site worthy of further investigation in relation to its cultural heritage significance at the state level. The City of Mandurah will be notified by the Department when the significance assessment will take place.

The Fisheries Boatshed, Mandurah is located on Soldier's Cove Terrace, Dudley Park and extends into the Mandurah Estuary and Peel Inlet, also known as the Peel Harvey Estuary, in Mandurah. The place comprises a boatshed built in 1969, a jetty built in 1910 and a slipway built in 1949.

The boatshed comprises a building of double brick construction on a concrete slab with corrugated iron roof supported by wooden rafters over steel trusses. A large steel roller door faces Soldier's Cove Terrace, and a heavy wooden sliding door faces the estuary. The north-west and south-east sides of the building each comprise three shuttered windows. The cream-coloured roof, doors and shutters contrast with the red brick walls, creating a 'blood and bandages' effect also seen in Federation style buildings.

Markings on the concrete floor within the interior of the Boatshed illustrate the locations in which seized property, such as illegal equipment, was stored by the Fisheries Inspectors as evidence in court proceedings, during the operation of the Boatshed by the Fisheries Department. A timber jetty located immediately adjacent to the boatshed on the southeast elevation extends approximately 13m into the estuary. A concrete slipway with bund is located adjacent to the timber jetty. A chain link fence surrounds the landside components of the place.

A detached timber pylon structure is located in the water, approximately eight metres from the Boatshed and eight metres north of the jetty. This structure, which has been in the location since 2017, is not included within the curtilage of *Fisheries Boatshed, Mandurah*.

Whilst the Boatshed building itself could appear insignificant, it may be deemed by the State Government to be an important tangible representation of an era, symbolising Mandurah's role in the growth and regulation of the local fishing industry.

Comment

This report is for noting only, and is not intended to form a position on whether or not the Fisheries Boatshed should be included on the State Register of Heritage Places. The City will undertake further investigation into aspects such as inundation and whole of life costing, and provide a further report to Council with a position to submit to the Heritage Council of WA when engagement is invited on this matter by the State Government.

Reasons given by the Heritage Council for potential state level heritage significance of the site:

- The place's association with the Fisheries Department reflects the importance of this government authority in regulating the fishing industry in the Mandurah Estuary and Peel Inlet area and other waterways of Western Australia, and the subsequent development of a long term internationally successful Western Australian industry.
- The place reflects the importance of the fishing industry in the development of the Mandurah region throughout the twentieth century
- The place, in association with other locally important places and waterways including the Peel Harvey Estuarine System, P9087 Creery Wetlands, P9019 Goegrup Lakes System, P9017 Barragup Fish Munga (Trap) - Site of, and P24859 Fish Cannery, demonstrates the importance of the maritime environment and fishing industry to local people, including Noongar people before colonial settlement, an importance and connection that has continued into the present.
- The place contributes to the community's sense of place through its connection to the fishing industry which contributed to the development of Mandurah and the surrounding community.

Heritage places are entered in the State Register after an assessment and registration process which includes extensive consultation with owners, local governments and other stakeholders. The assessment considers a range of heritage values including the aesthetic, historic, scientific and social values of a place, in addition to its rarity, representativeness, condition, integrity and authenticity. The Department of Planning, Lands and Heritage manages this assessment and consultation process. Places that the Heritage Council consider meet the criteria for registration are recommended to the Minister for Heritage who decides if the place will be included in the State Register. Although Council's support or otherwise could be a determining factor, ultimately a final decision on the state register will be made independent of Local Government.

Consultation

Nil

Statutory Environment

The inclusion of the Fisheries Boatshed on the State Heritage Register requires the Heritage Council to be involved in ongoing considerations regarding the site, reducing flexibility on how the site is managed and maintained into the future.

Policy Implications

N/A

Financial Implications

The inclusion of the Fisheries Boatshed on the State Heritage Register has budgetary implications for ongoing maintenance and initial site reparation including fencing, slipway cleaning and repairs to the retaining wall. To maximise heritage and tourism potential, signage would be beneficial.

The Boatshed is currently maintained by Friends of the Museum volunteers, who report to the Museum Development Officer. There is no initial impact on FTE, although staffing will need to be considered as part of long-term discussions about the broader Heritage Precinct.

The City has not budgeted funds on the long term financial plan for increased capital or operational costs of the Boatshed, however, it is anticipated maintenance costs will increase as the building ages. The costs to the City over time needs to be balanced with the historical significance (or otherwise) of the site. There are currently no dedicated 'external revenue capital streams' for the ongoing maintenance of this boatshed. In recent years, any state heritage funding made available to support heritage sites usually only supports projects listed on the state register, which in time could make this building eligible, though this is usually 'one off' funding. As such, the ongoing maintenance and any development over time on this site would be borne by ratepayers in the event the State Heritage Council of WA includes the Boatshed on the State Register of Heritage Places.

Risk Analysis

Potential advantages to the City for placement of the Boatshed on the State Heritage Register include:

- Access to State Heritage grant funding for interpretation.
- Raises awareness of Mandurah's fishing/maritime heritage within the community.
- Increases validity of the museum precinct to be linked to Dalrymple Park, which may bring broader opportunities for heritage promotion.
- Increases the City's profile on a state level as a significant source of the state's heritage.

Potential disadvantages to the City for placement of the Boatshed on the State Heritage Register include:

- Less flexibility around what can be done on the site.
- More complexity when planning maintenance works on the site.
- Expectation of increased spend on maintenance work.
- Necessity for forward planning the site's long-term future.
- Involving the Heritage Council in major decisions regarding the site.

Potential challenges to the City for placement of the Boatshed on the State Heritage Register include:

- Potential community opposition to retention of the building.
- Alignment with the City's long-term vision.
- Greater community expectation regarding use of the site.
- Managing elements of the site, such as the current jetty, which are at end-of-life.

Strategic Implications

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

Social:

- Facilitate opportunities that promote community led initiatives and build local capacity and capability.
- Promote and encourage community connectedness to create social interaction and a strong sense of security and belonging.
- Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in.

Organisational Excellence:

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

Conclusion

Independent of the City of Mandurah, the Fisheries Boatshed Mandurah was nominated for consideration by the Heritage Council of WA for inclusion on the State Register of Heritage Places. Irrespective of the City, the site will be assessed by the State Government and a determination made.

Inclusion of the Boatshed on the State Heritage Register brings a suite of advantages, disadvantages and challenges. Whilst the Boatshed represents the WA Government's first attempts at establishing a sustainable fisheries industry, maintaining this heritage brings operational difficulties to the City and additional cost to ratepayers for the maintenance of deteriorating buildings.

RECOMMENDATION

That Council:

- 1. Note that the Fisheries Boatshed, Mandurah has been added to the Heritage Council of WA Assessment Program for potential inclusion on the State Register of Heritage Places.**
- 2. Requests that officers seek direction from Council when the Heritage Council of WA invites engagement from the City in relation to the heritage assessment of the Boatshed.**

7 **SUBJECT:** Commercial Sponsorship: Peel Thunder Football Club
DIRECTOR: Place and Community
MEETING: Council Meeting
MEETING DATE: 23 November 2021

Summary

The City of Mandurah’s “Promotions and Advertising Policy” (POL-CMR 04) is designed to manage the use of the City’s sport and recreation facilities for advertising purposes, with all applications for external corporate signage and venue naming rights to be referred to Council for consideration.

The Peel Thunder Football Club has held the lease at Rushton Park Sports Facility since its completion in 2012. For the past 3 years the Club has had a naming rights sponsorship with David Grays Aglink which expired on the 31 October 2021.

Peel Thunder Football Club has now reached agreement with a new naming rights sponsor, The Lane Group, on an initial three year arrangement valued at \$60,000 per annum until 31 October 2024. The Club has followed the correct procedure and has been transparent with the City throughout this process.

Council is requested to provide approval to the Peel Thunder Football Club to enter into a corporate sponsorship arrangement with ‘The Lane Group’ for the Rushton Park Sports Facility; approve the Club to advertise the Rushton Park Sports Facility as ‘Lane Group Stadium’ for promotional purposes and note that additional conditions will be associated with this approval.

Disclosure of Interest

N/A

Location



Rushton Park Sports Facility (Dower Street, Mandurah)

Previous Relevant Documentation

- CC.12/11/18 13 November 2018 Commercial Sponsorship Rushton Park Sports Facility

Background

The Peel Thunder Football Club has the lease over the Ruston Park Sports Facility. In September 2018, the Club advised the City that it had negotiated naming rights sponsor with 'David Grays Aglink' on a three year sponsorship agreement valued at \$49,500 per annum.

In September 2021, the Club advised the City that it had negotiated an alternate naming rights sponsor to replace 'David Grays Aglink', with 'The Lane Group' on a three year sponsorship agreement valued at \$60,000/year. The Lane Group, is an automotive company that has operated within the Peel Region for over 65 years and has a multitude of dealerships that covers a number of large manufacturers.

The City was supportive in principle of the Club's proposal and outlined the formal application process that was required under its "Promotions and Advertising Policy" (POL-CMR 04). The Club notified the City of the proposed partnership with 'The Lane Group' for the Rushton Park Sports Facility to be known as "The Lane Group Stadium.

Previously, the City has approved commercial arrangements for 'Naming Rights' sponsorships at the following facilities;

Sporting Club	Facility	Sponsor	Year
Mandurah City Football Club	Peelwood Sports Facility	Hyundai	2007 - 2015
Peel Thunder Football Club	Rushton Park Sports Facility	Bendigo Bank	2011 - 2018
Halls Head Football Club	Merlin Street Pavilion	Harcourts Mandurah	2014 - 2015
Mandurah City Football Club	Peelwood Sports Facility	Kelly's Hot Water	2016 - 2017
Halls Head Football Club	Merlin Street Pavilion	Elite Air-Conditioning	2016 - 2017
Mandurah City Football Club	Peelwood Sports Facility	Securitas Protect Stadium	2017 - 2021
Halls Head Football Club	Merlin Street Pavilion	Hot Klobba	2017 - 2018
Peel Thunder Football Club	Rushton Park Sports Facility	David Gray Aglink	2019 - Ongoing
Halls Head Football Club	Merlin Street Pavilion	Spartan Security & Data	2019 - 2020
Halls Head Football Club	Merlin Street Pavilion	Westcoast Wool & Livestock	2020 - 2021
Halls Head Football Club	Merlin Street Pavilion	Jetsupply Electrical	2021 - 2022
Mandurah City Football Club	Peelwood Sports Facility	Genesis Care Group	2021 - 2024

Comment

The Peel Thunder Football Club has worked extremely hard in a tough financial environment in the last couple of years to sustain their sponsorship portfolio. To secure a three year naming rights agreement to the value of \$60,000 per annum reflects the Club's positive public image and sponsorship management strategy. The sponsorship amount to be paid by 'The Lane Group' is consistent with the value of the previous naming rights sponsor David Grays Aglink.

Securing additional income through the sponsorship and naming rights process assists the Club's longer-term financial sustainability.

The City recommends that a number of additional conditions be included in any corporate sponsorship approval:

1. The Peel Thunder Football Club will be permitted to advertise the reserve and pavilion as 'Lane Group Stadium' for Club promotional purposes only. The City will continue to refer to the facility as the Rushton Park Sports Facility.
2. The Peel Thunder Football Club is to inform the City of Mandurah by 1 November 2021 of any changes to the Sponsorship agreement, including changes to sponsor details and signage.
3. The costs for all the signage installation, maintenance and removal will be covered by Peel Thunder Football Club.

Proposed Signage



Consultation

Nil

Statutory Environment

N/A

Policy Implications

- Promotion and Advertising Policy (POL – CMR 04)

To manage commercial operators, community groups and sporting associations' utilisation of the City's sport and recreation facilities for advertising purposes.

City officers are currently drafting a new policy for consideration by Council that enables requests for naming rights to be progressed administratively within an agreed framework.

Risk Implications

The sponsorship request by Peel Thunder Football Club for 'The Lane Group' was assessed by City officers, and the sponsorship was considered appropriate.

Appropriateness of sponsor - Promotion and Advertising Policy (POL – CMR 04) states that the City will assess applications from clubs to enter into commercial sponsorship arrangements with applications for external signage and naming rights to be referred to Council for consideration. Clubs are provided with the following guidance from Recreation Services prior to entering into initial sponsorship proposals:

- The information on the signage must be to the satisfaction of the City in regard to the message being presented.
- Signage shall not be offensive or discriminatory.
- Signage must not contain direct product advertisements for alcohol, tobacco products or gambling, or promote any form of adult entertainment. The City reserves the right to remove or disallow any advertising it deems inappropriate.

Signage Maintenance: The signage will be installed in an approved location following consultation with a City officer from Recreation Services. The installation and maintenance of the sign remains the responsibility of the Club.

Community uncertainty/confusion: City of Mandurah branded facility signage will remain in place and all City of Mandurah documentation and external communications will reference the facility as the Rushton Park Sports Facility.

Financial Implications

Peel Thunder Football Club will receive the financial benefits of the proposed sponsorship arrangement.

Strategic Implications

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

Economic:

- Actively partner and engage with business and industry to build Mandurah's entrepreneurial capacity and capability

Social:

- Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in
- Facilitate opportunities that promote community led initiatives and build local capacity and capability

Conclusion

Peel Thunder Football Club has been a priority tenant at the Rushton Park Sports Facility since its completion in 2012. The Club had a long-standing venue naming rights sponsorship with David Grays Aglink.

Peel Thunder Football Club has negotiated a new three-year sponsorship agreement with 'The Lane Group' for the naming rights to the Rushton Park Sports Facility for advertising purposes. The Club has been transparent and professional in their approach with the City. The three-year agreement provides a degree of financial security for the Club with the sponsorship value at \$60,000 per year

The City is supportive of the Club's proposal and is seeking approval from Council to permit Peel Thunder Football Club to enter into a corporate sponsorship arrangement with The Lane Group for the period of November 2021 to November 2024.

RECOMMENDATION

That Council:

- 1. Approve the Peel Thunder Football Club to enter into a corporate naming rights sponsorship arrangement with The Lane Group for the Rushton Park Sports Facility.**
- 2. Approve the Peel Thunder Football Club to advertise the reserve and facility as 'Lane Group Stadium' for promotional purposes.**
- 3. Note the additional conditions associated with this approval:**
 - 3.1 The Peel Thunder Football Club will be permitted to advertise the reserve and pavilion as 'Lane Group Stadium' for Club promotional purposes only. The City will continue to refer to the facility as the Rushton Park Sports Facility.**
 - 3.2 The Peel Thunder Football Club is to inform the City of Mandurah by 1 November 2021 of any changes to the Sponsorship agreement, including changes to sponsor details and signage.**
 - 3.3 The costs for all the signage installation, maintenance and removal will be covered by Peel Thunder Football Club.**

8	SUBJECT:	Active Recreation Reserve Advertising Signage Policy
	DIRECTOR:	Place and Community
	MEETING:	Committee of Council
	MEETING DATE:	23 November 2021

Summary

At the 23 March 2021 Council meeting, Council directed officers to undertake a review of the Promotion and Advertising Policy (POL CMR 04) in regards to assessing and approving requests from community and sporting groups to advertise sponsors on City managed sporting reserves.

Council is requested to consider the proposed amended and renamed Active Recreation Advertising Signage Policy POL-CMR 04. The Policy provides direction for the suitable management of advertising signage on City of Mandurah managed land in response to requests from community and sporting groups. The implementation of this Policy supports financial sustainability of community and sporting groups whilst maintaining visual amenity, public safety and strategic alignment with City objectives.

Council is requested to adopt the proposed Active Recreation Reserve Advertising Signage Policy.

Disclosure of Interest

N/A

Previous Relevant Documentation

- G.12/7/19 23 July 2019 Review of Council Policy Manual

Background

Community and sporting groups are under increasing pressure to renew or provide new infrastructure/equipment and limit costs on participants. As a result, they are required to generate income from non-traditional sources, including sponsorship, to remain affordable and sustainable. Sponsorship agreements incorporating advertising provide community and sporting groups with an important source of income to support the provision of sporting activities and opportunities for community.

Currently, community and sporting groups wanting to advertise commercial sponsorship arrangements on City managed reserves are referred to Council for approval as the existing policy does not provide the parameters for City Officers to progress approvals within an agreed framework.

At the 23 March 2021 Council meeting, Council directed officers to undertake a review of the Promotion and Advertising Policy (POL CMR 004). Following this review, a revised Policy has been developed to more clearly articulate the City's guidelines in regards to handling, processing and approving requests to advertise sponsor signage on City managed sporting reserves.

To ensure consistency and clarity a renamed Active Recreation Advertising Signage Policy has been proposed for adoption.

Comment

Council is requested to consider the proposed Active Recreation Reserve Advertising Signage Policy.

The purpose of the policy review is to provide direction to City Officers who will be responsible for administering the Active Recreation Reserve Advertising Signage Policy. It is important to have

established guidelines to ensure a strategic approach to commercial signage on City managed sporting reserves that:

- Provide consistency in approvals to community and sporting groups displaying their sponsors' advertising signs
- Provide guidance to community and sporting groups on the parameters of negotiating sponsorship packages that include signage advertising on City managed active reserves and facilities
- Ensure facilities continue to be accessible and safe for use by all sections of the community
- Ensure visual amenity is maintained:
- Installation is in line with adopted policies; and
- Signage installation is of an acceptable and safe standard.

The proposed policy is consistent with the objectives of the City's Local Planning Policy LPP2 Signage and relevant local laws.

The Policy review set out the following types of advertising that is prohibited:

- Depict images of unhealthy food;
- Promote smoking or tobacco products;
- Depict images that promote alcohol or the consumption of alcohol products;
- Include content that is considered by the City to be false, deceptive or misleading, considered by the City to be offensive or discriminatory or not in the spirit of this Policy; and
- Political parties.

City officers conducted an audit of the recreation reserves and existing sponsorship signage. All groups are already conforming to the proposed draft policy in regards to signage erected on associated facilities/infrastructure in addition to the positioning. Officers recommend that following adoption of the policy, clubs are advised of the new policy.

Consultation

No community consultation has been undertaken and is not deemed to be required at this point in time. At the time of the next review, feedback will be sought by external stakeholders who have aimed to apply the policy.

Statutory Environment

N/A

Policy Implications

- Policy POL- PBH 04 – Council Alcohol Management Policy
- Local Planning Policy LPP2 Signage
- Public Health and Wellbeing Plan 2020 – 2023
- Policy POL - RDS 08 - Advertising Road Reserve Policy

Risk Implications

Should Council decide not to endorse the Policy, there is a risk of inconsistency, lack of clarity/guidance for City officers and sporting and community organisations which could result in a reputational risk to the City.

It also risks ongoing inefficiencies, with officer and Council time currently required every time a club wants to apply naming rights to a City property.

Financial Implications

Enabling clubs to generate funds supports their ability to be financially sustainable.

Strategic Implications

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

Economic:

- Actively partner and engage with business and industry to build Mandurah's entrepreneurial capacity and capability

Social:

- Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in
- Facilitate opportunities that promote community led initiatives and build local capacity and capability

Conclusion

Officers are recommending that Council approve the Active Recreation Advertising Signage Policy that enables City Offices to approve requests from community and sports groups to enter into commercial sponsorship agreements and to promote such partnerships through activities as, but not limited to corporate signage and venue naming rights.

The management of such arrangements will ensure that clubs and associations have access to an important source of income and that the visual amenity and aesthetics of the facilities and the integrity of the sport and recreation activity are protected.

NOTE:

- Refer **Attachment 8.1** Promotion and Advertising Policy (POL CMR 04)
- Refer **Attachment 8.2** Draft Active Recreation Advertising Signage Policy POL-CMR 04

Recommendation:

That Council:

1. **Adopt the Active Recreation Reserve Advertising Signage Policy, as detailed in Attachment 8.2.**
2. **Approves Officers to inform directly all existing clubs that may be impacted by the new Policy.**

PROMOTION AND ADVERTISING

POLICY

POL-CMR 04

Objective:

To manage commercial operators, community groups and sporting associations utilisation of the City of Mandurah (the 'City') community, sport and recreation facilities for advertising purposes.

Statement:

The City will accept applications for the erection of signage at its community, sport and recreation facilities that will be assessed in accordance with its Recreation Services Procedures.

Long term tenants of the City's facilities may submit applications to Council seeking approval to enter into commercial sponsorship agreements and to promote such partnerships through activities such as but not limited to corporate signage and venue naming rights.

The City will assess applications from clubs, groups and associations to enter into commercial sponsorship arrangements at community, sport and recreation facilities. All applications for external corporate signage and venue naming rights will be referred to Council for consideration.

The City will be able to manage the commercial sponsorship arrangements established between long-term tenants and private businesses at its community, sport and recreation facilities.

Responsible Directorate:	Strategy and Business
Reviewer:	Executive Manager, Strategy Recreation and Events
Creation date:	Minute G. 31/11/06, 21 November 2006
Amendments:	Minute G.57/2/12, 28 February 2012 Minute G.35/2/15, 24 February 2015 Minute G.12/7/19, 23 July 2019
Related Documentation:	Nil

Council Policy

Policy Objective

The purpose of the Active Recreation Reserve Advertising Signage Policy (Policy) is to provide direction for the suitable management of advertising signage on City of Mandurah (the City) - managed land in response to requests by community and sporting groups.

Implementation of this policy supports financial sustainability of clubs whilst maintaining visual amenity, public safety and strategic alignment with City.

The Policy determines objectives, and sets out the requirements for signage eligibility, application, approval and administration.

Definitions:

Active Reserve means a reserve or park that is principally used for structured or organised sport and usually includes resident (“home”) clubs.

Policy Statement

1.0 Scope

This Policy relates to all City-managed active recreation reserves and associated facilities located on those reserves, including sporting grounds, structures, pavilions, toilets, buildings and other miscellaneous infrastructure such as scoreboards, coaches’ boxes, shelters and fencing, utilised via formal arrangement with the City through a hire arrangement, lease or licence.

Tenant community and sporting groups located within the City are eligible to apply to erect sponsor advertising signage.

Advertising on reserves must complement (or at minimum not be in contravention) with the City’s Strategic Community Plan, and any endorsed policy or position of Council.

Advertising on Active Reserves should be aligned with the following;

- City of Mandurah Public Health and Wellbeing Plan;
- City of Mandurah Strategic Community Plan; and
- Council Alcohol Management Policy POL -PBH 04

The City reserves the right to seek full or partial financial contribution from any club revenue gained through sponsorship arrangements of City facilities, if the club has outstanding debts with the City.

2.0 Purpose of Advertising Sponsors on Reserves

The City acknowledges that sponsorship agreements incorporating advertising can provide incorporated groups with an opportunity for revenue diversification and generation to assist with their financial sustainability.

The objectives of this policy are to:

- Provide City officers with a framework for decision-making in relation to signage and naming rights requests as part of sponsorship arrangements negotiated by incorporated groups.
- Articulate a clear direction to incorporated groups outlining the parameters when sourcing suitable sponsors and negotiating sponsorship arrangements on assets under the care and control of the City.

- Enable requests for signage to be administered in a timely, relevant, consistent and equitable manner.
- Ensure facilities continue to be accessible and safe for use by the whole community.
- Ensure signage is consistent with City strategic direction including signage positioning, themes, content, design and display.

The scope of this policy does not include:

- Passive public open space;
- Advertising on a Road Reserve; or
- City directly seeking or directly distributing sponsorships.

2.1 Sponsor Agreement

Sponsorship is required to comply with:

- relevant land use and land planning requirements and legislation;
- statutory approvals and/or permits;
- any agreement already in place including but not limited to Lease/Licence Agreement and or Seasonal Hirer Agreement.

2.2 Advertising prohibited:

Proposals for advertising sponsors that include the following will not be approved:

- Depict images of unhealthy food;
- Promote smoking, tobacco or related products or related companies;
- Depict images that promote alcohol or the consumption of alcohol products;
- Include content that is considered by the City to be false, deceptive, misleading, offensive or discriminatory or not in the spirit of this Policy;
- Organisations or companies that are in legal dispute with the City at the time of application;
- Organisations, companies or themes that are considered to be inconsistent with the City's vision, values or strategic direction; or
- Naming rights of an individual (refer to Naming of Community Infrastructure and Public Places POL-PKR04).

2.3 Positioning of advertising signage

The following relates to the positioning of any sponsor advertising signage:

- All sponsor advertising signage must be placed to display inward to the reserve and not positioned to be viewed by passing traffic or people beyond the reserve;
- Community and sporting groups are permitted to use advertising and sponsorship signage on the display screens of electronic scoreboards during allocated usage times;
- Freestanding signs for sponsor advertising will not be permitted except where there is no oval fencing, or extenuating circumstances can be demonstrated; and
- During events/external hire, the City reserves the right to erect advertising, promotional and sponsorship signage and, if required, the sporting/community group will remove any branding conflicts that arise during this period.

3.0 Venue Naming Right Conditions

Community and sporting groups may apply for conditional approval for venue naming rights on City owned and/or managed reserves in connection with sponsorship naming rights and the following conditions:

- Any sponsorship package that includes naming rights of a land area or building must be pre-approved by the City prior to any formal agreement with the proposed sponsor;
- The official public name or title of the land area or building will not change;
- Council names for the reserve, buildings and other reserve infrastructure will prevail in public documents e.g. Council reports, engineering / road plans, directories, websites etc;

- Community and sporting groups may use the approved alternate sponsorship name of the land area or building for the purposes of the group's organisation, events or competition they may be involved in and/or coordinate only;
- The term of the naming rights is limited to the term of the community and sporting groups licence/lease and/or seasonal hire agreement over the reserve, furthermore the sponsorship agreement for naming rights must detail the term of the naming rights; and
- A formal sponsorship agreement must include the details of any signage and will need to adhere to this policy and Local Planning Policy LPP2 Signage.

4.0 Advertising Signage

Advertising Signage can be classified into three categories and must be consistent with section 1 and 2.2 of this policy:

- Temporary Sponsorship Signage: typically placed on a reserve adjacent to a playing field or building for the duration of a particular game, activity or event;
- Permanent Sponsorship Signage: signs affixed securely to either a building, or perimeter fence or like feature (standalone structures) and which remain in place for the duration of the agreement; and
- Electronic Scoreboards: advertising or promotional signage displayed on the electronic scoreboard screens located on Active Reserves used by the tenant clubs at that reserve.

4.1 Temporary Sponsorship Signage

Temporary Advertising Signage does not require approval from the City if it meets the following criteria:

- Displays the name of the sponsored organisation or event in a prominent manner;
- Is only displayed for the duration of the particular game, activity or event involving the sponsored organisation and is removed thereafter;
- Is not constructed or located in a manner so as to constitute a hazard or cause an obstruction to other facility users or the general public;
- Is contained within the facility being used by the sponsored organisation and is not placed or affixed in a public street or thoroughfare; and
- Meets the requirements of Local Planning Policy LPP2 Signage.

4.2 Permanent Sponsorship Signage

To provide general direction, Permanent Sponsorship Signage is required to meet the following criteria prior to City approval:

- Planning approval and/or building permit to be obtained, unless confirmed by the City to be exempt from such requirements;
- Formal consent of the City as Lessor/Licensor/Landowner be obtained to the proposed Permanent Sponsorship Signage. Where the signage is not located within an existing lease or licence area, then a variation to any existing lease or licence may be required to incorporate the site on which the signage is located, together with any related statutory approvals (such as approval from the Minister of Lands where applicable);
- Meet the requirements of Local Planning Policy LPP2 Signage;
- Should a sign be located inside a building, approvals will need to be obtained by the relevant business unit of the City;
- Be contained within the facility (internally facing to the activities) being used by the sponsored organisation and should not in any case be visible from a public street;
- Support for the signage is given by other regular user groups;
- All fixed signs should be removed at the expiration of the sponsorship agreement and walls/posts be made good by the club/group;

- All permanent signage is to be adequately maintained by the organisation who sought approval to the satisfaction of the City;
- The City reserves the right to require removal of any approved signage at any time; and
- The community/sporting group is responsible for the installation, maintenance, replacement and any other items deemed necessary by City Officers as outlined in the written approvals provided by the City.

4.3. Electronic Scoreboards

Electronic Scoreboard Advertising does not require approval from the City if it meets the criteria listed under temporary signage and;

- Displays the name of the sponsored organisation or event in a prominent manner;
- Is displayed for the duration of the particular game, activity or event involving the sponsored organisation and is removed thereafter;
- Is not constructed or located in a manner so as to constitute a hazard or cause an obstruction to other facility users or the general public;
- Is contained within the facility being used by the sponsored organisation and is not placed in a public street or thoroughfare; and
- Meets the requirements of Local Planning Policy LPP2 Signage

4.4 Signage Costs and Installation

All costs associated with the design, production, display and installation of all signage shall be borne by the community/sporting group.

Prior to installation, signage specifications and installation methods must be approved by the City.

All costs associated with the maintenance and removal of all signage shall be borne by the community/sporting group.

4.5 Advertising and Signage Generally

All signage must be in accordance with the City's Planning Policy LPP2 Signage and *Local Government Property & Public Places Local Law 2016*.

5.0 Approval

Applications will be considered and determined in accordance with this Policy, City policies and local laws. In exceptional circumstances where it is considered appropriate for applications inconsistent with this Policy the matter will be referred to Council.

The City of Mandurah will convey the outcome to the applicant in writing, where applicable with the appropriate approvals and conditions.

Applications where the total value of the sponsorship proposal exceeds \$50,000 per year, the matter will be referred to Council for consideration.

6.0 Non-Compliance

Should a community or sporting group erect or install signage in a manner not conforming with this policy the City will request corrective action.

All costs incurred by the City associated with the removal process of any non-compliant signs shall be recovered from the sporting club/community group responsible for the display, erection or installation of the signage.

Responsible Directorate: Place and Community

Responsible Department: Recreation Services

Reviewer: Manager Sport and Recreation

Creation date and reference: "<Insert Date Here>" "<Insert Document Reference>"

Last Review: "<Insert Date Here>" "<Insert Document Reference>"

Amendments			
Version #	Council Approval Date, Reference	Date Document In force	Date Document Ceased
2			
3			

DRAFT

9	SUBJECT:	Halls Head Croquet Club: Funding for Accessibility
	DIRECTOR:	Place and Community
	MEETING:	Council Meeting
	MEETING DATE:	23 November 2021

Summary

The Halls Head Croquet Club is a private facility on privately owned land, and is open for community membership and participation. As it is on private land, the Club is unable to apply for government grant funding support for capital projects, however can access operational support. The club seeks financial support from the City for minor capital works to increase the accessibility of the club's facilities to complement operational funding received.

The Halls Head Croquet Club have applied for partnership funding (capital and operational) in a highly competitive round applying for a total of \$14,974 for activities to increase the accessibility at the club for people with disability, including capacity building, training, equipment, promotion of the program and capital/infrastructure work. The aspects that the grants could not support were for an approved tree removal, limestone wall erecting, associated sand, seating and shelter, all associated with increasing accessibility.

Council approval is sought for the funding allocation of \$7,284 from the Community Grants Funding cost centre, to provide an accessible croquet court to the Halls Head Croquet Club.

Disclosure of Interest

Nil

Previous Relevant Documentation

Nil

Background

The City's Community Partnership Fund is designed to partner with not-for-profit organisations to deliver programs, services or projects that provide a community benefit, which would not be possible with only one year's funding. The Halls Head Croquet Club submitted a partnership grant application in the July 2021 round requesting a total of \$14,974 over a three-year period. The City's existing grant criteria supports operational components or equipment (which would not be defined as fixed) for community or club applications only. As the croquet club is on land that is not owned by either state or local governments, their ability to access any grant funds is negligible. Council is asked to consider its support of this project, acknowledging that it sits outside the funding criteria.

The project idea was supported by the partnership fund's panel, as the project aligns with both the City's Strategic Community Plan (social and health focus areas) and the City's Access and Inclusion Plan (strategy 1.2 - build the capacity of internal and external stakeholders to deliver accessible and inclusive projects and event). The panel approved the operating component of the grant application, an amount of \$7,690 over three years, however, due to the partnership funding criteria excluding fixed capital, balance requested for infrastructure related costs, amounting to \$7,284 were unable to be supported.

The July 2021 'City of Mandurah Community Partnership Grants' funding round received a high level of applications with a total of 14 submissions. The total amount of funds requested for the first year exceeded the allocated grant budget.

Comment

The project outlined in the grant application aims to increase social participation for people with disability at the club through providing an accessible croquet court (as the full court is not conducive for people with mobility impairments) and inclusion and disability awareness training for club volunteers and committee members. The proposed outcomes of the project aim to build a welcoming environment at the club where people with disability are able to participate in all aspects of the club from playing social croquet, volunteering and be involved in decision-making tasks.

The City has engaged further with the club and officers confirm that the capital items will directly support the operational components of the inclusive program with a focus on creating a more accessible, inclusive and welcoming place for people with disability. In 2020, the club installed an accessible toilet, improved pathways to access the main green, levelled the clubroom flooring and delivered new lighting on the main green. The capital requests for this project aligns with both the City's Strategic Community Plan and the City's Access and Inclusion Plan. The club is not able to apply for state or federal funding for capital/infrastructure requests as the club is located on privately owned land.

As well as supporting croquet, the club also works with groups such as Rotary and is a hireable community space that the club administers. At a recent 'open day' the club attracted 24 new members and reports croquet is having a resurgence in popularity, likely correlated to the City of Mandurah's ageing population and general growth (although notably croquet is a sport that is enjoyed by all ages and some families). Currently the club has 64 members including 6 people with disability, this has increased from around 40 members 12 months ago and is building. Supporting the accessible court will increase the ability of the club to continue to grow and attract as wider demographic as possible. Below is an aerial view of the site, which shows the proposed upgrade location in the south-western corner.



Figure 1 - Aerial photo of the Halls Head Croquet Club. Blue Square to the left of the photo indicates location of the proposed project.

Statutory Environment

- WA Equal Opportunity Act 1984 (amended 1988)
- Disability Services Act (1993)
- Commonwealth Disability Discrimination Act (1992)
- Convention on the Rights of Persons with Disabilities
- Building Code of Australia, Australian Standards, Access to Premises Standard

Policy Implications

Grants and Donations Policy POL-RCS04, support the City of Mandurah's role as a community partner in building capacity, developing community ownership and sustainability and community pride, identity and spirit.

Risk Analysis

If the City agrees to pay the lump sum of \$7,284 this will be outside of the existing grant application. The City will need developed a memorandum of understanding with Halls Head Croquet Club, to ensure the expenditure is transparent and appropriate acquittal processes are undertaken.

Financial Implications

The City administers two grants programs within its community grants portfolio. The Community Grants program provides one-off grants of up to \$5,000 and the Partnership Grants program provides funds over three years which are uncapped but are typically around \$15,000 over the three-year period. The City currently has \$60,647 in its 2021/2022 budget for partnership grants and \$200,000 in its budget for Community grants which have been topped up for two years, this being the final year of the City's response to COVID-19 to support community.

The Halls Head Croquet Club applied for partnership funding in the highly competitive first round of the 2021-2022 financial year, applying for a total of \$14,974 for activities to increase the accessibility at the club for people with disability, including capacity building, training, equipment, promotion of the program and capital/infrastructure work (tree removal, limestone wall, sand, seating and shelter). The City's grants panel met and assessed the grant which was later approved by the Director Place and Community as per City procedure. The City was able to fund the operational components of the application (\$7,690), but the capital requests were not approved (\$7,284) due to the partnership grant guidelines.

The annual partnership funding has been exhausted. The City would like to support the Halls Head Croquet Club to deliver their accessible and inclusive croquet project through an allocation of a lump sum of \$7,284 from the Community Sport Recreation Facility Fund allocation. There is a current surplus in the community grant funding allocation.

Strategic Implications

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

Social:

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

Health:

- Provide and facilitate quality infrastructure that is accessible, and conducive to a healthy, active community.
- Provide quality health and wellbeing programmes and services that target whole of life health from infants to seniors.

Organisational Excellence:

- Demonstrate regional leadership and advocate for the needs of our community.
- Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values.

Conclusion

The Halls Head Croquet Club is situated on private property which excludes the club from being able to apply for support to upgrade the accessibility of the club's infrastructure from either the state or local government.

The Halls Head Croquet Club have outlined a plan to support access for people with disability to participate within their club. Inclusive programs align strongly with the Access and Inclusion Plan 2021 to 2026 and are supported by the City. The City does not fund infrastructure costs as part of the Partnership fund, hence this part of the application was denied by the panel. Halls Head Croquet Club is located on privately owned land and is unable to apply for most state and federal funding for support with capital work requests.

RECOMMENDATION

That Council:

- 1. Acknowledges the growth of the Halls Head Croquet Club and its aspirations to become a more accessible club.**
- 2. Approves an additional one-off funding allocation of \$7,284 from the City of Mandurah's Community Grants Funding cost centre for 2021/22, to enable Halls Head Croquet Club to increase participation by establishing an accessible croquet court.**

10	SUBJECT: DIRECTOR: MEETING: MEETING DATE:	Murdoch Scholarship Grants: `Proposed One Year Extension Place and Community Council Meeting 23 November 2021
-----------	--	--

Summary

In December 2018, Council approved three scholarships valued at \$4,000 each for nine tertiary students undertaking three continuous years of study with Murdoch University. The agreement financially commits the City over five budget cycles to a total of \$108,000, commencing in 2019 and concluding in 2023 (with the final grants awarded in 2021). Consistent with Council approval, the City sought to secure nine scholarships, although only seven were awarded due to inadequate take up during COVID19 restrictions.

Murdoch University has approached the City of Mandurah (the City) seeking to extend the existing agreement. Officers recommend to extend for one round, at a total cost of \$24,000, for two recipients over three financial years. Concurrently, the City shall undertake a strategic review of its provision of scholarships.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.10/12/18 04/12/2018 Approved Scholarship funding over five years, nine grants awarded, three per year for three years.
- GI.5/9/15 15/09/15 Appointed selection panel, approved \$11,000 per annum for three years towards four scholarships.
- SP.5/10/11 18 October 2011 Appointed Elected Members to the Murdoch University Scholarship Selection Panel.
- SP.5/10/09 20 October 2009 Appointed Elected Members to the Murdoch University Scholarship Selection Panel.
- SP.6/10/07 23 October 2007 Appointed Elected Member to the Murdoch University Scholarship Selection Panel.
- G.47/4/07 17 April 2007 Approved funding for two \$1,500 annual scholarships, Bachelor of Commerce and Bachelor of Science, students enrolled at Murdoch Peel Campus. One \$2,000 annual grant for postgraduate research aiding the development of the community, environment or commerce in Peel Region.
- G.18/9/05 20 September 2005 Approved funding for two \$1,500 annual scholarships for Bachelor of Commerce and Bachelor of Science students enrolled at Murdoch Peel Campus.

Background

When Murdoch University first opened its Mandurah Campus in 2004, the City was approached to consider a range of initiatives to grow the campus and increase students, academics and available courses. Over this time, the City has worked collaboratively with Murdoch University to stimulate growth in the Mandurah campus, for example through funded senior academic research positions, introduced nursing scholarships and supported three year academic scholarships.

However more recently the scope of these scholarships has been expanded to include study in any discipline and at either the South Street or Mandurah campuses, for Mandurah residents who receive scholarships. While this has assisted students who meet the strict vulnerability criteria, it has not been

evidenced to have assisted of late in the original intention to grow the Mandurah campus. However, it still has been a successful endeavour and continues to support local students who have evidenced hardship to secure an academic degree.

The purpose of these scholarships is to provide financial support to students from the Mandurah region who are intending to enrol, or are enrolled, full-time in an undergraduate degree at Murdoch University Mandurah Campus or at the Murdoch Campus;

Eligibility

To apply for this scholarship, applicants must:

- be an Australian citizen or Permanent Resident
- be a current resident of the City of Mandurah
- be commencing an undergraduate course at Murdoch University (Mandurah or Perth Campus)
- demonstrate high academic achievement
- be facing financial and/or personal hardship (e.g. documentation can include payslips, tax notice of assessment or Centrelink income statement).

The Murdoch University scholarships are administered and assessed by Murdoch University under a legal agreement with the City of Mandurah, with support from City Officers.

The City currently also support one other annual scholarship, the Nikki Wise Scholarship which is a one-off annual scholarship for \$1,000 to a tertiary (university or TAFE) student studying in the Community/ Human Services field, who demonstrates hardship and also reciprocal support to the Mandurah community. This scholarship was endorsed by Council in 2018 in recognition of local community social worker and champion Nikki Wise who tragically passed away at a young age due to a traffic accident. This is administered by the City's Community section.

City officers, Executive Manager Community, and Coordinator, Libraries and Heritage Services, currently provide oversight of the process and input into the independent assessment and panel decisions.

Comment

City officers have met with the Chief of Staff Murdoch University and Development Officer-Office of Advancement, to review the effectiveness of the current grants' agreement, and consider its conclusion and what could come next. Murdoch indicated a strong desire to continue collaborating with the City and an ongoing scholarships program, including having broad discussions on innovative ideas moving forward to strengthen the Mandurah student output and City relationship. Officers gave an overview of other considerations, constraints with the current agreement in that it only awards to a small cohort and the need for a broader strategic review into scholarship awarding in general. Murdoch supported the need for a review (which would include conversations with other tertiary providers) and sought consideration of an interim measure (an extension of the current agreement by one year to allow for time to undertake a review).

Following the meeting, Murdoch have presented the City with a proposal regards this (attached). Murdoch have sought a one-year extension to the scholarships. This would award three x Scholarship via the existing process, in 2022 and equate to an additional \$36,000 over three years, taking the scholarship commitment from 2023 to 2024 on a three year cycle. This is not currently budgeted for in the City's Long-Term Financial Plan (LTFP), and would represent an increase to budget. However, should Council support a one year extension it is recommended to reduce from three to two scholarships available for Mandurah residents.

The two recommended extended scholarships are in line with the existing agreement, as follows;

1. Aboriginal undergraduate student, which aligns with the City's aspirations within its Reconciliation Action Plan;
2. A student studying any undergraduate course, however primarily at the Mandurah Campus.

This would cost \$8,000 in 2022/23, 2023/24 and 2024/25 and add to the total cost of the scholarship from \$84,000 revised due to COVID19 to \$108,000 which is the original 2019 agree commitment (see finance section) and could be accommodated within the LTFP.

An example of the stories behind the scholarships awarded in the current agreement is below.

Case Studies - The awarded scholarships have been life changing for recipients.

Case Study 1

The recipient is an Aboriginal student who is studying Veterinary Science at Murdoch University South Street and is a single mum from a disadvantaged background and lives in central Mandurah. She has advised without this she would likely have not been able to follow her dream. She plans to be a horse vet and work locally. Her scholarship was awarded at a ceremony at Murdoch South Street by the Deputy Mayor and she has since volunteered in Mandurah for groups including the Mandurah Aboriginal Woman's leadership group Kolari.

Case Study 2

Recipient began her journey with Murdoch University at a younger age. Coming from a lower socio-economic background with challenges to study. Advises having commenced tertiary studies two years earlier than usual presented her with many challenges. It required her to adapt learning styles, learn new routines, and adjust to feeling disconnected from traditional peer group support. Being younger, this scholarship allows her to access the same travel and social resources as her University peers.

Studying a Bachelor of Medical, Molecular and Forensic Science at Murdoch, majoring in Forensic Biology and Toxicology, and Criminology.

Case Study 3

Two scholarships were awarded to undergraduate students, one studying a Bachelor of Education (Early Childhood and Primary Teaching) and the other a double degree in Bachelor of Criminology and Bachelor of Arts (Psychology). Each came from social disadvantage and live locally in Mandurah. The main campus is predominantly their place of study, however many of the students work remotely from Mandurah and engage with Murdoch locally. The scholarships they have advised, will greatly improve their chances to complete degrees and remain living locally.

Review of Scholarships.

Officers recommend undertaking a review of the existing agreements with Murdoch University to ensure the City's resources are being used to generate maximum value in support of increasing tertiary qualifications of local community. This review would include other existing study related City support, including the Nikki Wise Scholarship (which is not the subject of this report however broadly has been very successful for the minimal outlay) and other lower level related grants support, such as the 'Youth Dream Big Fund' which offers one off grants of up to \$350- to an individual or \$500- to a group through the City's Youth Development Team (with a total pool of \$10,000 annually). The City is also working with schools, employment providers, industry and a number of related peak bodies to increase economic opportunities, identified within its Strategic Community Plan.

To facilitate the review, an internal cross-functional team will be established to investigate and report findings back to Council by June 2022. It is proposed the team comprise; Director of Place & Community, Director of Strategy & Economic Development, Executive Manager Strategy, Executive Manager Community, Senior Economic Development Officer and Coordinator Libraries & Heritage.

The objectives of the review are recommended to be:

1. Articulate the benefits of increasing the level of (and aspiration towards) tertiary qualification attainment by residents within the City of Mandurah.
2. Clarify the City's role and function toward supporting the community with increased tertiary aspiration and qualifications.

3. Review all existing City of Mandurah sponsored scholarships and employment/ education related individual grants programs, including:
 - a. Documenting the current state, including nature, type and effectiveness of existing contributions
 - b. Undertaking strategic SWOT analysis and gap analysis.
4. Investigate relevant and effective scholarship and employment/education-related individual grants and case studies (within and outside Local Government involvement).
5. Engage broadly with industry stakeholders, such as training providers, tertiary bodies, secondary colleges.
6. Engage key stakeholders, such as the Youth Advisory Group, strategic economic group and past scholarship recipients.
7. Undertake a review of supporting documents and literature.
8. Recommend the most advantageous allocation of City resources toward increasing the level of (and aspiration towards) tertiary qualification attainment by residents within the City of Mandurah.

That the findings of this review are presented to Council by June 2022, with recommendations.

Statutory Environment

Nil

Policy Implications

Nil

Financial Implications

In 2019 Council endorsed the funding of three annual scholarships to be awarded over a three year period, equating to \$12,000 per scholarship and nine to be awarded over three years at a total cost of \$108,000 between 2019/20 and 2021/22. In 2020 due to COVID19 only one scholarship was awarded reducing the total contribution to \$84,000. Extending the scholarships by one year and awarding two in 2022 will return the total City contribution to \$108,000 as originally intended. This has been budgeted within the City's long-term financial plan and allocations will be required until 2025 as follows;

\$4,000 scholarships	Year 1 (2019)	Year 2 (2020)	Year 3 (2021)	Year 4 (2022)	Year 5 (2023)	Year 6 (2024)	Total
3 Recipients 2019 Cohort	\$12,000	\$12,000	\$12,000				\$36,000
1 Recipients 2020 Cohort		\$4,000	\$4,000	\$4,000			\$12,000
3 Recipients 2021 Cohort			\$12,000	\$12,000	\$12,000		\$36,000
2 Recipients 2022 Cohort				\$8,000	\$8,000	\$8,000	\$24,000
Annual Total	\$12,000	\$16,000	\$28,000	\$24,000	\$20,000	\$8,000	\$108,000

Risk Analysis

Murdoch University and the City of Mandurah have had a continuous partnership for over 15 years trying to support and stimulate student participation and coursework from the Mandurah campus. It is apparent after this time there is the need for a strategic review, however there has been a level of momentum with the scholarship arrangements which would be compromised if they were just concluded without any ongoing approved approach. It would also not be appropriate just to extend by another three years without undertaking a review. The students who have benefited to date are local residents who have identified as being vulnerable and requiring financial assistance to realise their potential in completing an

undergraduate qualification. Although only a small cohort annually, it is impactful for these individuals and removing this next year would result in that some individuals who could have benefited being unable to.

However, there is also a risk that the City is just aligning itself with one university and only supporting a small number of students, this also needs to be further explored, including the strategic implications.

Strategic Implications

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

Economic:

- Actively partner and engage with business and industry to build Mandurah's entrepreneurial capacity and capability.
- Advocate for and facilitate opportunities for improved pathways to education and learning outcomes in Mandurah.

Conclusion

The City supports funding that delivers three scholarships from Murdoch University to local residents who meet the criteria annually. It also administers one (1) Nikki Wise Scholarship annually and supports other initiatives such as the youth dream big fund in Youth Development. However, the City needs to consider the future directions among the backdrop of its Strategic Community Plan, Transform Mandurah agenda and new Youth Development strategy. To facilitate this a project steering team will be established to investigate and report back to Council, by June 2022.

NOTE:

- Refer ***Attachment 10.1 Murdoch University Proposal to the City of Mandurah September 2021***

RECOMMENDATION

That Council:

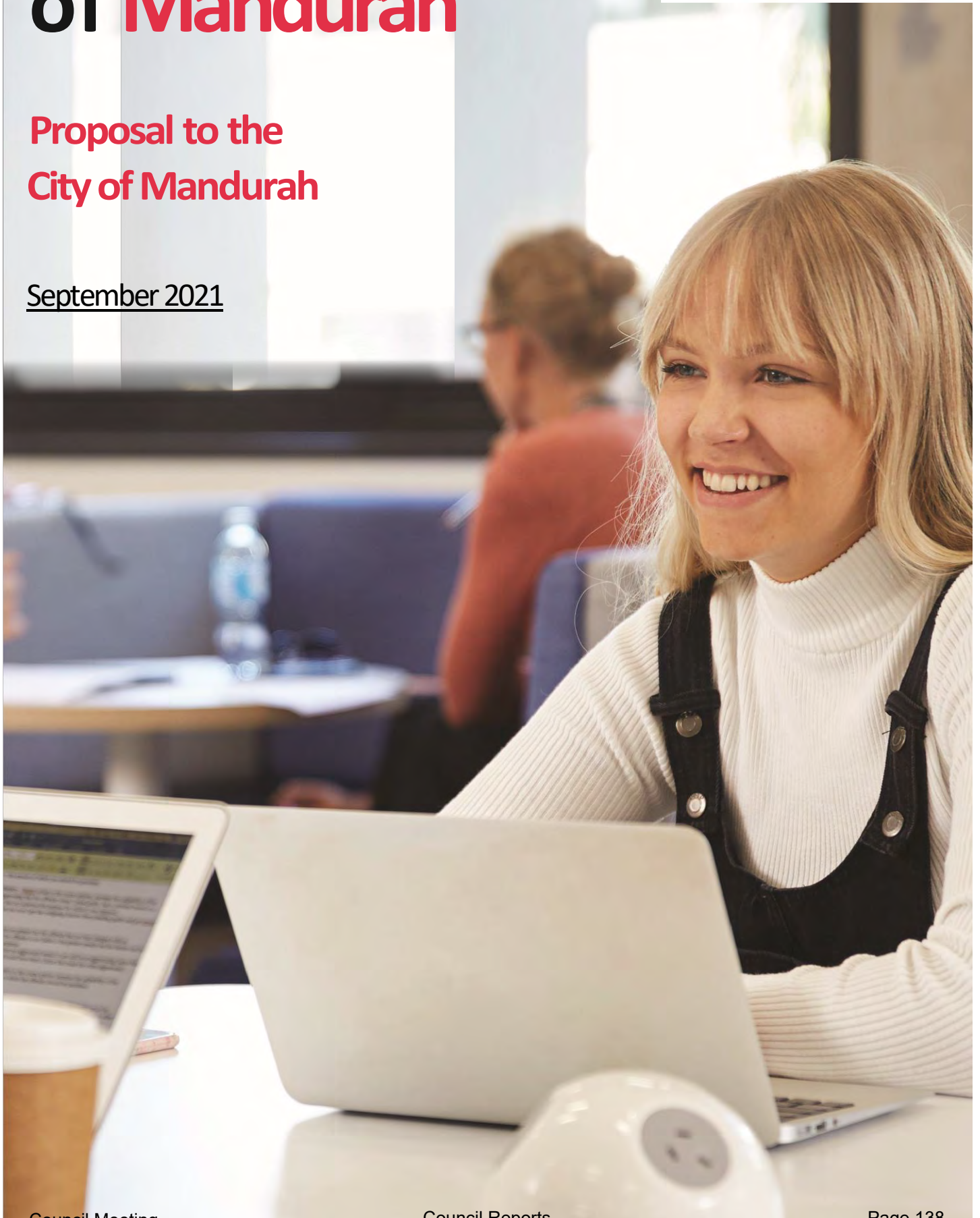
- 1. Approves the extension of the Murdoch Scholarships Agreement 2019-2021 by one year to include 2022, including;**
 - 1.1 A reduction from three annual scholarships to two scholarships offered in 2022.**
 - 1.2 One Aboriginal undergraduate student scholarship;**
 - 1.3 One Undergraduate student studying any course, with coursework primarily at the Mandurah Campus.**
- 2. Notes the allocation of \$24,000 over three years (\$8,000 per annum) commencing in 2022/23 listed within the City's long-term financial plan and draft budget.**
- 3. Endorses the strategic review of the City's scholarship approaches and the development of an internal working group, with objectives outlined in this report.**
- 4. Notes the findings and recommendations of the working group will be presented to Council in June 2022.**



The future minds of **Mandurah**

**Proposal to the
City of Mandurah**

September 2021



Background.

This proposal is to offer an opportunity for the City of Mandurah and Murdoch University to once again partner together to continue their long-standing scholarship program supporting the inspiration of another group of bright Mandurah minds. Our partnership has surpassed 15 years, is valued at over \$500,000 and has impacted 43 lives through scholarships and countless more.

2005 – 2008:

City of Mandurah supported a Business Chair at Murdoch University

2011 – 2015:

Four \$1,000 scholarships awarded every year

2016 – 2019:

Indigenous nursing students targeted for support Scholarships increased to three \$3,000, and one \$2,000 creating deeper impact for students to succeed.

2019 – 2021:

In 2019, the commitment to furthering the education opportunities of students from the Mandurah region grew exponentially with the program not only opened to students enrolled at any of the Murdoch University campuses but also across any discipline and included a STEM program. The scholarship value was also generously increased to \$12,000.

This proposal outlines an interim scholarship agreement to allow for a review of the partnership to take place - In the hope that we continue to support the next generation of Mandurah students in their pursuit of knowledge.



Our students are at the heart of everything we do.

ABOUT MURDOCH UNIVERSITY

Murdoch University was formally established in 1973 by an Act of the Western Australian Parliament to meet the growing higher education needs of the community. Named after prominent Australian author and philosopher, Sir Walter Murdoch, and officially opened on the 100th anniversary of his birth, the university was the first in the nation to offer a new, flexible admission system. This made tertiary education more accessible to the community, a tradition that Murdoch University has upheld to this day.

OUR PURPOSE

Universities have for generations shaped the world we live in through the creative force of education and research.

Across Murdoch University there is a shared belief that the academic endeavours we engage in are undertaken to bring benefit to current generations and for those in years ahead. Recognising that we are only temporary custodians of the world we inhabit the many discipline areas and professional teams at Murdoch work to create positive futures for Western Australian, national and international communities.

Our purpose is to be of service to our communities and apply our creativity, knowledge and determination to making a sustainable difference for current and future generations.

OUR GOAL

To provide an outstanding education experience for every student leading to our graduates being innovators fully prepared for their future careers.

One of the main lenses of which we operate as a university, is to be a service to society: contributing to economic and social wellbeing and research shows that education is key to success for individuals and for regions. Higher education can lead to many benefits, including employment opportunities that would

have otherwise been unavailable, leading to the possibility for a prosperous career and financial security.

SCHOLARSHIPS

Making tertiary education more readily accessible to our community is one of our founding principles and we are proud to provide a strong system of support to our diverse student population, and scholarships form part of that structure.

Scholarship can change lives. The financial assistance they provide often enable students to undertake further education opportunities that may have otherwise been hard for them to access.

Outcomes of a scholarship

Studying at university is a life-changing experience that often requires support. The scholarship program could be the missing piece if students need a helping hand to kickstart their studies by granting them the time and space – through the easing of some of the financial burdens – to enhance their knowledge and passion.

Some of the positive impact that Murdoch University scholarships have on the lives of all students who have been a part of the program include;

Financial

The scholarship first and foremost has eased the financial burden of university life allowing students to not only focus on their studies but in some situations enabling them the opportunity to consider tertiary education and realise their dreams.

Academic achievements, professional and career development

The scholarship is of great value to students' university career since they can dedicate more time to their study, allowing them to achieve higher academic results. Scholarships provide students with some financial stability which allow them to spend more time pursuing their professional development through work placements and volunteering back in their community.

Employment opportunities and volunteering

It also allows students to develop professional connections, through scholarship networking events and the freedom to do some volunteering work as student ambassadors and build up networking contacts. As well as being an example of commitment and dedication to their field which is highly regarded amongst potential employers.

Personal growth, leadership development and health wellbeing

The scholarship demonstrates that rather than spending their time working, students can get involved in other aspects of their life, helping them grow as a person and develop their leadership. The scholarship eases the emotional burden to both students and family members and demonstrates how they can thrive and grow together as a community.

Benefits to the Community and industry

By working with schools, students and families, the scholarship program has a positive impact of raising the aspirations of students with the aim of increasing the overall incidence of tertiary study, qualifications and professional skills. The hope is by offering the opportunity to students within their own community, those students will then go back into the local region using their skills to raise the wider community and give back, benefiting the next generation and leading to an overall increase in the capacity of the region.

Donors and Supporters

A contribution to the scholarship fund offers our donors the opportunity to make a direct investment in the future of a cohort or region. By attracting students into further education within their chosen area it is anticipated that the end benefit of increased skills and professional capacity will be returned to their community and/or industry and will have an ongoing impact on the future economic and social growth.



The community is at the heart of everything you do.

LOOKING AHEAD TO THE FUTURE

The City of Mandurah Scholarship program is the most significant support to Murdoch University students from the Mandurah region. We know the profound effect that this program has on the lives of former and current scholars and we welcome the opportunity to continue to provide such a lifechanging experience to future students. The program has been running for over 10 consecutive years, which has allowed for a consistent marketing approach from the Murdoch Future Students team to ensure the scholarship is well known in the community. This consistency is part of the success of the City of Mandurah scholarship and has led to all four scholarships being awarded for every year of the partnership, except during 2020 due to COVID-19.

In alignment with the City of Mandurah Strategic Community Plan, the scholarship program contributes to two of the four focus areas, being economic and social, this is by providing access pathways to education which in turn leads to promoting a positive identity in youth as their prospects broaden and horizons brighten. It is important for both parties to take the time to collaborate about the next iteration of the scholarship program to ensure it meets our unique but complimentary strategies, however as the current partnership finishes this year without an interim model Murdoch University will be unable to award a 2022 cohort of the City of Mandurah scholarship. The potential risk being reduced awareness and engagement with the scholarship from the community for several years to come.

The current partnership agreement 2019-2021 was valued at \$108,000, however due to a reduced application pool during COVID-19 only \$82,000 has been used, this led to a saving of \$26,000 which was removed from City of Mandurah's commitment to Murdoch University. Under your guidance and approval, Murdoch University would like to recommend the City of Mandurah commit to an interim model for 2022, awarding three scholarship as per the current agreement which would require a commitment of \$36,000 across three years and to take the opportunity to reallocate the saved funds to contribute to this commitment. Following the challenging year that residents have faced during the pandemic, and financial impacts for students and their families that may reach into many years to come we believe this would be very welcome support and a good news story to lift all the community's spirits.

From here...

We welcome the opportunity to hear your feedback and exchange ideas that will help support the future minds of Mandurah.

Contact

Miss. Jessica Bradford
Development Officer,
Office of Advancement
Murdoch University
T: +61 8 9360 7806
M: +61 439 568 992
E: Jess.bradford@murdoch.edu.au

11	SUBJECT:	Waste Services Alliance: Extension to Contract
	DIRECTOR:	Built and Natural Environment
	MEETING:	Council Meeting
	MEETING DATE:	23 November 2021

Summary

The City invited tenders for the provision of all of the City's waste management services, using an Alliance style of contract, in December 2016.

Council awarded the Waste Services Alliance contract, under Tender T17-2016, to Cleanaway Pty Ltd (Cleanaway) at its meeting on 26 April 2017, for an initial period of seven years, with three possible one-year extensions subject to the successful performance as measured against Key Performance Indicators. The contract formally commenced on 1 September 2017, and has a maximum term of ten years (if the three one-year extensions are granted).

The Waste Services Alliance contract includes provisions for the contract term to be extended by a further one-year subject to satisfactory performance and achievement of agreed key performance indicators at years two, four and six of the contract.

Council resolved to extend the Waste Services Alliance contract by one year at its meeting in June 2020, following Cleanaway's satisfactory performance and achievement of the agreed key performance indicators at year two of the contract. This extension increased the contract term to eight years.

Cleanaway's performance at the conclusion of year four (30 June 2021) of the contract was reviewed by the Waste Alliance Board at its meeting on 21 September 2021. Cleanaway has met the agreed key performance indicators under the terms of the contract, and the Waste Alliance Board now recommends that Council grants Cleanaway Pty Ltd a further one-year extension to the Waste Services Alliance contract, pursuant to clause 3.2 of the contract.

Disclosure of Interest

Nil

Previous Relevant Documentation

G.28/4/17	26 April 2017	Awarded Cleanaway Pty Ltd the contract for delivery of all of the City's waste management services for a seven-year period, with three possible one-year extensions.
G 27/6/20	23 June 2020	Granted one-year extension to the Waste Alliance Agreement 2017, pursuant to clause 3.2 of the contract.

Background

Contract Length

On 26 April 2017, Council awarded Cleanaway the Waste Services Alliance contract, under Tender T17-2016), for the delivery of the City's waste management services for a seven-year period, with three possible one-year extensions, subject to satisfactory performance and achievement of agreed key performance indicators (KPIs).

The Waste Services Alliance contract commenced on 1 September 2017.

Council subsequently granted Cleanaway a one-year extension to the Waste Services Alliance contract at its meeting in June 2020, based on its satisfactory performance and achievement of agreed KPIs. Following this extension, the term of the contract increased to eight years with an expiry date of 30 June 2025.

Clause 3.2 of the Waste Services Alliance contract relates to the extensions to the term of the contract and states:

- “(a) The Contractor’s performance under the Contract will be assessed under the Performance Assessment Framework and the Contractor will receive performance assessments which will affect the length of the Term of the Contract.*
- (b) Each Performance Assessment will:*
- (1) be made on the relevant Performance Assessment Date; and*
 - (2) affect the length of the Term of the contract in the manner set out in clause 3.2(c).*
- (c) Subject to clause 3.2(d), if, as at the Performance Assessment Date, the Contractor achieves the performance targets specified in the KPIs such that it is entitled to an extension of the Term in accordance with the PAF, the City must extend the Term by one year.*
- (d) The Term may not be extended on more than 3 occasions under this clause 3.2.”*

Contract Services

The waste management services provided under the contract include:

- Residential weekly 240L MGB kerbside waste collection service;
- Residential fortnightly 240L MGB co-mingled recycling collection service, including offsite processing of recyclables;
- 240L MGB collections at commercial properties (waste and recycling);
- Bin collections in parks, foreshores and reserves, including the provision of dog waste bags;
- Two green waste verge collections;
- One junk and metals verge collection;
- Operation of the City’s Waste Management Centre, including transportation of waste to landfill;
- Operation of the Tims Thicket Waste facility;
- Collection of illegal dumping and dead animals on roads;
- Provision of a waste customer service centre;
- Provision of waste services at special events (i.e. Crab Fest, etc); and
- Waste education (bin tagging, primary school education program, etc).

Governance

Although the day to day operational management under the Waste Services Alliance contract is the responsibility of Cleanaway, overall management of the Waste Alliance takes place through the Waste Alliance Board. The Board consists of four senior representatives from both the City and Cleanaway. The City’s representatives on the Board are Chief Executive Officer, Director Built and Natural Environment, Director Business Services and Executive Manager, Natural Environment. Cleanaway’s representatives on the Board are General Manager – WA/NT, Senior Business Development Manager WA/NT, Commercial Finance Manager WA/NT and Regional Manager Southern WA. The Board normally meets quarterly and its primary function is to ensure that the contract runs as smoothly and effectively as possible for the benefits of both parties.

The City is responsible for appointing the chairperson of the Alliance Board, which is currently the City’s Chief Executive Officer.

The Waste Alliance Board has been established under clause 4.1 of the contract.

An Operational Management Team (OMT) meets on a monthly basis with the purpose of resolving operational issues, recommends initiatives to the Waste Alliance Board and carries out financial management, including budget development. The City's representatives on the OMT are Manager Financial Services, Coordinator Waste Management and the Waste Management Officer.

Cleanaway's representatives on the OMT are Regional Manager Southern WA, Cleanaway Mandurah Branch Manager, Operations Supervisor – Waste Facilities, Operations Supervisor Fleet, Commercial Business Partner and Recycling Education Officer.

The OMT has been established under clause 5.1 of the contract.

Cleanaway is responsible for appointing the chairperson of the OMT, which is currently Cleanaway's Regional Manager Southern WA.

Financial

The key financial components of the Waste Alliance Agreement include:

- A detailed annual service program was submitted by the contractor (for the delivery of each waste service) as part of their Tender submission and the Alliance Board reviews this program each year to ensure it reflects the City's needs with regards to delivery of waste services to the community;
- The annual Waste Alliance budget is developed and based upon the delivery of the service program;
- Budgeting is undertaken as a team. The Waste Alliance Board ratifies the annual budget and Council adopts the budget through its normal budgetary processes;
- Open Book Accounting – Full Financial statements (of all waste activities) are reviewed each month by the OMT and quarterly by the Waste Alliance Board;
- City pays direct costs for the provision of all waste services (in accordance with the approved budget) plus a management fee (which includes corporate overhead and fair profit). The recycling processing fee and bin charges for special events are on a unit basis and are reviewed annually; and
- A profit/loss share arrangement exists within the contract.

The profit/loss share arrangement under the contract is detailed as follows:

Activity	City Risk	Cleanaway Risk
Fuel	90%	10%
Verge Collections	75%	25%
Other Direct Costs	50%	50%

Alliance Principles

The City and Cleanaway are bound by the Waste Alliance Agreement 2017 and both parties are required to operate in accordance with the following principles:

- Commitment;
- Trust;
- Local employment and industry development;
- Common objectives & values;
- Equity;
- Open & responsiveness communication;
- Continuous improvement;
- Teamwork;
- Community focus;
- Decisions based on facts and data; and
- Total process cost.

Comment

In accordance of clause 9.7 of the Waste Services Alliance contract, the Waste Alliance Board adopted an agreed set of KPIs that Cleanaway's performance would be measured against. The KPIs are broken down into eight key areas with a separate weighted target as follows:

KPI	Weighted % Target
Financial	50%
OHS	10%
Environmental compliance	10%
Waste and recycling education	5%
Recycling Service Continuity/Annual Report	5%
Innovation	10%
Value	5%
Alliance principals	5%
Total	100%

Cleanaway provides a detailed evaluation report at each Waste Alliance Board meeting demonstrating their achievement of the relevant KPIs. The detailed KPI report at 30 June 2021, is attached to this report (*refer to Attachment 11.1*).

Cleanaway's unadjusted KPI achievement at 30 June 2021 was 90%. Some components of the KPI performance were impacted by COVID-19 (including breath tests, waste bin audits, etc) and the Alliance Board resolved to adjust the KPI score to 96% as some of these impacts were beyond the control of Cleanaway. When approving the KPI's the Waste Alliance Board determined that Cleanaway would need to achieve an overall KPI score of 80% (at the end of years two, four and six on the contract) in order to obtain the relevant one-year extensions to the contract.

The Waste Alliance Board considered the Waste Service Alliance 2020/21 KPI report at its meeting on 8 September 2021, and resolved to recommend that Council grant Cleanaway a further one-year extension to the term of the Waste Services Alliance contract. The current term of the contract is now eight years, and should Council grant Cleanaway a further one-year extension, as recommended in this report, the term of the contract will be increased to nine years, with an expiry date of 30 June 2026.

The Waste Alliance Agreement 2017 allows for a further one-year extension at the conclusion of year six of the contract (30 June 2023), subject to Cleanaway's satisfactory performance and KPI achievement.

Consultation

Nil

Statutory Environment

The Waste Avoidance and Resource Recovery Act 2007 is the principal piece of legislation dealing with waste management in Western Australia and came into operation on 1 July 2008.

Also, Clause 3.2 of the Waste Services Alliance contract relates to the extension of the contract term and states:

- "(a) The Contractor's performance under the Contract will be assessed under the Performance Assessment Framework and the Contractor will receive performance assessments which will affect the length of the Term of the Contract.*
- (b) Each Performance Assessment will:*
- (1) be made on the relevant Performance Assessment Date; and*
 - (2) affect the length of the Term of the contract in the manner set out in clause 3.2(c).*

(c) *Subject to clause 3.2(d), if, as at the Performance Assessment Date, the Contractor achieves the performance targets specified in the KPIs such that it is entitled to an extension of the Term in accordance with the PAF, the City must extend the Term by one year.*

(d) *The Term may not be extended on more than 3 occasions under this clause 3.2.”*

Policy Implications

Nil

Financial Implications

An extension to the term of the Waste Alliance Agreement 2017 has no immediate financial implications for the City. The City’s waste management budget includes all costs relevant to the Waste Alliance Agreement and the delivery of waste services specified under the contract.

The expected expenditure under the Waste Services Alliance contract for the 2021-2022 financial year is \$10.36M.

Risk Analysis

Cleanaway has achieved the required KPI score under the provisions of the Waste Services Alliance contract to warrant a further one-year contract extension and the City is therefore obligated under clause 3.2 of the contract to extend the contract term.

Strategic Implications

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

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.

Conclusion

The Waste Services Alliance continues to provide efficient and effective waste management services to the Mandurah community at a reasonable cost. The City’s rubbish charge of \$306 is known to be one of the lowest rubbish charges when compared to other local governments in the Perth Metropolitan Area and Peel Region.

Cleanaway’s performance under the Contract during the 2019/20 and 2020/21 period has been highly satisfactory and this is reflected in its achievement of Key Performance Indicators set and approved by the Waste Alliance Board.

As a result, the Waste Alliance Board recommends that Council grants Cleanaway a further one-year extension to the term of the Waste Services Alliance contract, pursuant to clause 3.2 of the contract.

NOTE:

- Refer ***Attachment 11.1 Waste Services Alliance KPI Summary 30 June 2021***

RECOMMENDATION

That Council grants Cleanaway Pty Ltd a further one-year extension to the Waste Services Alliance contract (T17-2016), pursuant to clause 3.2 of the Contract.

KPI	Weighted % Target	FY20/21				Unadjusted FY20/21	EOFY Proposed for Board Adjusted FY20/21		Adjustment Comments
		Q1	Q2	Q3	Q4				
Financial	50%	50%	50%	50%	50%	50%	50%	50%	
OHS	10%	9%	9%	9%	9%	9%	9%	9%	*COVID-19 impact Breath Testing
Environmental Compliance	10%	10%	10%	10%	10%	10%	10%	10%	
Waste and Recycling Education	5.0%	0%	0%	1%	2%	1.03%	2%	2%	*COVID-19 impact Bin Inspections
Recycling Service Continuity / Annual Report	5%	5.0%	5.0%	5.0%	5.0%	5.0%	5%	5%	
Innovation	10%	10%	10%	10%	10%	10%	10%	10%	
Value	5%	0%	5%	5%	5%	5%	5%	5%	
Alliance Principals	5%	0%	0%	0%	0%	0%	5%	5%	Survey not undertaken FY22
Target / Actual	100%	84%	89%	90%	91%	90%	96%		

Target KPI Score 80% - Cleanaway need to achieve an annual KPI score of 80% in order to achieve satisfactory contract performance and enable them to achieve the contract extension stipulated within the contract.

Comments:

- *OHS - Breath Tests suspended 16th March 2020 due to COVID-19
- *Education - Bin audits suspended 16th March 2020 due to COVID-19
- * Co-mingled Recycling Service Continuity - KPI Marked as achieved due to service continuity and submission of Annual Report August 2021 as per contract.
- *Value -No Alliance Relationship Surveys was undertaken for the periods 2019/20 and 2020/21
- *Alliance Board agreed to modify EOFY KPI score for items that Cleanaway could not influence during the reporting period

12	SUBJECT: DIRECTOR: MEETING: MEETING DATE:	Strategic Waste Plan 2020 – 2025: Amendments Director Built and Natural Environment Council Meeting 23 November 2021
-----------	--	---

Summary

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

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

Council endorsed the City's Strategic Waste Plan 2020 – 2025 (Strategic Waste Plan), including the Department of Water and Environment Regulation (DWER) Waste Plan templates, at its meeting on 23 February 2021. City officers submitted the endorsed Strategic Waste Plan and templates to DWER for approval in March 2021.

DWER officers wrote to City officers in May 2021, to request that the Strategic Waste Plan be amended to include an action relevant to the City's waste to energy commitments as this initiative was considered to be a major component of the City's waste strategy.

Accordingly, City officers have reviewed and amended the Strategic Waste Plan to include the waste to energy initiative and have also taken the opportunity to propose minor amendments to some action timelines. Council is requested to endorse the amended Strategic Waste Plan.

Disclosure of Interest

N/A

Previous Relevant Documentation

- G.13/2/21 23 February 2021 Council resolved to endorse the City's Strategic Waste Plan 2020 – 2025 (including the Department of Water and Environmental Regulation Waste Plan templates) for submission to DWER as an interim strategy.

Background

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

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

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

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

DWER also developed Microsoft Excel templates to assist local government in their preparation of its Waste Plan.

It became apparent that the Waste Plan templates were a highly technical and detailed spreadsheet and that a high-level supporting Strategic Waste Plan document was also required to provide Council with the necessary background information, and articulate the current and future challenges the City faces in the ever-changing waste portfolio.

Accordingly, City officers prepared a detailed Strategic Waste Plan that included the DWER Waste Plan templates as appendices to the Plan.

The Strategic Waste Plan was considered and endorsed by Council at its meeting on 23 February 2021, where it resolved the following:

“That Council:

1. *Endorses the City’s Strategic Waste Plan 2020 – 2025 (including the Department of Water and Environmental Regulation Waste Plan templates) for submission to the Department of Water and Environmental Regulation as an interim strategy.*
2. *Advises the Department of Water and Environmental Regulation that it is the City of Mandurah intention to review the plan over the next six months, with particular emphasis on:*
 - 2.1 *Community-led initiatives being explored for inclusion in the strategy, following engagement with Elected Members and the community*
 - 2.2 *Mandurah Waste Alliance opportunities and strategies*
 - 2.3 *Progress with the implementation of Waste to Energy project*
 - 2.4 *A feasibility case being prepared and considered for the implementation of a FOGO system.”*

The City’s Strategic Waste Plan including the DWER Waste Plan templates were submitted to DWER on 31 March 2021, for approval.

DWER officers contacted the City via email in May 2021, requesting that the City amend its Strategic Waste Plan and in particular the five year Implementation Plan (Implementation Plan), that formed part of the Strategic Waste Plan, to include an action relevant to the City’s waste to energy commitments.

As the amendment to the Implementation Plan was considered relatively minor, and the Strategic Waste Plan already articulated the City’s waste to energy commitments, it was considered that the above referred amendment did not require the endorsement of Council.

Accordingly, City officers made the necessary additions and resubmitted the amended Strategic Waste Plan to DWER in July 2021. Subsequently, the Director General of DWER wrote to the City on 6 October 2021, requesting that the amended Strategic Waste Plan be considered and endorsed by Council citing the provisions of the *Waste Avoidance and Resource Recovery Act 2007*. Also, that the amended Strategic Waste Plan be resubmitted back to the DWER by 31 November 2021.

Comment

In 2015, the City, together with the other members of the Rivers Regional Council (RRC) signed a legal agreement (20-year term) with Avertas Energy to supply a minimum tonnage of municipal solid waste to the Waste to Energy plant currently under construction in Kwinana. This will be the first waste to energy facility constructed in Australia (although there is now a second facility also under construction in East Rockingham). The latest advice from Avertas Energy is that plant commissioning will commence around September 2022, with full plant operations occurring round February 2023. These dates are subject to change and are based on an indicative timeframe for the commissioning process. The Avertas Energy

agreement will substantially impact on how the City manages its waste and therefore its waste management strategic planning for the foreseeable future.

The City entered into the contract with Avertas Energy under the auspices of the Waste Strategy 2012 so as to achieve the landfill diversion targets within this strategy. The State significantly changed its approach, targets and strategies with the adoption of the Waste Strategy 2030, and the City (and other Rivers Regional Council members) are now in the unenviable position where its commitments to Avertas Energy no longer meet the Waste Strategy targets.

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

The Avertas Energy waste to energy plant has the following attributes:

- capacity to process 400,000 tonnes of household, commercial and industrial waste that would normally be destined to landfill each year;
- a life cycle assessment on the project, by leading international engineering consultancy, Ramboll, has shown that the Avertas Energy plant will reduce greenhouse gas emissions from the Perth Metropolitan area by the equivalent of 400,000 tonnes of CO₂ per annum. This is the equivalent of taking 85,000 cars off the road every year;
- the plant will also generate the equivalent of 36MW of baseload electricity per annum to the Western Australian power grid (equivalent of powering 50,000 households), and participating Council's will have the opportunity to purchase electricity from the plant at a discount; and
- the facility will create more than 800 jobs during construction, including apprenticeships, sub-contractors and suppliers. Once the facility is fully operational, approximately 60 full time positions will be created.

The by-products from the combustion process at the plant include fly and bottom ash and ferrous and non-ferrous metals, which can be readily recycled. Avertas Energy recently announced that they have signed a 25-year contract with the Blue Phoenix Group who will build, own and operate a \$20M specialist processing facility in Latitude 32 in Kwinana to treat bottom ash from the Avertas Energy Waste to Energy plant. The new plant will treat the bottom ash, remove the metals and repatriate the residual aggregate into civil applications. The bottom ash would normally be disposed of at landfill, so this is a great initiative that further diverts waste from landfill. The plant will commence construction in 2021, and is expected to employ 30 to 40 jobs during the construction phase and require 10 specially trained full time staff to operate the facility once built.

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

Council provided a submission to DWER/Waste Authority when the Waste Strategy 2030 document was being considered in 2018 and highlighted the fact that a number of the headline actions could not be achieved, including the implementation of a 3rd bin food organics and garden organics (FOGO) system, due to our contractual commitments to supply waste to the Avertas Energy Waste to Energy plant.

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

As per the request of DWER, the Implementation Plan has been amended to include an action relevant to the City's waste to energy commitments.

The proposed new action reads as follows:

Actions (OR link to existing local government plan/document that details this activity)	Detailed actions/sub-actions (OR link to existing local government plan/document that details this activity)
Commence delivery of the City's general waste (2 bin system) to the Avertas Energy Waste to Energy facility by mid-2022 (or other date as agreed by Rivers Regional Council)	<ol style="list-style-type: none"> 1. Commence delivery of the City's general waste stream (from a 2 bins system) to the Avertas Energy Waste to Energy plant - in accordance with City's contractual arrangements with Avertas Energy. 2. Commissioning of the plant is expected to commence around September 2022 (subject to change), with the plant being fully operational by February 2023. 3. The City's continued delivery of general waste (from a 2-bin system) to the energy plant is dependent upon the following actions: <ol style="list-style-type: none"> a. Completion and review of the City's feasibility study on the implementation of a FOGO service (which will include market development, composting standards, community consultation, cost, etc) (refer to action below) b. The outcomes of the State Government's Waste Levy review c. Review of contractual arrangements with Avertas Energy d. City's ability to source additional waste to meet the contractual minimum tonnage requirements with Avertas Energy

The above action reflects the City's obligations under the Waste Supply agreement with Rivers Regional Council and Avertas Energy, where the City has committed to supply a minimum tonnage of municipal solid waste to the plant on an annual basis. It is important to note that the above waste to energy action is contrary to the Waste Strategy 2030 as it conflicts with the headline strategy where all local governments in Perth and Peel regions are required to implement a three-bin kerbside collection by 2025 that must include FOGO.

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

A number of the RRC member Councils have received formal advice from DWER advising that their Waste Plans have been rejected for non-compliance with the Waste Strategy 2030, and amendments sought. Unfortunately, these amendments do conflict with the contractual arrangements with Avertas Energy, and it is highly likely that the City will receive a similar response from DWER.

The City, in conjunction with other members of the Rivers Regional Council, have engaged an environmental consultant to prepare a detailed Feasibility Study on the implementation of a FOGO service. The consultant is well advanced in the preparation of the study and it is expected that City officers will present the Feasibility Study and its finding to Council in early 2022.

Given that the Implementation Plan was prepared in late 2020, City officers have also taken the opportunity to review the timeframes of some actions within the Plan as it became obvious that some timeframes required adjustment to reflect achievable timeframes. These minor amendments have been tracked in the Implementation Plan.

A copy of the amended Strategic Waste Plan, including the DWER Waste Plan and the amended Implementation Plan, are attached to this report (*refer Attachment 12.1*).

Council is requested to endorse the amended Strategic Waste Plan and authorise City officers to submit these documents to DWER for approval.

Consultation

As all members of the Rivers Regional Council are in a similar position with respect to their Waste Plans, a number of meetings were held with technical officers from these member Councils to discuss a consistent approach in amending plans.

Statutory Environment

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

Policy Implications

Nil

Financial Implications

The waste portfolio has a significant operating budget, which is funded through the annual rubbish charge and fees and charges from the City's two waste facilities (Waste Management Centre and Tims Thicket Waste Facility). Any surplus funds through the waste management budget are generally transferred to the waste reserves to provide funds for future waste capital projects and initiatives.

As at 30 June 2021, the waste reserve had a balance of approximately \$4M.

The majority of the actions within the City's Waste Plan can be accommodated through the existing waste management operating budgets. Some actions will require capital and associated ongoing maintenance funds should Council endorse the relevant expenditure through the Long Term Financial Plan and budget process. The waste reserve can be used to fund such projects.

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

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

These issues include:

1. Commissioning of the Waste to Energy plant in September 2022. The plant is expected to be fully operational by February 2023;
2. The headline strategy within the Waste Strategy 2030 for all local governments in the Perth and Peel region to implement a third bin FOGO service by 2025; and
3. The review of the Waste Levy. It is highly probable that the waste levy will be expanded to include the Peel region, and could apply to other waste industries, like Waste to Energy plants. The current levy is \$70 per tonne for general waste and the levy has remained unchanged since July 2019.

Risk Analysis

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

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

The CEO of DWER has extensive powers under the *Waste Avoidance and Resource Recovery Act 2007* with respect to waste plans and failure to prepare and submit a Waste Plan may result in DWER preparing a Waste Plan on behalf of the City and all costs associated with its preparation may be recovered from the City as a debt to the Crown.

Strategic Implications

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

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management

Conclusion

The State Government Waste Strategy includes a headline strategy for all local governments in the Perth and Peel regions, and regional centres, to prepare a Waste Plan.

Council endorsed the City’s Strategic Waste Plan at its meeting on 23 February 2021 and the endorsed Plan was submitted to DWER for approval.

DWER reviewed the Strategic Waste Plan and wrote to the City seeking an amendment to the Implementation Plan as it did not include any actions relevant to the City’s waste to energy commitments. DWER have also confirmed that any amendment to the Strategic Waste Plan will require the subsequent endorsement of Council.

Subsequently, City officers have reviewed and amended the Strategic Waste Plan in order to address the issues raised by DWER.

Council is now requested to endorse the amended Strategic Waste Plan, and authorise City officers to submit these documents to DWER for approval.

NOTE:

- Refer **Attachment 12.1** *Amended City of Mandurah Strategic Waste Plan 2020 - 2025*

RECOMMENDATION

That Council endorse the amended City of Mandurah Strategic Waste Plan 2020 – 2025 (including the DWER Waste Plan templates) for submission to the Department of Water and Environment Regulation for approval as detailed in Attachment 12.1.



City of Mandurah

Strategic Waste Plan 2020 – 2025

Executive Summary

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

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

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

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

A large portion of the City's waste stream will be diverted to the WtE facility, and accordingly, the City's landfill diversion and waste recovery targets will improve significantly. WtE plants will also contribute to the State's Renewable Energy Targets, improve the energy mix in WA, reduce carbon emissions and contribute to future sustainability and reliability in energy production.

The State Waste Strategy 2030 has a vision of:

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

The State Waste Strategy encourages Western Australians to work towards three (3) key objectives – AVOID; RECOVER and PROTECT, and has set challenging targets for residential waste disposal and recycling across Perth Metropolitan and Peel regions. It includes targets for waste avoidance, resource recovery, environmental protection and most importantly the development of this Waste Plan.

The Waste Strategy 2030 includes two (2) headline strategies that have particular relevance to local government and the City of Mandurah:

- 1. All local governments in Perth and Peel are required to implement a third Food Organic and Green Organic (FOGO) bin service by 2025 so as to divert at-source-separated food and organics to composting facilities*
- 2. All local governments in Perth and Peel regions and major regional centres are required to develop local government waste plans outlining how waste services will be managed to achieve consistency with the Waste Strategy 2030 and protect public health and the environment.*

The CEO of the Department of Water and Environment Regulation (DWER) has issued Notice on the City to prepare a Waste Plan in accordance with Section 40(4) of the WARR Act. The Waste Plan is required to be submitted to DWER by 31 March 2021. The Plan addresses the issues currently facing the waste industry and includes a detailed Implementation Plan that outlines actions over the next 5 years. The Plan will be reviewed and reported on annually in October each year and a progress report submitted to DWER.

This Waste Plan, and the associated 5-year Implementation Plan (refer Appendix 1) will ensure the City meets its obligations under the DWER Notice and the WARR Act.

The State Government is also reviewing the Waste Levy with the potential to expand the levy to the Peel Region and/or impose the levy on other waste related activities (other than landfill) and could include WtE facilities. The Waste Levy review is expected to be released in late 2021/early 2022. The City's failure to meet its committed tonne targets, the waste levy, and the imposition of a third FOGO bin will add significant costs to the City's waste management operating budget and result in a substantial increase in the City's annual rubbish charge.

Table of Contents

Executive Summary	2
Table of Contents	4
Glossary	6
1. INTRODUCTION	8
2. WASTE HIERARCHY	10
3. CIRCULAR ECONOMY	11
4. EXTERNAL STAKEHOLDERS	12
5. LEGISLATIVE FRAMEWORK	14
5.1 Federal Framework and Regulatory Context	14
5.1.1 Product Stewardship Act	14
5.1.2 National Waste Policy	14
5.2 State Framework and Regulatory Context.....	16
5.2.1 Waste Strategy 2030	16
5.2.2 Waste Avoidance and Resource Recovery Act 2007	17
5.2.3 Waste Avoidance and Resource Recovery Levy Act 2007	18
5.2.4 Local Government Act 1995	19
5.2.5 Environmental Protection Act 1986	19
5.2.6 City of Mandurah Waste Local Laws 2010	19
5.2.7 Waste Guidelines for New Developments	19
6. STRATEGIC ALIGNMENT	20
6.1 City of Mandurah Strategic Community Plan.....	20
6.2 Corporate Business Plan.....	21
6.3 Regional Status.....	22
7. CITY SNAPSHOT	23
8. WASTE GENERATION AND DIVERSION	25
9. WASTE CHARACTERISTICS	28
10. EXISTING WASTE SERVICES	30
11. WASTE MANAGEMENT – CURRENT LEVEL OF SERVICE	31
11.1 Kerbside Collections for Domestic Rubbish – 240 L MGB.....	31
11.2 Kerbside Collections for Domestic Co-mingled Recycling – 240 L MGB.....	32
11.3 Residential Hard Waste Verge Collection	33
11.4 Residential Green Waste Verge Collection.....	34
11.5 Littering/Illegally Dumped Waste.....	35
11.6 Public Bins (Streets, Foreshores and Reserves).....	36

11.7	Waste Management Centre.....	36
11.8	Waste Vouchers.....	39
11.9	Household Hazardous Waste.....	42
11.10	PaintBack.....	43
11.11	Tims Thicket Inert Disposal Site.....	44
12.	WASTE STRATEGY 2030 OBJECTIVES	45
13.	PERFORMANCE MEASURES AND TARGETS	47
13.1	Waste Avoidance.....	47
13.2	Resource Recovery.....	48
14.	THE CHANGING WASTE ENVIRONMENT	49
14.1	Waste Education.....	49
14.2	Food and Organics Collection Service.....	51
14.3	Waste To Energy.....	52
14.4	Waste Levy.....	53
14.5	Containers for Change Scheme.....	53
15.	WASTE PROFILE, BASELINE DATA AND IMPLEMENTATION PLAN	55
	APPENDIX 1 – WASTE PLAN PART 1	56
	APPENDIX 2 – WASTE PLAN PART 2	57

Glossary

Term/Abbreviation	Description
C&D	Construction and demolition waste
C&I	Commercial and Industrial waste
CDS	Container Deposit Scheme
Contaminated waste	Where one waste stream is contaminated with another
Corporate waste	Waste collected from commercial or government sources
Dog waste bins	Waste service specifically designed to address dog waste
DWER	Department of Water and Environment Regulation
E-waste	Electronic waste
FOGO	Food Organics and Garden Organics
Green waste	Bulk garden waste and tree lopping's collected from the verge
Hard waste	Items that are collected as part of the general junk collection
HHW	Household Hazardous Waste
Household waste	Waste specifically collected from the household only
Illegally dumped waste	Waste dumped
Inert waste	Waste that does not breakdown (i.e. sand, bricks, concrete)
Kerbside collection	Waste collected from mobile bins on the verge
Landfill	The process of burying waste at an approved disposal site
Landfill diversion rate	Proportion of waste diverted from landfill
MGB	Mobile Garbage Bin
MRB	Mobile Recycling bin
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste – the solid waste generated from residential premises and local government activities
Public place	Areas for general use by the public e.g. parks, reserves
Recycling	The use of a product in the same form

Resource recovery	The recovery of reusable resources from the waste stream
Transfer station	Facility to transfer waste from collection vehicles to long distance transport vehicles
TTIL	Tims Thicket Inert Landfill
WALGA	Western Australian Local Government Association
WARR Act	Waste Avoidance and Resource Recovery Act 2007
Waste avoidance	Reduction of waste generated by the whole community
Waste Hierarchy	Environmental desirability ranking of waste management options
Waste Strategy	State Government Waste Strategy 2030
WtE	Waste to Energy
White goods	Large household appliances e.g. fridges, washing machines
WMC	Waste Management Centre
WMP	City's Strategic Waste Management Plan 2020 - 2025

1. INTRODUCTION

Waste management is a core responsibility for the City and accounts for a large component of its annual operating budget. The City provides a broad range of waste management services to the community including:

- Collection and disposal of household waste
- Collection and processing of household recyclables
- Hard waste and green waste verge collections
- Provision of and servicing of public bins (including supply of dog waste bags)
- Collection and disposal of litter and illegally dumped waste from public places
- Managing the City's waste (corporate, inert and organic) generated by City operations

The City also owns two waste facilities: the Waste Management Centre (WMC) in Parklands and the Tims Thicket Inert Landfill (TTIL) in Dawesville. Both facilities are operated by Cleanaway Pty Ltd under the Waste Alliance contract.

The *Waste Avoidance and Resource Recovery Act 2007* (WARR) includes the requirement for Local Government to prepare and maintain a waste plan, which details strategies to manage waste, reduce waste and implement actions to meet targets, as part of the Local Government's Plan for the Future.

The WMP focuses on improving the management of waste as a resource and ensuring that the services provided to the community continue to meet and achieve current and future expectations. Through the development and implementation of the City's Waste Plan, the City will initiate and undertake the necessary actions to guide and improve its waste management practices.

The Waste Plan sets out how the City can achieve its objectives through a commitment to waste management, which will guide operational activities, deliver improved waste services and support sustainable behaviour change in the community.

The City is facing major challenges in delivering effective and sustainable waste management practices. These challenges include:

- increased pressure on landfill capacity
- community's desire to reduce the amount of waste going to landfill
- rise in waste disposal costs
- climate change
- potential expansion of the waste levies
- State Government desire to implement an at source food and organic collection service
- increased focus on environmental issues.

Waste facilities and services need to respond to environmental issues and meet the expectations of the community, whilst simultaneously reducing levels of waste generation. The community's awareness and concern for the environment is increasing resulting in an expectation of improved waste management practices and resource recovery by the City.

Communication and education around sustainable waste practices is integral to meeting the objectives and targets outlined in the Waste Strategy. A comprehensive waste education and communication strategy is embedded in the City's Waste Plan in order to reach a wide demographic through a variety of channels. The education strategy will be designed to meet changing needs of the waste sector and community over the life of the Strategy. It seeks to help residents, visitors and businesses to understand their role in sustainable waste management.

This includes working towards becoming a Smart City; using digital technologies in all our initiatives to improve performance, efficiency and customer experience.

2. WASTE HIERARCHY

The waste hierarchy is a guiding concept in the Waste Strategy 2030 and is detailed in Section 5 of the *WARR Act*. It ranks waste management options in order of their general environment desirability, from avoidance as the most preferred option, through various resource recovery options, to the least preferred option of disposal.

The hierarchy is detailed in Figure 1 and is a waste management tool that can be used alongside other decision-making tools to assess broader environmental, economic and social impacts of waste management options.

Waste avoidance is the most preferred option in the hierarchy.

Resource recovery options recover value from materials, thereby offsetting the environmental impacts of extracting and processing raw materials. Energy recovery is the least preferred recovery option.

Disposal is the least preferred option. Disposal generally recovers the least value from materials and delivers the least environmental benefit.

Figure 1 – Waste Hierarchy



3. CIRCULAR ECONOMY

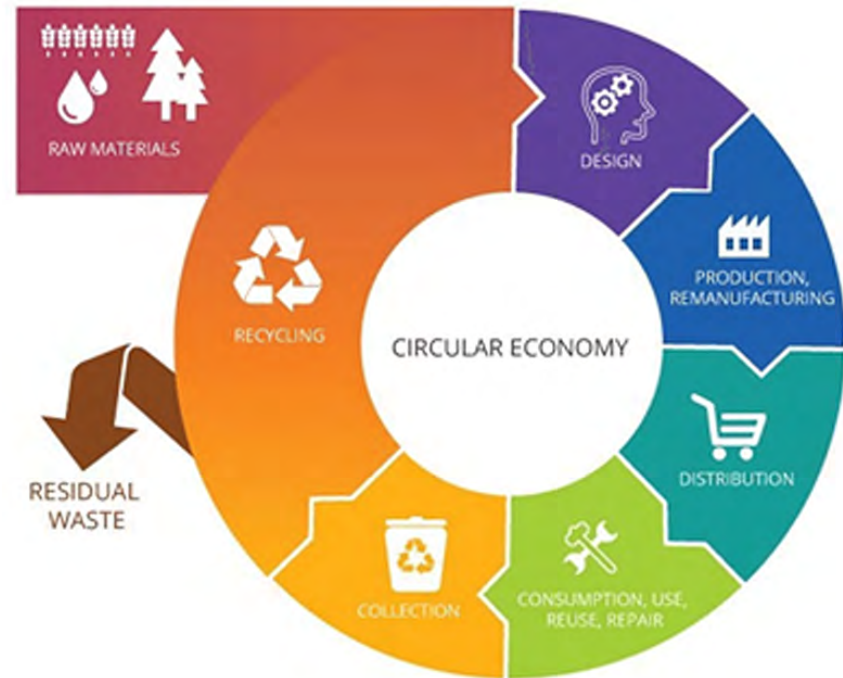
A circular economy is a regenerative system in which waste and losses are minimised and resources are maximised through ongoing use for as long as possible. It builds on long standing sustainability concepts, including life cycle thinking and resource efficiency, and it complements the waste hierarchy.

A circular economy refers to a flow of both materials and energy – it moves away from the linear *'take, make, use and dispose'* model to one which keeps materials and energy circulating in the economy for as long as possible.

A circular economy presents opportunities for increased local recycling to support local jobs and investment and minimise the costs and impacts of unnecessary transport and extraction of raw materials.

The circular economy, along with the waste hierarchy, are the preferred guiding concepts detailed in the Waste Strategy 2030 in relation to the management of waste.

Figure 2 – Circular Economy Model



4. EXTERNAL STAKEHOLDERS

External stakeholders have the ability to influence the City's waste management activities, and as such, need to be included within the development of the City's Waste Plan. Table 1 below outlines the external stakeholders, which have been considered, including their capacity to influence.

Table 1 – List of external stakeholders

External Stakeholder	Description	Relationship
Waste Authority	The Waste Authority is the State Government statutory body with responsibility for developing a Waste Strategy to encourage waste avoidance and maximise the recovery of materials, which would otherwise go to landfill. Its other primary roles include providing strategic and policy advice to the Western Australian Government, and implementing policies, plans and programs consistent with the Waste Strategy	Advocacy Alignment Engagement Compliance
Federal Government	The Australian Government is responsible for national legislation, strategies and policy framework for waste, including measures that give effect to obligations under international agreements	Advocacy Alignment Compliance
Department of Water and Environmental Regulation	The key environment regulator in Western Australia	Advocacy Alignment Compliance
Waste industry/market	The associations and enterprises representing the different waste sectors including solid waste, recycling and resource recovery, which also drive the demand for finished products from waste and gives waste an inherent value. The waste industry is relied upon to make informed infrastructure and technology decisions that meet waste market needs and will help move WA towards becoming a circular economy	Advocacy Service Provision
Local community/customers	The City delivers waste services to the community and the community pays for these services through the annual rubbish charge. Ensuring the community is satisfied with the waste services delivered and is engaged in any changes to waste services is of critical importance to the City	Engagement Service Provision
Rivers Regional Council (RRC)	The RRC is a statutory local government authority established in the south eastern part of Perth and Peel region. The RRC operates no waste facilities.	Collaboration Contractual
RRC Member Council's and other local governments	The RRC Member Council's include: <ul style="list-style-type: none"> • City of Armadale • City of South Perth • City of Gosnells • Shire of Murray • Shire of Serpentine-Jarrahdale 	Advocacy Contractual

External Stakeholder	Description	Relationship
Western Australian Local Government Association (WALGA) and Municipal Waste Advisory Council (MWAC)	<p>WALGA aims to facilitate, encourage and promote economically sound, environmentally safe and efficient waste management practices for Western Australia, endorsed and supported by local government.</p> <p>MWAC is a standing committee of WALGA, with delegated authority to represent WALGA in all matters relating to solid waste management.</p>	<p>Advocacy</p> <p>Engagement</p>
Cleanaway Pty Ltd	<p>Cleanaway is the City's Waste Alliance partner and it provides the following services under the contract:</p> <ul style="list-style-type: none"> • Weekly rubbish collections • Fortnightly recycling collections • Public bin collections • Hard waste verge collection • Green waste verge collections • Operation of Waste Management Centre • Operation of Tims Thicket Waste Facility • Collection of illegally dumped waste • Collection of dead animals • Bins at City and community events • Customer Service Centre 	<p>Contractual</p> <p>Collaboration</p>
Cleanaway Solid Waste Ltd Avertas Energy	<p>The City currently delivers all of its waste to the Cleanaway Banksia Road landfill in Dardanup.</p> <p>Avertas Energy are currently constructing the waste to energy facility in Kwinana. The City has entered a contract with Avertas Energy to deliver its residual waste to the plant.</p>	<p>Contractual</p> <p>Contractual</p>

5. LEGISLATIVE FRAMEWORK

5.1 Federal Framework and Regulatory Context

5.1.1 Product Stewardship Act

The *Product Stewardship Act 2011* provides the framework for managing the environment, health and safety impacts of products, considering a lifecycle perspective. The Act places a shared responsibility on all those involved in the lifespan of products, from the manufacturer to the end user. The framework includes voluntary, co-regulatory and mandatory product stewardship schemes. This approach is outlined below:

- **Voluntary accreditation of schemes** encourages product stewardship without the need for regulation and provides the community with certainty that voluntary accredited schemes are meeting specific requirements that ensure they carry out their activities in a transparent and accountable manner. This includes arrangements such as Mobile Muster and FluroCycle.
- **Co-regulatory product stewardship schemes** are delivered by industry and regulated by the Australian Government. For example, where there is a requirement to meet a certain recycling target, details of the activities to be carried out by a scheme operator will be detailed separately in regulations for each scheme. Examples of these schemes include the National Television and Computer Recycling Scheme and Product Stewardship for Waste Oil.
- **Mandatory product stewardship schemes** would place a legal obligation on parties to take certain actions in relation to a product. Requirements that can be placed on parties using the legislation include the labelling of products, making arrangements for recycling products at end of life, or requiring a deposit and refund to be applied to a product. There are currently no entirely mandatory stewardship schemes in place under the Act.

5.1.2 National Waste Policy

The National Waste Policy provides a national framework for waste and resource recovery in Australia. It outlines roles and responsibilities for collective action by businesses, governments, communities and individuals until 2030. The first National Waste Policy was published in 2009 and an updated Policy was again published in 2018.

The updated 2018 policy identifies five (5) overarching principles underpinning waste management in a circular economy. These include:

- Avoid waste
- Improve resource recovery
- Increase use of recycled material and build demand and markets for recycled products
- Better manage materials flows to benefit human health, the environment and the economy
- Improve information to support innovation, guide investment and enable informed consumer decisions.

The 2018 National Waste Policy will guide continuing collaboration between all Australian governments, business and industry. It does not remove the need for governments, businesses and industry to implement tailored solutions in response to local and regional circumstances.

The National Waste Policy is supported by a National Action Plan, which includes targets and actions to implement the Policy. These targets and actions will guide investment and national efforts to 2030 and beyond, and include:

- ban the export of waste, plastic, paper, glass and tyres, commencing in the second half of 2020
- reduce total waste generated in Australia by 10% per person by 2030
- 80% average recovery rate from all waste streams by 2030
- significantly increase the use of recycled content by governments and industry
- phase out problematic and unnecessary plastics by 2025
- halve the amount of organic waste sent to landfill by 2030
- make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

5.2 State Framework and Regulatory Context

The City's approach to waste management is bound by a strict regulatory framework, including a number of Acts and Regulations, Local Laws, Policies and Guidelines that regulate and control the management of waste. These documents include:

- Waste Strategy 2030
- Waste Avoidance and Resource Recovery Act 2007
- Waste Avoidance and Resource Recovery Regulations 2008
- Local Government Act 1995
- Litter Act 1979
- Environmental Protection Act 1986
- Environmental Protection Regulations 1987
- Public Health Act 2016
- City of Mandurah Waste Local Laws 2010
- City of Mandurah Waste Guidelines for New Developments.

There is an increased focus on the environment, and as such legislation continues to reflect the evolutionary change from waste management designed primarily to protect public health to a system of resource management where waste is considered a resource, and is valued for recovery and reuse.

5.2.1 Waste Strategy 2030

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

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

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

Table 2 – Waste Strategy 2030 Objectives

AVOID Western Australians generate less waste	<ul style="list-style-type: none">• 2025 – 10% reduction in waste generation per capita• 2030 – 20% reduction in waste generation per capita
--	---

RECOVER

Western Australians recover more value and resources from waste

- 2025 – increase material recovery to 70%
- 2030 – increase material recovery to 75%
- Recover energy only from residual waste

PROTECT

Western Australians protect the environment by managing waste responsibly

- 2030 – No more than 15% of waste generated in Perth and Peel region in landfilled
- 2030 – All waste is managed and/or disposed to better practice facilities

5.2.2 Waste Avoidance and Resource Recovery Act 2007

The *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) came into force in July 2008 and is the primary legislation for managing waste in Western Australia (WA). Some of the key requirements of the Act include:

- The establishment of the Waste Authority
- Development of the State Waste Strategy
- Levies on waste
- The complementary Waste Avoidance and Resource Recovery Levy Act (WARR Levy Act)
- Legislative framework for waste avoidance and resource recovery systems
- Provision of municipal solid waste (MSW) services by LGAs
- Requirement for LGAs to develop a waste plan as part of their future planning.

The primary objective of the Act is to contribute to sustainability, and the protection of human health and the environment in Western Australia, and the move towards a waste free society by:

- Promoting the most efficient use of resources, including resource recovery and waste avoidance
- Reducing environmental harm, including pollution through waste
- The consideration of resource management options against the following hierarchy:
 - Avoidance of unnecessary waste creation and resource consumption
 - Resource recovery (including reuse, reprocessing, recycling and energy recovery)
 - Disposal.

5.2.3 Waste Avoidance and Resource Recovery Levy Act 2007

The *Waste Avoidance and Resource Recovery Levy Act 2007* requires the payment of a levy per tonne of waste disposed of at landfills. The levy currently applies only to waste received at metropolitan landfills, or non-metropolitan landfills which receive waste from the metropolitan area.

The levy is designed to act as an economic instrument to reduce waste to landfill by increasing the price of landfill disposal and generates funds for a range of waste and environmental purposes. In accordance with the *WARR Act*, the Minister for Environment must allocate not less than 25% of the forecast waste levy amount to the WARR Account.

Funds in the WARR Account are applied to programs for the management, reduction, reuse, recycling, monitoring or measurement of waste and to support the Waste Strategy.

The current landfill levy is \$70 per tonne for municipal solid waste and \$105 per m³ for C&D waste. There has not been an increase in the levy since July 2019.

The State Government is currently reviewing the scope and application of the waste levy and the outcomes of the review are expected in late 2021/early 2022. It is expected that the levy will increase, be expanded beyond the Perth metropolitan area and apply to waste industries other than landfill.

5.2.4 Local Government Act 1995

The *Local Government Act 1995* provides a framework for the administration of local government in Western Australia, including setting out the functions of local government. The Act does not outline any specific requirements regarding waste management.

5.2.5 Environmental Protection Act 1986

The *Environmental Protection Act 1986* (EP Act) is the principle piece of environmental legislation in Western Australia for the prevention, control and abatement of pollution and environmental harm. The relevant waste sections in the Act were repealed once the WARR Act was gazetted. However, the EP Act is applicable as the overarching environmental protection legislation in Western Australia.

5.2.6 City of Mandurah Waste Local Laws 2010

The City's Waste Local Laws regulate the storage, collection and disposal of waste and recycling from residential and commercial premises and waste facilities within the City. These local laws were gazetted in 2010 and require review to ensure their relevance and adequacy.

5.2.7 Waste Guidelines for New Developments

These guidelines are based on the Western Australian Local Government Association (WALGA) template and provide guidance to applicants on how to incorporate best practice principles into different aspects of the waste management planning process.

WALGA has also drafted a Model Local Planning Policy – Waste Avoidance & Resource Recovery – Development Applications. The model policy has been developed to assist local governments by formalising a link between the Development Approval planning process and better waste management outcomes.

The model policy can be modified to meet the specific needs of the local government community and its internal planning processes.

It is proposed that Council consider adopting the draft WALGA Policy to ensure that waste management requirements are adequately addressed through the development process.

6. STRATEGIC ALIGNMENT

6.1 City of Mandurah Strategic Community Plan

The City's current *Strategic Community Plan 2020 – 2040* contains the following vision for Mandurah:

“Woven by waterways, a city with a village heart.

We are built in nature – a meeting place surrounded by unique waterways, where the well-being of our people are nurtured; where business in the community can thrive and entrepreneurship is celebrated.

We will be the place where a thriving regional city and the heart of a village meet.

This is our Mandjoogoordap.”

The Community Plan articulates an overarching vision for where the City wishes to be by 2040. It has five (5) Focus Areas, each with their own specific community objectives – Economic; Social; Health; Environment and Organisational Excellence.

The Community Plan includes the following waste-related priorities:

Environment

4.4 *Educate our community on global environmental sustainability issues and demonstrate leadership in the field*

4.5 *Partner and engage with our community to deliver environmental sustainability outcomes*

Organisational Excellence

5.4 *Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.*

The Community Plan is current until 2040, however, during this period of currency, the plan will be reviewed to confirm its future relevance. This provides an opportunity to include in the Community Plan direct links to the City's Strategic Waste Plan (this Plan).

6.2 Corporate Business Plan

The City's *Corporate Business Plan 2020 – 2024* outlines the City's key priorities, projects, services and actions over the next 4 years. It provides an indication of detail for the implementation of the first four years of the Strategic Community Plan 2020 - 2040 and outlines the key service delivery required by the City. The Business Plan includes the following waste management priorities and actions:

- *Develop, implement and review the City's Waste Management Plan (this Plan)*
- *Manage household and community waste collection services, including weekly waste collections, fortnightly recycling collections, public bin collections, illegal dumping and dead animal collections*
- *Operate the City's Waste Management Centre and Tims Thicket Waste facility*

The City is a member of the Rivers Regional Council, who have developed their own Strategic Waste Management Plan to guide waste management for its local government members. This Plan seeks to:

- Increase community awareness of waste generation and management
- Increase awareness of sustainable waste management practices
- Involve the community in taking action towards a Zero Waste future
- Target specific community groups to boost awareness and involvement

The City's Waste Management Plan will supersede the RRC Strategic Waste Management Plan as it transitions into a Regional Subsidiary, which is expected to occur in 2021 (subject to Ministerial approval).

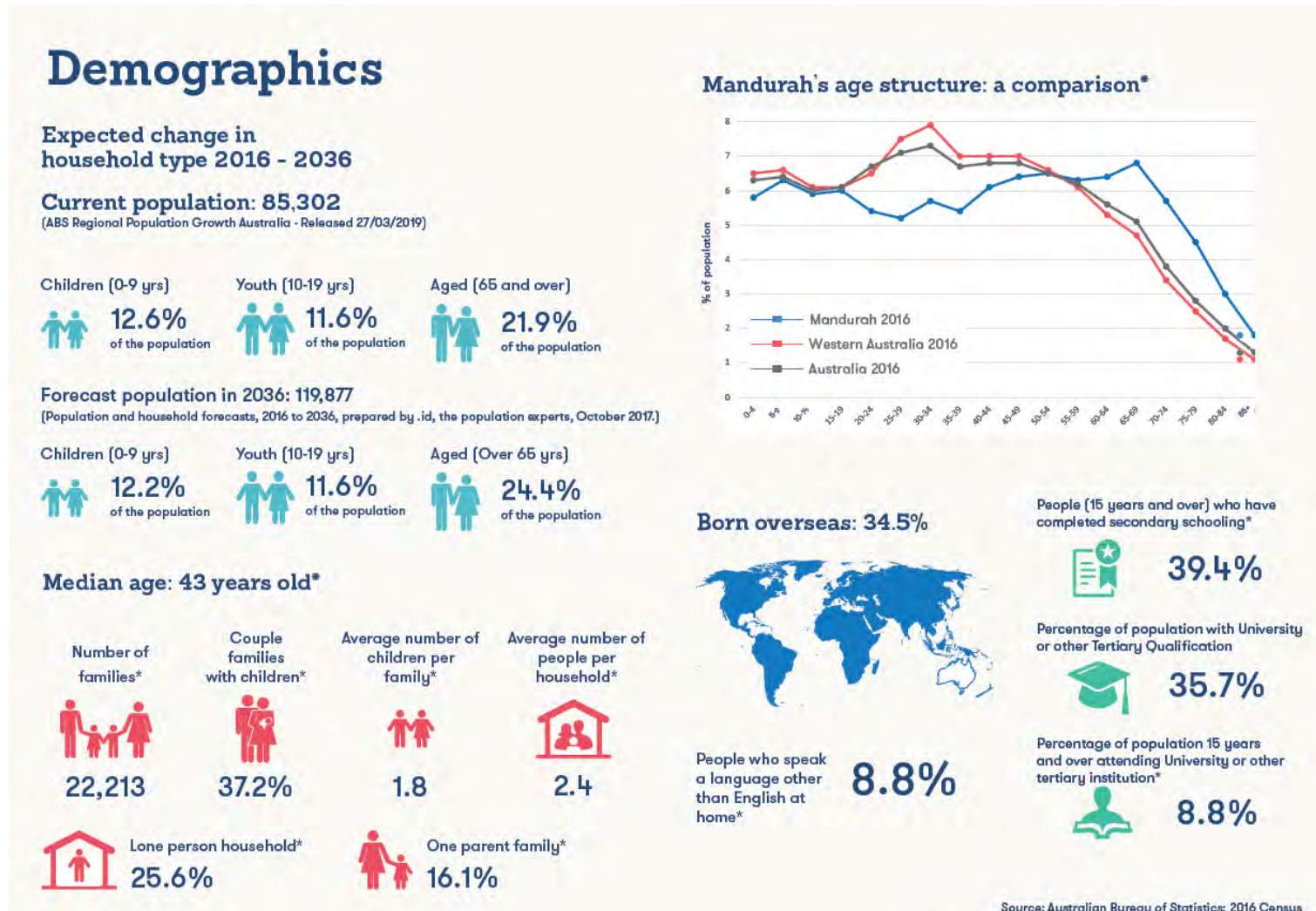
6.3 Regional Status

The City is a member of the Rivers Regional Council (RRC), which involves the following member Councils:

- City of Armadale
- City of Gosnells
- City of South Perth
- City of Mandurah
- Shire of Murray
- Shire of Serpentine-Jarrahdale

As part of its involvement in the Kwinana WtE facility, the RRC and its member Councils have signed a long-term agreement with Avertas Energy to provide an agreed quantity of waste to the WtE facility. The agreed quantity was based on historical waste generation and population growth within each Council.

7. CITY SNAPSHOT





Median weekly rent

\$320

Median monthly mortgage repayments

\$1,820



Number of private dwellings (ID Forecast)

2016: **41,252** 2036: **58,443**

Median weekly household income

\$1,162

Dwellings with 4 or more bedrooms
(average 3.3 bedrooms per dwelling)

49%

Existing dwellings which are separate houses in Mandurah

81.6%

Source: Australian Bureau of Statistics; 2016 Census

Business



Number of local businesses*

4,581

Largest industry sector by number of employees



Largest industry sector by business counts

Construction

Retail Trade

Gross Regional Product

\$3.33 billion (JUNE 2018)

Environment



Waste diversion from landfill

24%



% of clean energy used by the City of Mandurah

19%



City's carbon foot print

14,318 tonnes CO²e- per year

Sports and Recreation



Hectares of public open space

2,181



Hectares of public open space per 1000 people

25.5

8. WASTE GENERATION AND DIVERSION

Waste management is a core responsibility for the City and comprises a large component of its annual budget. In 2018/19, the City received a total of 69,616 tonnes of waste at the Waste Management Centre comprising:

- 35,300 tonnes of municipal solid waste
- 8,763 tonnes of commercial general waste
- 1,460 tonnes of hard waste (verge collection)
- 6,669 tonnes of green waste (includes verge collection)
- 8,559 tonnes of kerbside recyclables
- 2,314 tonnes of recyclable materials
- 2,363 tonnes of street sweepings
- 4,188 tonnes of C&D waste

The City recovered 17,542 tonnes of recyclable materials, achieving a recovery rate (landfill diversion rate) of around 25.2%. The City obtains its waste data from a range of sources, primarily from the weighbridge software at the WMC and TTIL, its waste contractor, Cleanaway, and Council IT systems. This data is accumulated and is provided to DWER as part of the annual Local Government Waste Census.

Table 3 below details waste and recovery statistics for the City from 2016/17 to 2018/19:

Table 3 – Waste and Recovery Statistics 2016 - 2019

Description	2016/17	2017/18	2018/19
No of Households ¹	34,991	35,893	36,851
Waste per person (kg/week)	11	10	11
Waste per household (kg/week)	24	23	25
Total waste collected (t) ²	58,012	57,680	57,810
Total waste recovered (t)	17,075	15,577	16,002
Recovery rate (%)	29%	27%	28%
Kerbside Waste Collection			
Kerbside waste collection (t)	29,380	29,022	28,832
Kerbside waste collection to landfill (t)	29,380	29,022	28,832

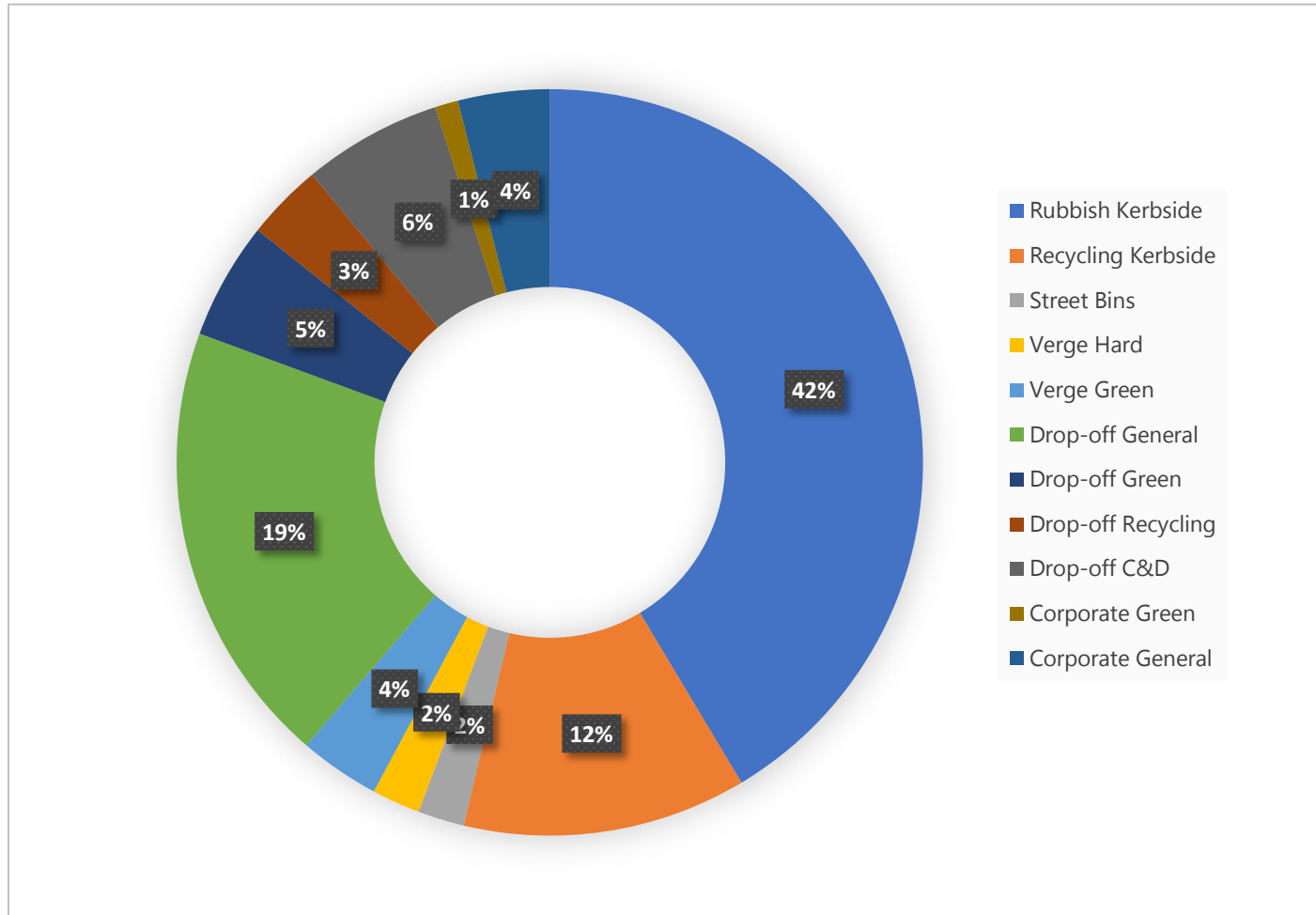
¹ Source - household data from .id, the population experts

² Local Government Census data

Kerbside Recycling Collection			
Kerbside recycling collection (t)	8,027	8,177	8,092
Kerbside recycling collection to landfill (t)	833	1,173	1,180
Kerbside recycling collection recycled (t)	7,194	7,004	6,912
Verge Collection			
Verge green waste collection (t)	2,457	2,382	2,431
Verge green waste recycled (t)	2,457	2,382	2,431
Verge side hard waste collection (t)	1,970	1,911	1,890
Verge side hard waste collection to landfill (t)	1,470	1,495	1,459
Verge side hard waste collection recycled (t)	500	416	431
Drop-Off (WMC)			
Drop-off general waste received (t) (domestic source)	5,598	6,009	4,699
Drop-off general waste to landfill (t)	5,598	6,009	4,699
Drop-off waste recycled (t) * includes verge side	2,161	2,144	2,300
Drop-off green waste received (t)	6,458	5,160	5,620
Drop-off green waste recycled (t) *includes verge side	6,458	5,160	5,620

The City's Municipal Waste Profile for 2018/19 is detailed in Figure 3 below:

Figure 3 – City Municipal Waste Profile (excludes commercial waste)



9. WASTE CHARACTERISTICS

The City in conjunction with Cleanaway (Waste Alliance contractor) conducted an audit of both rubbish and recycling bins in the City in 2018 and 2019.

The audit included the analysis of both recycling bins from 500 households over a 5-day period (100 bins per day).

The results of the 2019 audit revealed the following results:

Table 4 – 2019 Bin Audit Summary

Indicator	Service	
	General	Recycling
Generation Weight (kg/household/collection)	14.05	10.46
Contamination Rate	kg/household/week	0.80
	% by Weight	7.63

The breakdown of material in the general bin and recycling bin from the 2019 bin audit is summarised in Table 5 below:

Table 5 – 2019 Bin Audit Breakdown Summary

2019 Audit Summary				
	General Waste Audit		Recycling Audit	
	Weight (Kg)	% of Weight	Weight (Kg)	% of Weight
Recyclable	1,164.1	16.48	4,791.39	91.48
FOGO	4,152.5	59.16	46.0	0.9
General	1,708.6	24.36	394.01	7.63
Total	7025.2	100	5231.4	100

The composition of the general waste bin and recycling bins are detailed in Figure 4 and 5 below:

Figure 4 – Contents of General Waste Bin

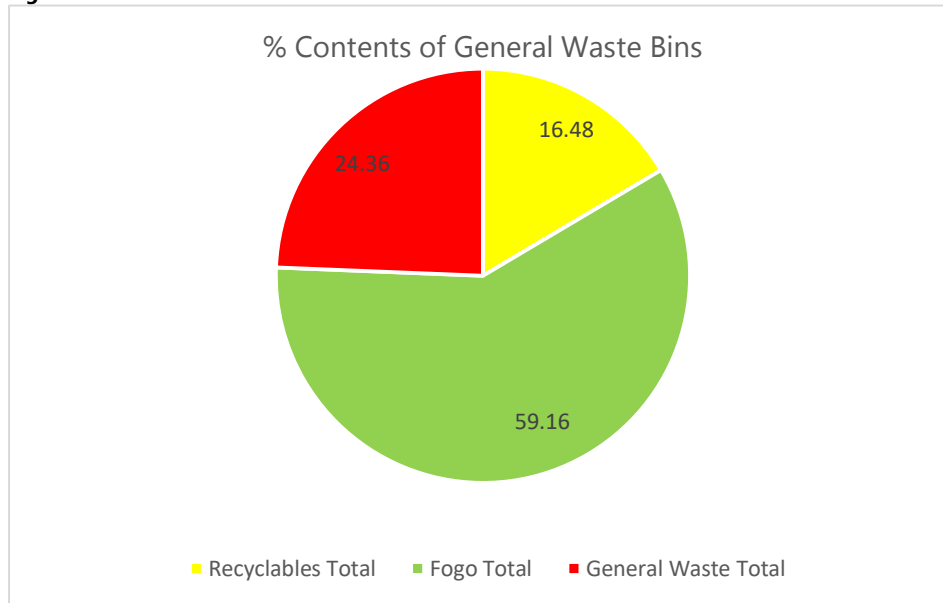
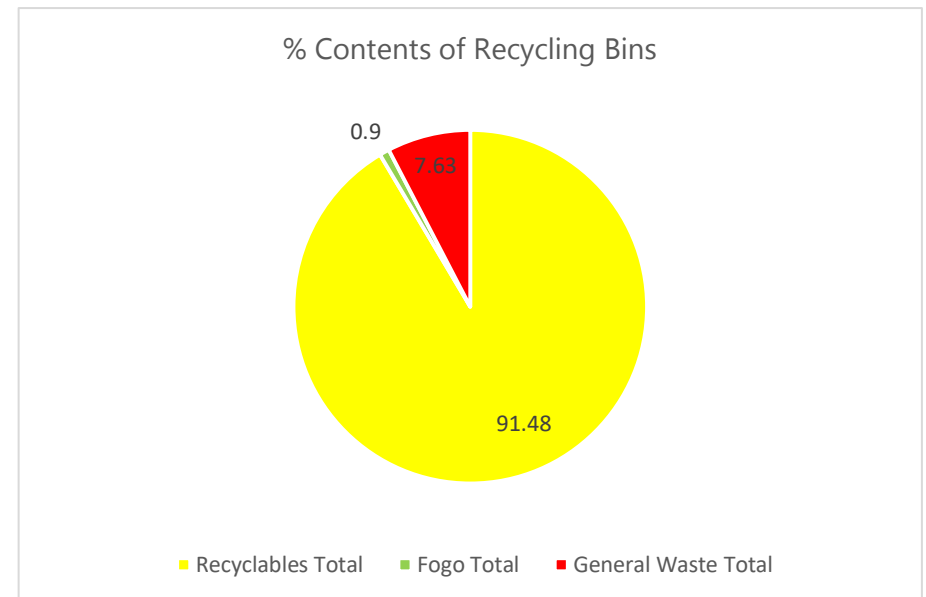


Figure 5 – Contents of Recycling Bin



Results from the 2019 bin audit revealed the following key findings:

- 14.05 kg/week in the general waste bin
- 10.46 kg/fortnight in the recycling bin
- 59.16% of the general waste bin was made up of organic material, compared to 60.27% in 2018
- The contamination in the recycling bin was 8.53%, compared to 7.58% in 2018
- Recyclable material in the general waste bin was 24.36%, which equates to 3.42 kg per bin service

10. EXISTING WASTE SERVICES

The City provides the following range of waste service to its residential and commercial community:

Table 6 – Existing Waste Services

SERVICES	DETAILS
Dark green top 240 L general waste Bin	<p>Weekly collection Waste is currently sent to landfill. In late 2022, waste will be sent to Waste to Energy facility where it will be converted to energy</p>
Yellow top 240 L recycling bin	<p>Fortnightly collection Recyclables currently processed at the Southern Metropolitan Regional Council (SMRC) Materials Recovery Facility (MRF) in Canning Vale. From May 2021, the recyclables will be processed at the newly built Cleanaway MRF in South Guildford</p>
Hard waste verge collection (Residential premises only)	<p>One collection per year (February – May) General waste/junk sent to landfill Scrap metal recovered and recycled at Sims Metals in Spearwood</p>
Green waste verge collections (Residential premises only)	<p>Two collections per year Green waste transported to Waste Management Centre where it is processed into mulch. Mulch is sent off site for further processing</p>
Public Bins in streets, parks and foreshores (includes provision of dog waste bags)	<p>Collections range from daily to weekly. Dog waste bags are generally replenished on a weekly basis</p>
Waste Management Centre	<p>The facility is open 363 days per annum and can receive a range of general waste and recyclable materials</p>
Drop off general waste	
Drop off recyclables	
Drop of green waste	
Drop of C&D waste	
Litter collection and illegal dumping	<p>City responds to these requests from the community</p>
Tims Thicket Inert Landfill	<p>The facility is only open to contractors</p>

These services are considered front end services and interface directly with the local community.

11. WASTE MANAGEMENT – CURRENT LEVEL OF SERVICE

11.1 Kerbside Collections for Domestic Rubbish – 240 L MGB

The City provides a weekly kerbside rubbish collection service to approximately 41,000 households and it is the most frequent and visible interface that many ratepayers have with City services. This service is provided by Cleanaway Pty Ltd through the City's Waste Alliance contract.

Currently the waste from this collection is transported to the City's Waste Management Centre in Parklands, where it is consolidated into large compaction trailers and transported to the Cleanaway Banksia Road Landfill in Dardanup.

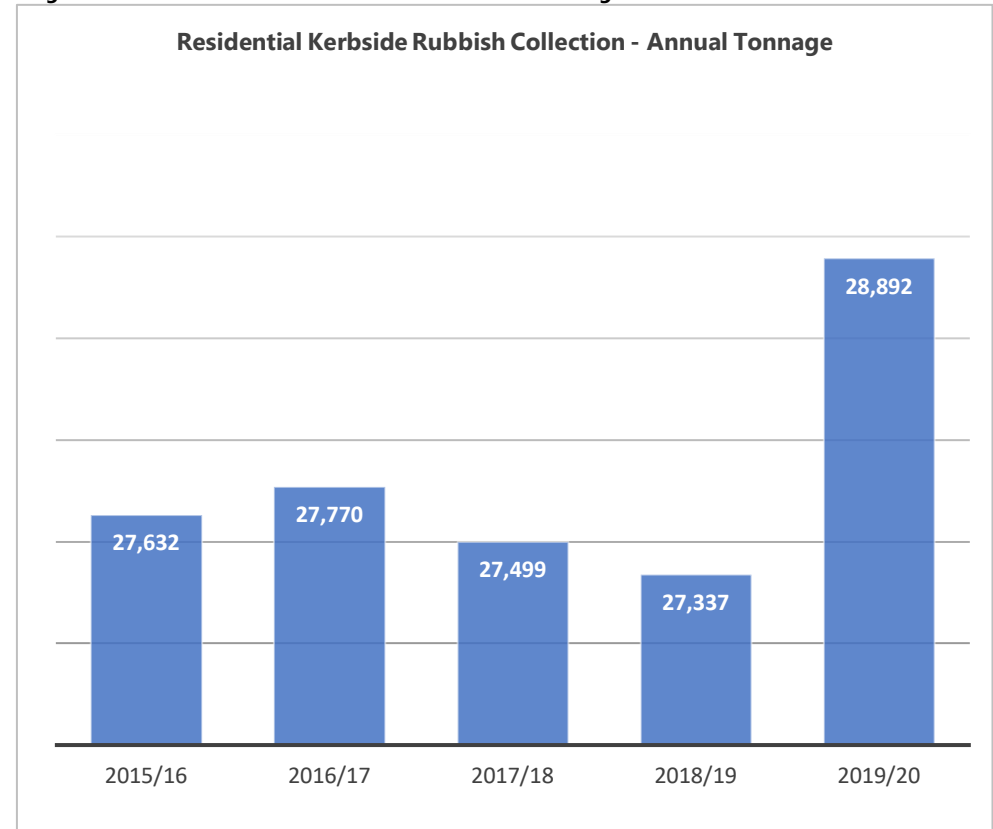
When the Avertas Waste to Energy plant becomes operational in late 2022, the majority of this waste will be transported to the plant in Kwinana.

In 2019/20, the City's contractor Cleanaway collected 30,415 tonnes of rubbish through the kerbside service and emptied over 1,900,000 bins.

The tonnes of household waste collected over the last 5 years have remained relatively static with the exception of 2019/20, which can be attributed to the COVID-19 pandemic, and is illustrated in Figure 6.

The weekly household bin collection service is one of the highest scoring elements of all the City's services in the recent Catalyse Community Scorecard with a performance index score of 78%. Industry high score is 86%, with the industry average score being 73%.

Figure 6 – Residential Kerbside Rubbish Collection Tonnages



11.2 Kerbside Collections for Domestic Co-mingled Recycling – 240 L MGB

The City provides a fortnightly co-mingled kerbside recycling service for dry recyclables to approximately 41,000 households. This service is provided by Cleanaway Pty Ltd through the City's Waste Alliance contract.

The fortnightly recycling collection service was also one of the highest scoring of all the City's services in the recent Catalyse Community Scorecard with a performance index score of 75%. Industry high score was 84% with the industry average score being 70%.

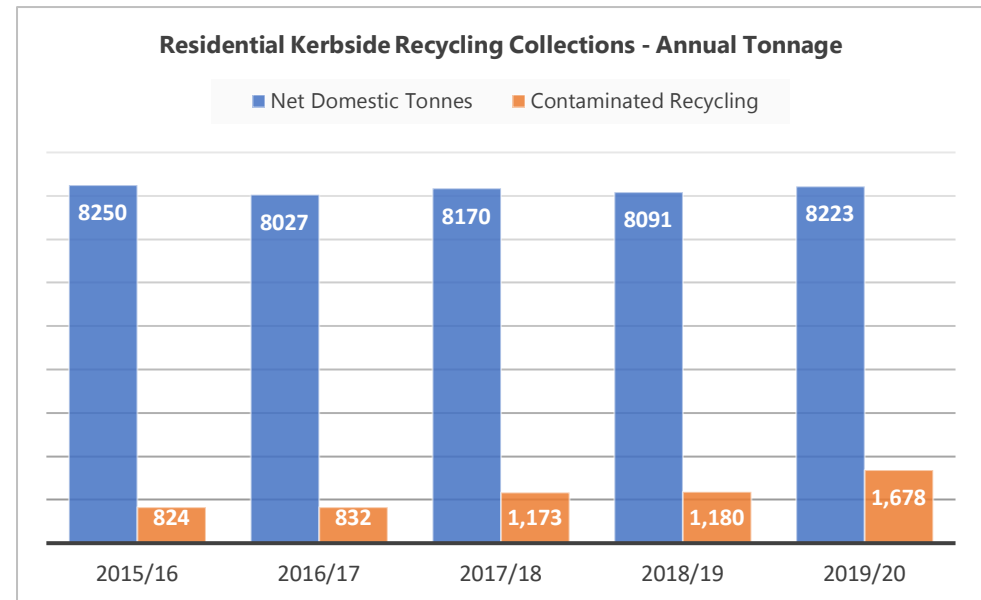
All recyclable waste collected through this service is transported to the City's Waste Management Centre in Parklands, where it is consolidated into large compaction trailers and transported to the Material Recovery Facility (MRF) owned by the Southern Metropolitan Regional Council in Canning Vale for sorting and baling. The recyclable materials are separated into their different waste streams through the sorting process, and the sorted material are then transported to manufacturers located both in Australian and overseas for further processing.

In November 2019, the Cleanaway MRF in South Guildford burnt down and the Canning Vale plant has been used as a temporary measure while this facility is rebuilt. The rebuild of this plant is well advanced and it is expected that the Cleanaway MRF will become operational in April 2021. At that time the City's recyclable waste will be diverted to the South Guildford plant for sorting and baling.

In 2019/20, the City's contractor, Cleanaway collected a total of 8,681 tonnes of recyclable material through the kerbside service and emptied over 850,000 recycling bins during this period. A total of 1,771 tonnes of contaminated recycling material was sent to landfill.

The tonnes of recyclable waste collected over the last 5 years has again remained reasonably static and can be illustrated above in Figure 7.

Figure 7 – Residential Kerbside Recycling Collection Tonnes



11.3 Residential Hard Waste Verge Collection

Since 2001, the City has provided an annual hard waste verge collection to the Mandurah community. The service has traditionally been conducted over a 13-week period between the months of February and May.

The City imposes restrictions on the type of items that can be collected through the verge collection service, including a 3 m³ volume restriction for hard waste. Residents are also asked to separate their waste into two separate piles – one for general hard waste and the other scrap metal/whitegoods. Scrap metal is collected in a separate truck and transported back to the City's WMC, where it is stockpiled and transported to Sims Metals in Spearwood for processing. Whitegoods are serviced by a local contractor on the kerbside where they are degassed prior to transport to the WMC.

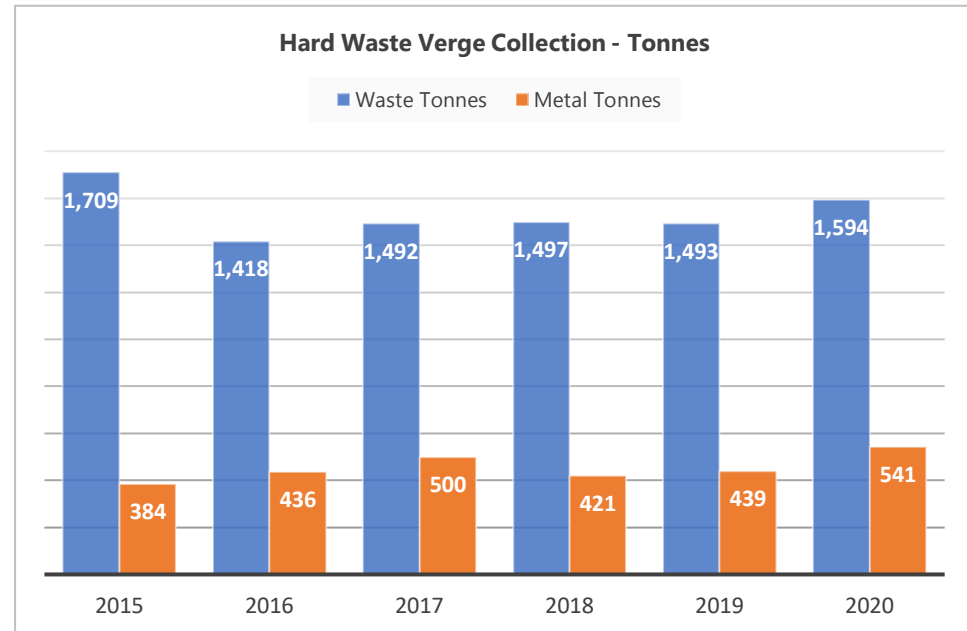
The general hard waste is also transported back to the Waste Management Centre where it is consolidated with other general waste and transported in large compaction trailers to landfill.

Many local governments in Perth also ask their residents to place mattresses, e-waste on the verge where these are also collected in separate trucks and recycled. There is the potential for the City to explore these additional recycling opportunities. There is also a general move within the industry to move towards an on-demand service, rather than a scheduled service that has operated in the City since 2001. This provides an improved customer service experience to the resident and will enable for improved recovery of recyclable items. However, the service is generally considered more expensive than the current delivery of service, although an action is identified within the City's WMP to investigate and explore these alternative options and report the outcomes to Council.

In 2020, the City's waste contractor Cleanaway collected 1,594 tonnes of general waste and 541 tonnes of scrap metal/whitegoods. This equates to a 25% recovery rate from landfill for this collection. The average recovery rate over the last 5 years is 23%. The tonnes of waste collected through this service has again remained relatively static over the last 5 years and this can be illustrated above in Figure 8.

The verge-side bulk collections achieved a performance index score of 73% in the recent Catalyse Community Scorecard. Industry high score was 86% with the industry average score being 70%.

Figure 8 Residential hard waste verge collection tonnages



11.4 Residential Green Waste Verge Collection

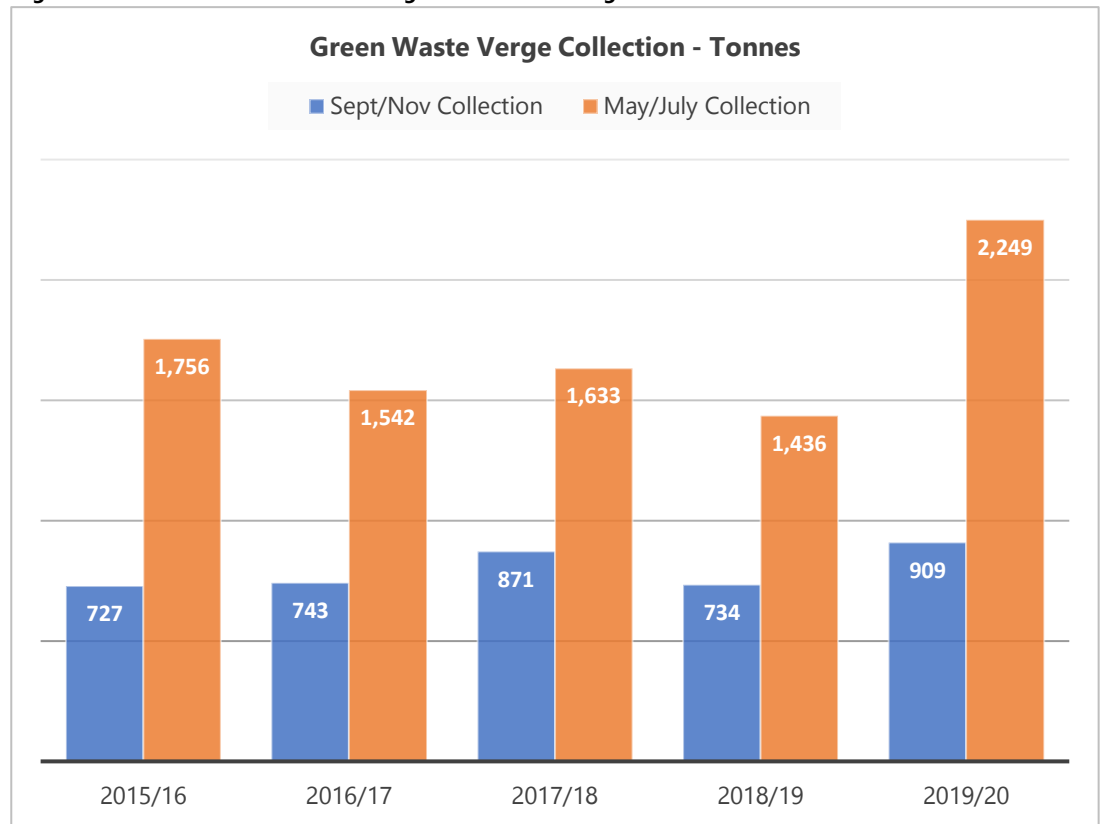
Since 2000, the City has provided a bi-annual green waste verge collection to residents each financial year to recover the bulky green waste that cannot be placed into the 240 L MGB as part of the weekly kerbside collection. The collections have traditionally been held between May to July and September to December each year. The collection in Autumn is generally the busier of the two (2) collections.

The City imposes green waste verge collection guidelines that are communicated to residents each year and include a 2m³ volume restriction per household. Green waste is collected in rear loading collection vehicles using a small articulated bobcat and is transported back to the WMC where it is stockpiled with other green waste and mulched using a sub-contractors large grinding machine.

The mulched green waste is transported off site for further processing. The mulched green waste is not made available to residents as it is untreated and may contain weed seeds and plant pathogens.

During 2019/20, the City's waste contractor Cleanaway collected 3,159 tonnes of green waste through the bi-annual verge collection service. There is currently a 100% recycling recovery rate through this service with zero waste ending up in landfill. The average green waste tonnage collected over the last 5 years is 2,521. The trend in this system can be illustrated in Figure 9.

Figure 9 – Residential Green Waste Verge Collection Tonnages



11.5 Littering/Illegally Dumped Waste

The collection and disposal of litter and illegal dumping within the City is an expensive activity. There are substantial bush areas within the City boundaries so there is ample opportunity for unscrupulous members of the public to illegally dump waste material within the City. As waste disposal costs increase to the community, there may be a bigger incentive to illegally dispose of waste. This situation will only increase as the WtE plant comes on line and the potential expansion of the waste levy into the Peel region.

The incidence of illegal dumping waste within the City is regrettably on the increase, even though the City does provide its residents with ample opportunity to dispose of their waste through its bin collection system, verge collections and waste vouchers.

The improved management of litter and illegal dumping within the community will require a combination of community education and involvement as well as active enforcement. It is common knowledge within the community that the dumping of waste in public areas is illegal, so there is limited benefit in expending resources on confirming this message. The preference is to inform the community of the impacts of illegal dumping and to encourage the community to actively look out for and report any littering, suspicious behaviour or illegal dumping.

At present, the City's main objective is to remove illegal dumping from public areas as quickly as possible so as to prevent recurring acts of dumping. Dumped rubbish generally attracts more dumped rubbish. However, the City needs to improve the capture of data regarding incidents of illegally dumped waste so it can improve its education and enforcement activities. In addition, cameras surveillance of common hot spots for illegal dumping has proven to be successful in other local government areas where it has assisted enforcement activities.

In the event that people are caught illegal dumping, there should be firm consequences for their actions and the relevant facts on the incident should be published in both local print and social media platforms. Significant awareness of the problem is achieved if the community sees that offenders have been caught and punished accordingly.

Littering and illegal dumping requests over the last 3 years are detailed in Table 7 below:

Table 7 – Littering and Illegal Dumping Statistics

Year	No of Requests	Estimated Clean Up Costs	Infringements Issued
2016/17	586	\$150,000	11
2017/18	463	\$130,000	2
2018/19	638	\$150,000	5

Some of the littering initiatives implemented by the City to contribute towards a zero littering target are as follows:

- 800 public bins located throughout the City
- 200 dog bag waste dispensers (compostable bags) throughout the City
- KABC Adopt a Spot and Clean-up programs
- Annual Clean Up Australia events
- Partnership with local community groups for clean-up events
- City Parks crews collect litter in parks before carrying out mowing activities and maintenance
- Sea bin trial – Mandurah Ocean Marina
- Establishment of Single Use Plastics Working Group
- Engagement of local contractors for litter clean ups in public places throughout City
- Street sweeping activities through CBD and local streets
- Ranger enforcement activities
- Compliance officer's enforcement activities.

11.6 Public Bins (Streets, Foreshores and Reserves)

The City has installed bins in public areas (parks, reserves, foreshores, street verges, etc) throughout the City for the disposal of general rubbish. There are currently 850 public bins within the City of Mandurah and these consist of dual and single bin enclosures in large foreshore reserves or single 240 L bins attached to a metal stand. The dual enclosures incorporate both a rubbish and recycling bin to encourage recycling of packaging waste in public areas.

The City has also recently installed 200 new dog waste dispensers throughout the municipality to assist dog owners in the collection of their dog waste. The dispensers contain compostable dog bags, which require UV protection so as to prevent rapid breakdown of the bag. The dog bags are replenished by the City's waste contractor, Cleanaway on a weekly basis when the bins are serviced.

11.7 Waste Management Centre

The City's Waste Management Centre was constructed in 1997 and has operated as a transfer station and recycling centre since its inception. The facility is located in the northern corridor of Mandurah (approximately 5.3 km from our northern boundary) at 80 Corsican Place, Parklands and is operated by Cleanaway Pty Ltd on behalf of the City as part of the Waste Alliance contract.

The facility is licensed by the Department of Water and Environmental Regulation (DWER) L7200/1997/10 as a Solid Waste Depot (Category 62) and has a capacity to handle 60,000 tonnes of general waste.

The facility is licensed to receive the waste types as detailed in table 8 below:

Table 8 – WMC – Acceptable Waste Types

<ul style="list-style-type: none">• General waste• Scrap metal, car parts• White goods• Inert (Construction & Demolition)	<ul style="list-style-type: none">• Waste Oil• Cardboard• Dry Recyclables• Household Hazardous Waste – includes gas bottles and CFLs, fluorescent tubes and household batteries
<ul style="list-style-type: none">• Green waste• Tyres• Asbestos• Mattresses	<ul style="list-style-type: none">• Paint• E-waste• Car batteries

The destination of the different type of waste materials received at the facility is detailed in Table 9 below:

Table 9 – Waste Management Centre – waste destinations

Waste Source	Destination	Waste Hierarchy
MSW (kerbside)	Collected by Cleanaway collection vehicles and transported to the City's WMC where it is consolidated in large compaction vehicles and transported to the Cleanaway landfill in Dardanup	Disposal
Residual waste (post 2022)	Avertas Waste to Energy facility in Kwinana	Energy Recovery
Recycling (kerbside) (current)	Collected by Cleanaway collection vehicles and transported to the City's WMC where it is consolidated in large compaction vehicles and transported to the SMRC Materials Recovery Facility in Canning Vale	Recycling
Recycling (kerbside) (post May 2021)	Collected by Cleanaway collection vehicles and transported to the City's WMC where it is consolidated in large compaction vehicles and transported to the Cleanaway Materials Recovery Facility in Guildford	Recycling
Hard waste (verge side)	Collected by sub-contractors and taken to the City's WMC	Disposal Recycling
Green waste (verge side)	Collected by sub-contractors and taken to the City's WMC for mulching. Mulch transported offsite for further processing	Recycling
Cardboard	Free drop off at WMC and sent for recycling	Recycling
E-waste	Free drop of at WMC and sent for recycling	Recycling
HHW	Free drop off at WMC and sent for recycling/disposal	Recycling Disposal
Mattresses	Drop off at WMC and sent for recycling	Recycling
Tyres	Drop off at WMC and sent for recycling	Recycling
Batteries	Drop off at WMC and sent for recycling	Recycling

The quantity of materials received through the facility over the last 4 years is detailed in Table 10 below:

Table 9 – Waste Management Centre Tonnages

Waste Type	2016/17	2017/18	2018/19	2019/20
General waste	41,514	42,500	51,904	59,751
Municipal	38,433	39,322	36,760	38,776
Commercial	3,081	3,177	15,144	20,975
Green Waste	6,807	6,581	6,669	5,571
Scrap metal	1,775	1,714	1,852	1,887
Inert waste	3,948	2,902	4,189	4,561
Cardboard	166	196	156	155
Waste Oil	49	48	59	55
Mattresses	89	86	88	95
Car batteries	28	37	41	39
E-waste	45	44	49	39
HHW	22	18	15	19
Paint	-	6	36	42

11.8 Waste Vouchers

The City currently issues two green waste and two general waste vouchers to every improved property within Mandurah that pays the annual rubbish charge. The vouchers are attached to the bottom of the annual Rates Notice and are valid for a 12-month period only (1 Sept – 31 Aug).

Each green waste voucher entitles the user to 1m³ (6' x 4' trailer) of uncontaminated green waste from their premises at the City's Waste Management Centre. Vouchers can be used for cars, trailers and utilities.

Each general waste vouchers entitles the user to 1m³ (6' x 4' trailer) of general, inert or green waste from their premises at the City's Waste Management Centre. Vouchers can be used for cars, trailers and utilities.

The voucher barcodes are unique to each voucher and enables the vouchers to be tracked by the City in cases of misuse or abuse.

During 2019/20 a total of 36,112 vouchers were surrendered – which equates to a return rate of approximately 20%. The average return rate over the last 4 years has been 19.6%.

Figure 10 and 11 below detail the variability of voucher usage over the last 3 years:

Figure 10 – Green waste voucher usage

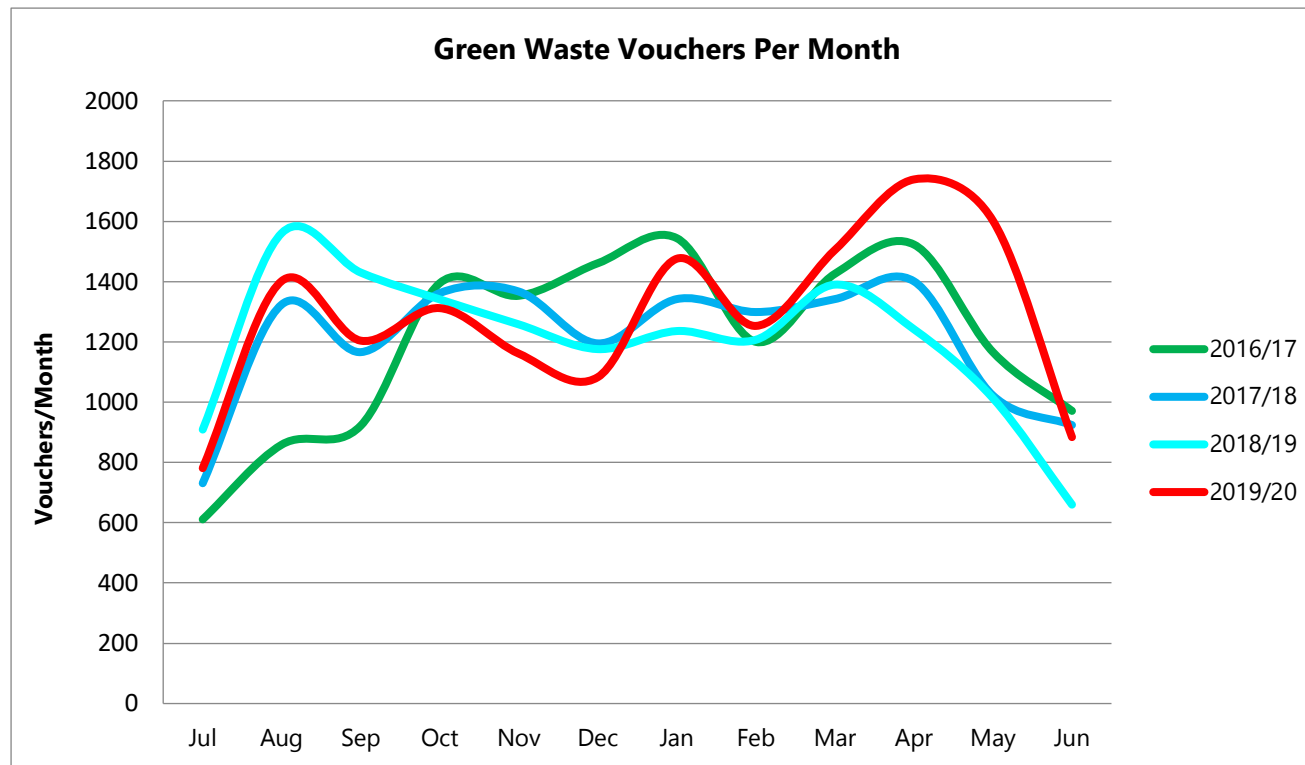
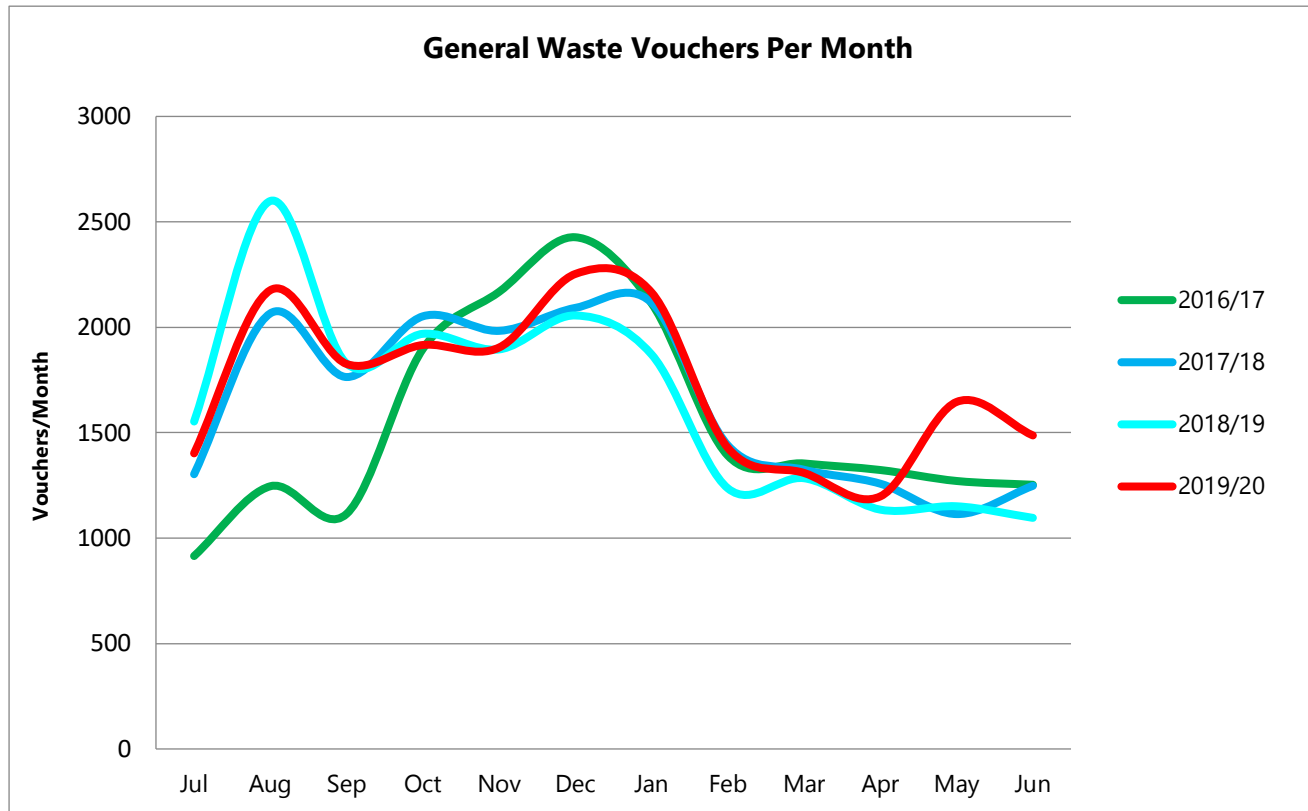


Figure 11 – General waste voucher usage



11.9 Household Hazardous Waste

Household Hazardous Waste (HHW) is a small but problematic component of the overall waste stream. HHW is categorised as household products that contain chemicals or substances that can be harmful to human, pets and/or the environment or that are no longer needed or have reached their end-of-life. HHW includes items such as:

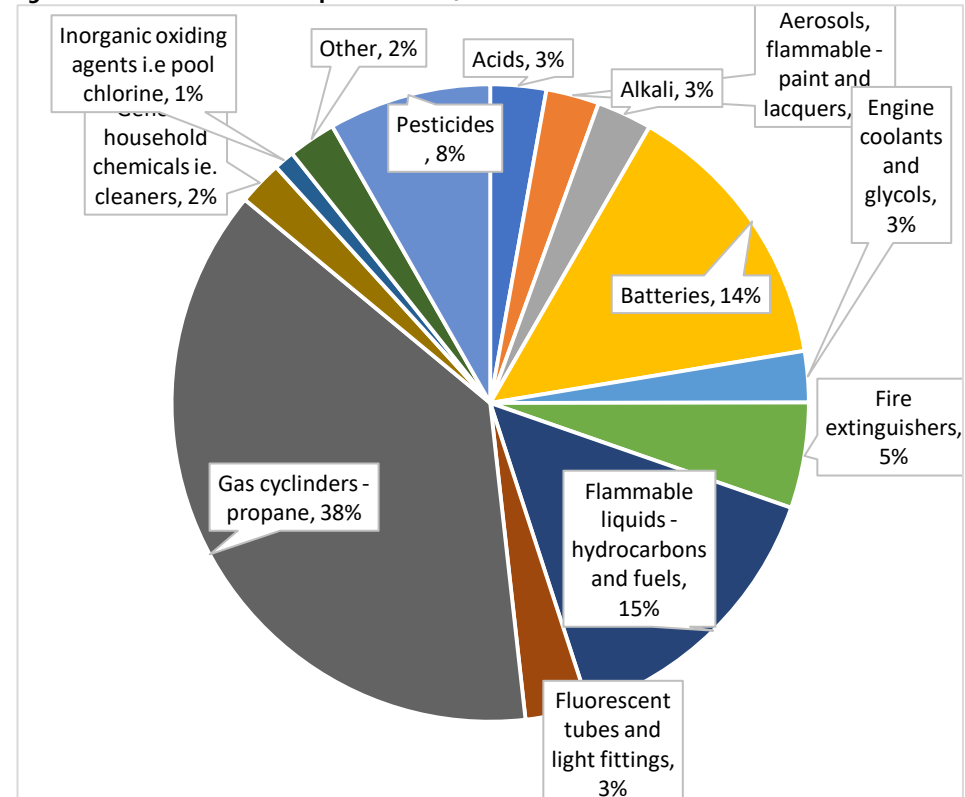
- Household
- Pesticides
- Gas cylinders
- Fire extinguishers
- Oxidising agents
- Acids
- Flammable liquids

The City has a dedicated permanent HHW storage shed (adjacent to the gatehouse) for the storage of HHW waste from the Mandurah community. The City provides free access and drop off for HHW at the Waste Management Centre. All HHW waste placed in this shed is appropriately documented and the disposal of HHW is funded through the State Governments Household Hazardous Program. Approximately 14,835 kg of HHW was collected from the program during 2019/20 at a cost of \$49,030 to the program. The composition of this HHW is illustrated in figure 10.

Cleanaway (Tox Free branch) attend the site on a regular basis to regularly collect HHW collected in the shed as part of the State Government HHW program.

The City is required to complete a survey to WALGA each year to document the approximate cost to Council to run the HHW program using City staff labour and contractors. The estimated cost for 2019/20 was \$38,950.

Figure 10 – HHW material composition 2019/20



11.10 PaintBack

PaintBack was established in 2016 and is an industry led recycling initiative designed to divert unwanted paint and packaging from ending up in landfill and vital waterways. PaintBack is driven by the Australian Paint Industry and the major companies that supply around 90% of the architectural and decorative paint sold in Australia. Paintback is an independent not for profit organisation which is funded through 15 cents (plus GST) per litre levy that is imposed on eligible paint products between a litre and 20 litres inclusive.

The City's WMC is a dedicated Paintback facility for the receipt of paint from both residents and trade painters. The paint is collected and transported to a facility in Perth where the paint is processed. The packaging and waste liquid are separated. The containers are recycled. Waste paint is treated in a number of ways including energy recovery for solvent paints and liquid/solid separation for water-based paints.

In 2019/20, a total of 41.9 tonne of paint was collected under this program.

The Paintback program is relatively new so historical data is not available and paint containers were previously treated as a waste product (once the paint had dried) as part of the HHW program and ended up in landfill.

11.11 Tims Thicket Inert Disposal Site

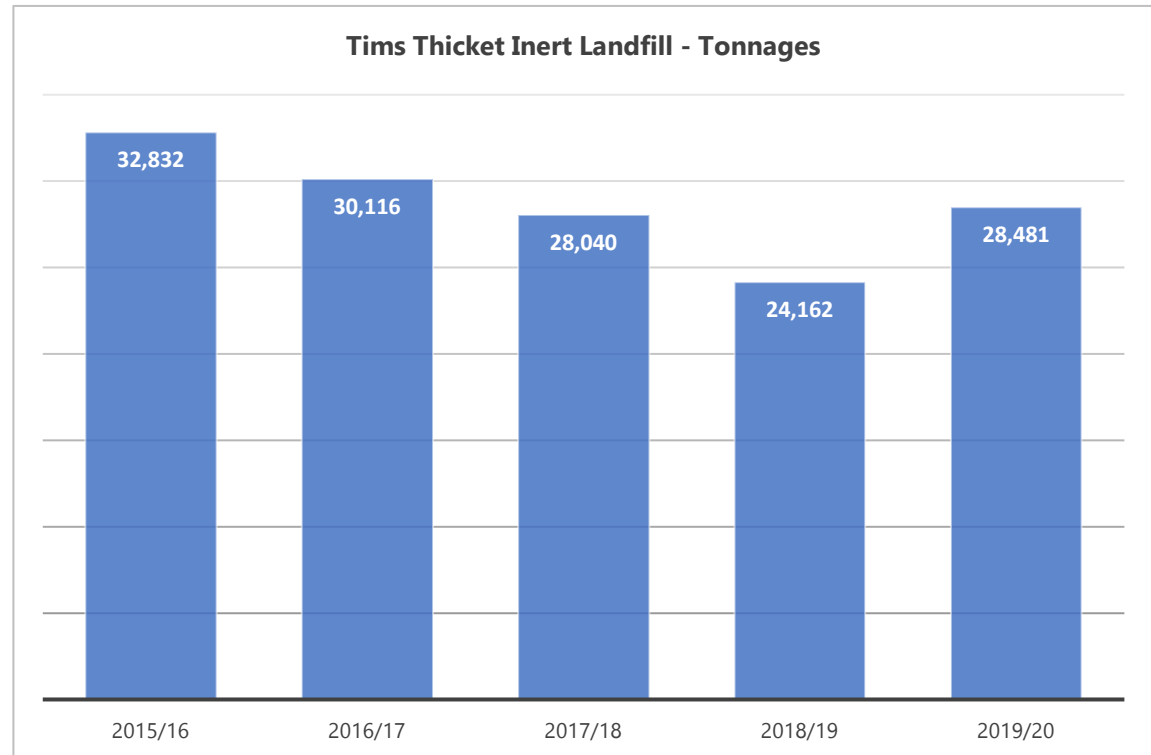
The City's Tims Thicket Inert Disposal Site was constructed in 1995 and is located in the southern corridor of Mandurah at 180 Tims Thicket Road, Dawesville. The site is operated by Cleanaway Pty Ltd on behalf of the City as part of the Waste Alliance contract.

The facility is licensed by the Department of Water and Environmental Regulation (DWER) L6860/1995/11 as a Class 1 Inert landfill (Category 63) and Crushing of Building material (Category 13). The approved production capacity under the licence are 50,000 m³ of inert waste and 10,000 t of crushed building material.

During 2019/20 the facility received 28,480 tonnes of Class 1 Inert material and no crushing activities were undertaken.

Over the last 5 years the facility has received on average a total of 28,726 tonnes of class 1 inert waste. The trend over this period can be illustrated in Figure 15 :

Figure 11- Tims Thicket Inert Landfill Tonnages



12. WASTE STRATEGY 2030 OBJECTIVES

The City will achieve its vision for waste management and education through the delivery of the following objectives. Individual actions have been identified to meet these objectives in Appendix 1 – Mandurah Waste Management Plan (Implementation Plan).

Objective 1 – AVOID: Generate less waste

Waste avoidance is driven in a large part by purchasing behaviour. It relies on high levels of awareness and motivation by consumers, both individuals and organisations, about how to reduce the impacts of purchasing decisions. Education and incentives are critical to increase awareness of waste avoidance and to support waste avoidance behaviours.

The City will address this issue through support and implementation of extended producer responsibility, product stewardship programs and education programs to reduce both its own waste production and that of the wider community.

Key actions under this objective include:

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

Objective 2 – RECOVER: Recover more value and resources from waste

Where waste generation is unavoidable, efforts should be made to recover more value and resources from waste.

The City is responsible for processing the community's waste in the most environmentally and financially responsible manner. Key resource recovery actions under this objective include:

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

Objective 3 – PROTECT: Protect the environment by managing waste responsibly

The City is committed to excellence in the protection of the natural environment. Key actions to achieve this objective include:

- Upgrade the green waste and general recycling storage areas at the Waste Management Centre
- Develop a Master Plan for the future upgrade of the Waste Management Centre
- Implement rehabilitation of the old inert cells at the Tims Thicket Inert landfill in accordance with Management Plan
- Upgrade fire detection and fire fighting services at the Waste Management Centre

13. PERFORMANCE MEASURES AND TARGETS

Progress against the City's Waste Plan will be reviewed and reported annually in October each year in accordance with DWER requirements.

13.1 Waste Avoidance

The Waste Strategy 2030 sets targets for the reduction in waste generation per capita by 2025 and 2030, based on a 2014/15 baseline data set. These targets are listed in Table 10 below:

Table 10: Waste Strategy Avoidance Targets

Objective	AVOID Western Australians generate less waste
2025 Target	Reduction in MSW generation per capita by 5%
2030 Target	Reduction in MSW generation per capita by 10%

Waste generation figures include waste from:

- Kerbside general waste and recycling bins
- Bulk verge collections
- Residential drop off at the City's Waste Management Centre
- Public bins in streets, parks and foreshores
- Event bins

The City's waste generation data since 2014/15 is detailed in Table 11 below:

Table 11: City of Mandurah population, households and waste generation compared with state averages and targets for 2025 and 2030

	Actual					Targets	
	2014-15 (baseline)	2015-16	2016-17	2017-18	2018-19	2024-25	2029-30
Population ⁽¹⁾	82,202	83,233	84,196	85,302	86,474	103,344	111,578
Households ⁽¹⁾	33,131	34,092	34,991	35,893	36,851	42,242	45,910
Total domestic waste generated ⁽²⁾	54,813	56,466	54,704	53,433	57,810		
Waste generation per capita/year (kg) ⁽²⁾	667	678	650	626	626	633	600

¹ Source – population and household data from .id, the population experts

² Local Government Census data

The City's baseline (2014/15) waste generation per capita/year is 667 kg. The proposed target waste generation rates under the Waste Strategy are **633 kg in 2025** and **600 kg in 2030**. The waste generation rate in 2017/2018 and 2018/2019 was 626 kg; so, the City is well placed to achieve these targets.

13.2 Resource Recovery

The Waste Strategy 2030 sets targets for overall and material recovery for 2025 and 2030 as detailed in Table 12 below:

Table 12: City of Mandurah Resource Recovery Targets

	2014-15	2015-16	2016-17	2017-18	2018-19	2020 target	2025 target	2030 target
Population⁽¹⁾	82,202	83,233	84,196	85,302	86,474			
Households⁽¹⁾	33,131	34,092	34,991	35,893	36,851			
Overall recovery (%)⁽²⁾	25%	27%	29%	27%	28%	65%	67%	70%
Materials recovery	25%	27%	29%	27%	28%	>80%	>80%	>80%
Energy recovery	0%	0%	0%	0%	0%	<20%	<20%	<20%
Perth metro average⁽³⁾	36%	38%	40%	41%	41%			

¹ Source – population and household data from .id, the population experts

² Local Government Census data

³ Waste Authority data fact sheets

The City's still operates a two bins system and our current recovery rates are well below current and proposed Waste Strategy targets. However, when the WtE facility in Kwinana becomes operation in late 2022, these recovery rates will increase significantly and exceed these targets. There is some conjecture with the Waste Authority and DWER about how material recovery is defined and whether waste processed at a WtE plant will be counted as material recovery.

14. THE CHANGING WASTE ENVIRONMENT

The waste management industry is changing at an alarming rate and there is an expectation that the City is responsive to these changes and recognises the evolving opportunities, challenges and risks.

The City is going through a period of significant evolution in relation to waste management practices and with several major challenges occurring as follows:

1. Contracted to deliver significant tonnages of the City's non-recyclable waste to the new Waste to Energy plant in Kwinana
2. Changes to recycling commodity markets
3. New State Waste Strategy 2030, which includes challenging actions and targets
4. State Government's impost for Local Governments in Perth and Peel to implement a three-bin kerbside collection system that includes FOGO by 2025
5. Review of the Waste Levy and the potential expansion of the Levy into the Peel Region and into waste industries other than landfill
6. Implementation of the Containers for Change scheme
7. Introduction of the Circular Economy
8. Increase in high density living and implications this has on delivery of waste services
9. State Government Plastics Policy

14.1 Waste Education

Education of the community is a multi-faceted activity that needs to be undertaken in a structured and organised fashion. The City provides waste education to the community so as to reduce waste disposal to landfill, increase resource recovery and support the community in adopting sustainable behavioural change. The current school education program is provided in conjunction with our Waste Alliance partner, Cleanaway.

The current approach to waste education focuses on encouraging residents to view waste as a resource and provide them with the knowledge and skills required to participate effectively in waste avoidance and resource recovery. The City can further promote and encourage better waste practices through improved community education. This will further promote a reduction in waste sent to landfill and increase resource recovery and the recycling of materials.

The City's current waste education and engagement methods are detailed below in Table13:

Engagement Method	Description
City of Mandurah Website	The City's website contains detailed information on the waste services provided to residents. The information is reviewed and updated regularly
Annual Waste & Recycle Guide	The City produces an annual Waste and Recycle guide (available in electronic copy and hard copy upon request), which provides information on the annual waste services. The guide is circulated in July each year
Social Media	A platform to raise awareness and engagement of contemporary issues, including Facebook, Instagram, etc
Community newspapers	Used to promote waste related information in the form of an advertisement or similar
Posters and flyers	Used to promote waste related information in an eye catching and easy to understand manner.

In addition, the City provides the following education programs to the community:

- Cleanaway Primary School Education program – delivers waste education to primary schools within the City of Mandurah
- Waste Wise Schools – this initiative is funded through the Waste Avoidance and Resource Recovery Account administered by the Waste Authority. It offers resources and support for schools to plan, implement and maintain waste avoidance and waste recovery/reuse projects such as recycling, composting and worm farming. The program is provided free of charge and is available to all schools in Western Australia. There are currently 13 schools in Mandurah that participate in the program.
- Bin Tagging Program – provides realistic feedback to residents on their recycling behaviours through the use of a bin tag system.

14.2 Food and Organics Collection Service

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

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

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

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

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

The material collected through the organics bin will be diverted to an organics processing facility (likely to be in Perth or regional areas) where a quality compost product can be produced. There are currently very limited facilities in Perth that can provide the processing of organic waste.

The City does not support the FOGO collection service at this point in time, which is contrary to the requirements of the State Waste Strategy that all local governments in Perth and Peel regions will have a FOGO service by 2025. This is based around the City contractual obligations to provide a quantity of waste to the WtE plant, and the fact that the City will still be liable for the applicable gate fee even if it delivers a shortfall in the committed tonnage. This limits the City's ability to explore other recovery or recycling options, such as the third bin FOGO service, without being financially penalised.

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

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

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

14.3 Waste To Energy

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

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

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

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

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

The City provided a submission to DWER/Waste Authority when the *Waste Strategy 2030* document was being considered and highlighted the fact that a number of the headline actions could not be achieved (i.e. implementation of 3rd bin FOGO system) due to our contractual commitments to supply waste to the Waste to Energy plant.

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

14.4 Waste Levy

The State Government's Waste Levy is currently charged on all waste generated or landfilled in the Perth Metropolitan Area. The levy is currently \$70/tonne for general waste and \$105/m³ for C&D waste.

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

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

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

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

The Waste Levy review is expected to be released by the State Government in late 2021/early 2022.

14.5 Containers for Change Scheme

The WA Government introduced a state-wide Container Deposit Scheme (known as Containers For Change) on 1 October 2020. The scheme allows consumers to take empty beverage containers covered by the Scheme to a refund point in exchange for a refund. A refund of 10 cents is applicable to all returned eligible beverage containers.

There are currently six (6) refund depots operating within the City.

The Scheme has many benefits including reducing litter, increasing recycling, protecting the environment and providing opportunities for social enterprise participation.

The Scheme is designed to compliment the existing kerbside recycling collection and existing waste services. The refund will encourage consumers to collect and recycle beverage containers consumed away from home. Key features of the WA scheme are expected to align with existing and proposed schemes in other States and Territories with respect to structure, operations, labelling and refund amount.

The impacts of the Container for Change program on the City include:

- Reduced litter and reduced cost of litter clean up
- Reduced quantity of waste collected in public places
- Decrease in the quantity of recycling in the kerbside recycling bin, which will affect the City's overall recycling rate.

The Scheme is designed so that the City and MRF operator share the revenue for refunds from containers placed in the kerbside recycling bin. The quantum of this revenue is unknown at this stage as the Scheme is in its infancy.

The true financial impact of the scheme on the City's waste operations and budget will not be unknown until the scheme has been operating for an extended period of time.

15. WASTE PROFILE, BASELINE DATA AND IMPLEMENTATION PLAN

The *Waste Avoidance and Resource Recovery Act 2007* includes the requirement for Local Government to maintain a Waste Plan, which details strategies to manage waste, reduce waste and implement actions to meet targets, as part of the Local Government's Plan for the Future.

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

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

APPENDIX 1 – WASTE PLAN PART 1

WASTE PROFILE AND BASELINE DATA

APPENDIX 2 – WASTE PLAN PART 2

IMPLEMENTATION (ACTION) PLAN

Local government waste plan

City of Mandurah

Part 1 - services and performance

1.0 Introduction

Part 1 of the City of Mandurah waste plan establishes the City's waste profile and baseline information in relation to the objectives and targets set out in the Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy):

Avoid - Western Australians generate less waste.

Recover - Western Australians recover more value and resources from waste.

Protect - Western Australians protect the environment by managing waste responsibly.

Where data was available, the Department of Water and Environmental Regulation (DWER) has pre-filled sections of Part 1. If any of the pre-filled information is incorrect, please amend accordingly and advise of the changes.

Please take the time to ensure that you complete each section, where relevant. In some tabs, you may need to scroll down to ensure that you have not missed any sections.

Part 1 - Services and performance

2.0 Integrated planning and reporting

All local governments plan for the future¹ through the development of strategic community plans and corporate business plans. Waste plans form part of local government integrated planning and reporting as an issue-specific informing strategy.

Table 1: Links between plan for the future and waste management (Please complete the table, even if the answer is "waste isn't mentioned in our SCP or CBP")

Strategic Community Plan	
Title:	City of Mandurah Strategic Community Plan 2020 - 2040
Came into force:	01-Jul-20
Date of next review:	01-Jul-22
Waste-related priorities:	<p><i>Strategies -</i> <i>Environment :</i> Educate our community on global environmental; sustainability issues and demonstrate leadership in the field Partner and engage with our community to deliver environmental sustainability outcomes</p> <p><i>Organisational Excellence :</i> Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and finance management</p>
Corporate Business Plan	
Title:	City of Mandurah Corporate Business Plan 2020 - 2024
Came into force:	01-Jul-20
Date of next review:	01-Jul-21
Waste-related priorities:	<p><i>Focus Area 4</i> Develop, implement and review the City's Waste Management Plan (this Plan) Manage household and community waste collection services, including weekly waste collections, fortnightly recycling collections, public bin collections, illegal dumping and dead animal collections Operate the Waste Management Centre and Tims Thicket Waste Facility</p>

¹ 'Plan for the future' means a plan made under section 5.56 of the *Local Government Act 1995* and Division 1 and 3 of Part 5 of the Local Government (Administration) Regulations 1996.

Part 1 - Services and performance

3.0 Avoid

Avoidance of waste generation is the preferred waste management option in the waste hierarchy. This section looks at waste generation rates and the reduction required to contribute to the state's waste generation reduction targets - **2025**: Reduction in MSW generation per capita by 5%, **2030**: Reduction in MSW generation per capita by 10%.

Reviewing this data is a critical element of waste planning as it can show how waste generation has changed, identify potential reasons for changes and indicate areas to target in *Part 2 – Implementation plan* (Table 21).

Table 2: City of Mandurah population, households and waste generation compared with state averages and targets for 2025 and 2030

(Local government to review prefilled data)

	Actual					Targets	
	2014-15 (baseline)	2015-16	2016-17	2017-18	2018-19	2024-25	2029-30
Population ⁽¹⁾	82,202	83,233	84,196	85,302	86,474	103,344	111,578
Households ⁽¹⁾	33,131	37,160	38,262	40,427	41,061	42,242	45,910
Total domestic waste generated ⁽²⁾	54,813	56,466	54,704	53,433	57,810		
Waste generation per capita/year (kg) ⁽²⁾	667	678	650	626	626	633	600

(1) Source (except 2014-15): Western Australia Tomorrow Population Report No. 11 <https://www.dph.wa.gov.au/information-and-services/land-supply-and-demography/western-australia-tomorrow-population-forecasts>. Population for 2014-15 from Western Australia Tomorrow Population Report No. 10. Population for intercensal years extrapolated. Households estimated using 'Average people per households' from 2016 ABS Census Quickstats.

(2) Source: Local Government Census data - domestic waste

Additional comments (local government to insert any additional comments that may be applicable)

Population data was slightly amended to reflect City's population data and population forecasts (prepared by .id, the population experts)
Household data amended to reflect City's property data records. Baseline data has not been amended.
2018/19 figures added to show trends

Part 1 - Services and performance

4.0 Recover

Where waste generation is unavoidable, efforts should be made to maintain the circulation of materials within the economy. Table 3 gives the overall recovery rate for your local government compared to Waste Strategy targets and the state average. This is broken down into the proportion of the recovery which was materials recovery (reuse, reprocessing or recycling) or energy recovery. The Waste Strategy includes a target that from **2020**, energy should only be recovered from residual waste (see *Guidance Document – Table 1*, for more information).

Table 3: City of Mandurah population, households and recovery rate compared with state averages and targets for 2020, 2025 and 2030

(LG to review the pre-filled data and amend/update if necessary. Add additional comments if necessary.)

	2014-15	2015-16	2016-17	2017-18	2018-19	2020 target	2025 target	2030 target
Population ⁽¹⁾	82,202	83,233	84,196	85,302	86,474			
Households ⁽¹⁾	33,131	37,160	38,282	40,427	41,061			
Overall recovery (%) ⁽²⁾	25%	27%	29%	27%	28%	65%	67%	70%
Materials recovery	25%	27%	29%	27%	28%	>80%	>80%	>80%
Energy recovery	0%	0%	0%	0%	0%	<20%	<20%	<20%
Perth metro average ⁽³⁾	36%	38%	40%	41%				

(1) Source (except 2014-15): Western Australia Tomorrow Population Report No. 11 <https://www.dplh.wa.gov.au/information-and-services/land-supply-and-demography/western-australia-tomorrow-population-forecasts>. Population for 2014-15 from Western Australia Tomorrow Population Report No. 10. Population for intercensal years extrapolated. Households estimated using 'Average people per households' from 2016 ABS Census Quickstats.

(2) Source: Local Government Census data - domestic

(3) Source: Waste Authority data fact sheets <http://www.wasteauthority.wa.gov.au/programs/data/data-fact-sheets/>

Additional comments *(local government to insert any additional comments that may be applicable)*

Population data was slightly amended to reflect City's population data and population forecasts (prepared by .id, the population experts)
 Household data amended to reflect City's property data records. Baseline data has not been amended.
 2018-19 figure added to show trends . Perth metro average figure unknown.

Part 1 - Services and performance

5.0 Protect

Objective 3 of the Waste Strategy is to protect the environment by managing waste responsibly, with targets for achieving better practice, reducing litter and illegal dumping. **By 2030 all waste is managed by and/or disposed to better practice facilities, by 2030 move towards zero illegal dumping and zero littering.**

5.1 Better practice

Adoption of better practice approaches to waste management is an important way in which local government can better protect the environment from the impacts of waste, and contribute to achievement of the targets under objective 3 of the Waste Strategy. See *Guidance Document - 5.0 Better practice, Table 4* for a summary of the Waste Authority's current and planned better practice guidelines.

Table 4: Better practice approaches and programs adopted by the City of Mandurah

(LG to complete the table)

Waste management activity/service	Waste Authority better practice guideline or program	Date of adoption/ implementation	Comment
Behaviour change programs and initiatives	WasteSorted communications toolkit	Ongoing	The City uses the toolkit wherever possible in its delivery of waste related information to the community
	WALGA Big Tagging Program Guidelines for Local Government	2014	Program has been in place since 2014. In 2020 the program was expanded to align with the WALGA Bin Tagging Program
Kerbside waste services	Construction and Demolition Waste Position Statement	2018	Construction and demolition waste is separated at the City's Class 1 landfill and stockpiled and crushed for use in municipal activities
	FOGO Position Statement	N/A	The City intends to undertake a FOGO feasibility study in 2021/22 financial year. Feasibility study to include an assessment of the viability of the service, including technology, markets, cost benefits and other contractual commitments
	Source Separation of Waste Position Statement		The City has provided a fortnightly co-mingled kerbside collection service since 2000. A new waste oil and battery collection service was implemented in 2019 where residents can place 5L of waste oil and 1 car battery on their verge for collection each fortnight (aligns with recycling service). The hard waste verge collection is required to be source separated so that scrap metal can be collected separately and recycled. The Waste Management Centre is designed so that residents can source separate their waste and place recyclables in designated recycling areas prior to placing general waste in the tipping shed.
	WALGA Better Practice Reuse Shop Guidelines	Proposed	The City's proposed Recycling Tip Shop (subject to Council endorsement) will be based around the WALGA guidelines
Primary School Education Program	N/A	2000	Cleanaway provide a primary school education program to primary schools within the district. Parents of the students participating are surveyed to gauge the program effectiveness and seek input on the City's recycling service in general. A detailed report is produced each term outlining the parent and teacher feedback

5.2 Litter

The data in Table 5 was reported by the your local government in the 2017-18 local government census. Additional information to be provided by the local government in Table 6 if available.

Table 5: 2017-18 litter data (LG to review prefilled and complete the table)

	Response and comments
Litter hotspot used on a regular basis for littering in 17-18	Shopping centres, road verges, parks, fast food outlets
What are the main items littered at these hotspots?	Packaging material, take away food containers, dog waste bags
Current measures aimed at contributing towards the zero littering target	Over 800 public bins located throughout the City Installation of over 200 dog waste bag dispensers with the use of compostable bags located throughout the City KABC Adopt a Spot and Clean up programs Partnerships with community groups for clean up events Annual Clean Up Australia events CityParks collect litter in parks before mowing lawns and conducting park maintenance Sea bin trial - Marina Single Use plastics Disability group cleanups Ranger activities

Table 6: Additional litter information (LG to complete the table where information is available)

Is littering increasing or decreasing in your local government authority?	It would appear to be increasing based on complaint data
How were the costs associated with cleaning up litter calculated? Employee time? Dollar value? Both?	Litter is collected through a combination of contractors and staff within CityParks. Accurate financial data is not currently available, but the City's recent move to One Council should improve the collection of data specific to this activity.
Does the city have a litter strategy? If not, what is the ETA for completing one?	The City does not have a dedicated Litter Strategy and an action has been included in the Plan to develop a Strategy in 2023/24
Have any of the city's compliance and waste education officers undergone training on litter prevention? If so, what training?	No - not aware training was available
What current policies and guidelines does your council enact to prevent litter? E.g. Event planning guidelines on the use of balloons in council facilities and the release of helium balloons; no cigarettes on the beach; no single use plastics at events.	An internal Single Use Working Group was created to address and reduce the use of single use plastics within the City.
How does your local government measure the effectiveness and impact of programs designed to reduce littering and illegal dumping?	The effectiveness of littering/illegal number measures is assessed by the number of incidences, number of infringements issued and disposal costs

Estimated cost of cleanup (due to collection, disposal, education, infrastructure and enforcement)	Unknown
--	---------

Source: Local government Census data 2017-18

Additional comments (local government to insert any additional comments that may be applicable)

5.3 Illegal dumping

The data in Table 7 was reported by your local government in the 2017-18 local government census. Additional information to be provided by the local government in Table 8 if available.

Table 7: 2017-18 Illegal dumping data (LG to review prefilled data and complete the table)

	Response and Comments
Cost of cleaning up illegally dumped waste during 2017-18	\$130,000 (rough estimate)
Sites used on a regular basis for illegal dumping in 2017-18. Where possible, please provide site address/es	Stock Road, Parklands End of Stock Road, Lakelands New subdivisions (Madora Bay and Dawesville) Dandaragan Drive, Dawesville End of Old Pinjarra Road, Greenfields End of Tims Thicket Road, Dawesville 7 Quail Road, Herron
What are the main items dumped at these sites?	General household junk, tyres, mattresses, furniture etc
Current measures aimed at contributing towards the zero illegal dumping target	Rangers monitor and patrol known dumping sites around the district and utilise signage from the Litter Lookout Program to highlight these areas. Covert cameras are placed at popular dumping spots. These are only effective if you have either a vehicle registration plate to follow up and/or a witness who can positively identify the alleged offender. Discriminate dumping on verges during the night is also an ever increasing problem - which could be linked to tenants not having access to waste vouchers. Ratepayers are provided with 4 waste vouchers (2 green waste and 2 general waste) each year to provide free disposal at Waste Management Centre; 2 green waste verge collections and one hard waste collection. Illegal dumping campaign on social media, print media.

Source: Local government Census data 2017-18

Additional comments (local government to insert any additional comments that may be applicable)
At present, the City is unable to provide the data requested in Table 9. However, when the City upgrades its CRM system to One Council in July 2021 - there will be the potential to segregate complaint data for littering and illegal dumping and to obtain improved waste and financial data for collections. The City will also explore improving data collection methods in the field, through electronic data capture, so as to provide improved data about composition of illegally dumped waste

Table 9 indicates the type of detailed data local governments may collect to enable better targeted monitoring and enforcement of illegal dumping. Please provide this information here, if available.

Table 9: Detailed illegal dumping data collection by the City of Mandurah

(LG to complete the table if data available)

Date of data collection: Not available

Waste Type	# of incidents	Total approximate Weight (tonnes)	Change from previous year	Regulatory notices issued
C&I				
C&D				
E-waste				
Household waste				
Mulch & green waste				
Scrap metal				
Soil & excavated material				
Hazardous/problem waste				
Other				
TOTAL				
Cleaned up by	% of total incidents		Cleanup costs (\$)	
Local government				
Land owner				
Offender				
TOTAL				

Which division/unit/section of your organisation is responsible for litter management/prevention? Waste services? Compliance (e.g. Rangers)? Infrastructure?	Infrastructure is managed by Waste Management, Litter prevention is shared between Waste Services and Ranger Services. Ranger Services are responsible for compliance/enforcement.
How important is litter management to your organisation? (1 - Not at all important; 5 - Highly important).	3

Table 8: Additional illegal dumping information (LG to complete the table where data is available)

Is illegal dumping increasing or decreasing in your local government authority?	Increasing
How does your local government measure the effectiveness and impact of programs designed to reduce illegal dumping?	No of incidents and cost of dumping
Which division/unit/section of your organization is responsible for illegal dumping management/prevention? Waste services? Compliance (e.g. Rangers)? Infrastructure?	Waste Management are responsible for clean up through the use of contractors. Ranger Services are responsible for compliance/enforcement.

Part 1 - Services and performance

6.0 Waste management tools

6.1 Waste services

Local government data relating to the waste collected, recovered and landfilled is presented in Table 10. It is important to review this data when developing *Part 2 – Implementation Plan*, as it can:

- provide an understanding of how different systems are performing (e.g. recovery levels)
- highlight the need for any new collection systems or infrastructure
- identify the timing and capacity of any new collection systems or facilities required to meet the changing needs of local governments.

In working towards alignment with the Waste Strategy, the local government should focus on the materials resources with the greatest potential to support the objectives and targets of the Waste Strategy.

NB: DWER is currently developing a range of better practice guidelines. Better practice rates will need to be updated as the guidelines are released.

Table 10: Significant sources and generators of waste in 2017-18 (LG to review pre-filled data and amend/update if necessary. Add additional comments if necessary)

Service/Sources	Tonnes collected	Tonnes recovered	Recovery rate	Better Practice rate	Target rate 2025	Target rate 2030
Kerbside	mixed waste	29,022	-			
	comingled recyclables	8,177	7,004	19%	%	
	green waste					
	FOGO					
Vergeside	green waste	2,382	2,382	65%	%	
	hard waste	1,911	416			
Drop-off	mixed waste	6,009	-			
	dry recyclables	157	157			
	green waste	2,778	2,778	43%	%	
	hard waste	1,571	1,571			
	hazardous waste					
Public place	mixed waste	1,412	-	0%		
	comingled recyclables	-	-			
Special event	mixed waste	14	-	0%		
	comingled recyclables	-	-			
Commercial	mixed waste	1,523	-			
	comingled recyclables	482	413	21%	n/a	
	paper/cardboard	-	-			
Local government waste	Illegal dumping clean up					
	street sweepings					
	roadworks	1386	0	38%	%	
	other C&D activities					
	roadside pruning	856	856			
other						
TOTAL	57,680	15,577	27%			

Source: Local Government Census Data 2017/18

Additional comments (local government to insert any additional comments that may be applicable)

Added tonnage for local government waste - roadworks and Citypark activities
 Added note to explain drop off hard waste composition
 Commercial quantities of mixed waste and green waste not included in table
 Compositional waste data from bin audit under taken by Cleanaway within City in 2019

Table 11 provides space for the local government to include bin audit information for kerbside waste services, if available. Bin audits can help local governments understand the material composition in kerbside bins, highlight where additional efforts are required to increase performance and assist in planning for future service options such as FOGO collection. **See Appendix for full breakdown of composition categories**

Table 11: Compositional audit data for kerbside waste services (Complete if data is available. Add additional comments if necessary).

General waste bin	
Yield per household (kg/hhl/week)	14.05
Per capita (kg/per capita/week)	6.35
Audit year	2019
Composition	Total %
Recyclables (paper, cardboard, plastics, steel, aluminium, glass)	16.48
Organics (organics, wood/timber, textiles, earth)	61.97
Hazardous (medical, sanitary/ hygiene, nappies, chemicals, paint, batteries, fluorescent tubes, light bulbs, oil, building material)	0.54
Other (electronic waste, miscellaneous)	21.01

Recycling bin	
Yield per household (kg/hhl/week)	5.23
Per capita (kg/per capita/week)	1.78
Audit year	2019
Composition	Total %
Recyclables (paper, cardboard, plastics, steel, aluminium, glass)	91.48
Organics (organics, wood/timber, textiles, earth)	2.16
Hazardous (medical, sanitary/ hygiene, nappies, chemicals, paint, batteries, fluorescent tubes, light bulbs, oil, building material)	0.11
Other (electronic waste, miscellaneous)	6.25

Garden organics or FOGO bin	
Yield per household (kg/hhl/week)	N/A
Per capita (kg/per capita/week)	N/A
Audit year	N/A
Composition	Total %
Recyclables (paper, cardboard, plastics, steel, aluminium, glass)	N/A
Organics (organics, wood/timber, textiles, earth)	N/A
Hazardous (medical, sanitary/ hygiene, nappies, chemicals, paint, batteries, fluorescent tubes, light bulbs, oil, building material)	N/A
Other (electronic waste, miscellaneous)	N/A

Part 1 - Services and performance

6.0 Waste management tools

6.2 Waste infrastructure

The number, type, capacity and location of key existing local government owned and/or operated waste and resource recovery infrastructure is required to understand the future need for different facility types. **This section is not relevant to local governments that do not own/operate waste facilities.**

Table 12: Current waste and resource recovery infrastructure operated by the local government (LG to complete the table)

Facility name (and licence number if applicable)	Facility Type	Location	Managed by	Licence category and approved production or design capacity	Material type	Service/activity	Remaining Capacity (if applicable)	Anticipated Closure (year)
Mandurah Waste Management Centre Lic No. L7200/1997/10	Transfer station and recycling centre	80 Corsican Place, Parklands	Cleanaway Pty Ltd	Category 62 - 60,000 T	General waste	Drop off and landfill	N/A	Unknown
					Green waste	Drop off, mulch and recycle		
					Inert waste	Drop off and landfill		
					Scrap metal	Drop off and recycle		
					HHW	Drop off and storage prior to recycling/disposal		
					Asbestos	Drop off and landfill		
					Other recyclables: - Paper and cardboard	Drop off and storage prior to recycling		
					Problematic wastes: - Batteries - Tyres - Mattresses - E-waste	Drop off and storage prior to recycling		
Tims Thicket Waste Facility Lic No. L6860/1995/11	Inert Landfill facility	180 Tims Thicket Road, Dawesville	Cleanaway Pty Ltd	Category 63 - 50,000 m3 Category 13 - 10,000 T	Class 1 inert waste	Drop off and landfill		Landfill - 2050
					Crushed concrete	Drop off, crush and recycle		

Table 13 provides space for local governments to provide information about planned waste and resource recovery infrastructure, if relevant.

Table 13: Planned waste and resource recovery infrastructure (LG to complete the table)

Location	Managed by	Licence category and approved production or design capacity (if known)	Waste type	Service/activity	Estimated operation start date
Waste Management Centre	Cleanaway Pty Ltd	Category 62 - 60,000 T	General/Recyclable	Undertake feasibility study to establish a recycling tip shop at front end of Waste Management Centre	2022/23
Waste Management Centre	Cleanaway Pty Ltd	Category 62 - 60,000 T	Recycling	Upgrade of recycling areas (green waste, scrap metal, inert waste, tyres, mattresses, batteries, asbestos, e-waste, etc) at WMC through the construction of new hardstands and bunkers for the storage of these materials.	Stage 1 - 2022/23 Stage 2 - 2023/24
Waste Management Centre	Cleanaway Pty Ltd	Category 62 - 60,000 T	General Waste	Upgrade fire detection and fire fighting services at Waste Management Centre.	2022/23
Waste Management Centre	Cleanaway Pty Ltd	Category 62 - 60,000 T	General Waste	Purchase two new compaction trailers (replacing old trailers) to transport waste to landfill/waste to energy facility	2021/22

Additional comments (local government to insert any additional comments that may be applicable)

The Waste Management Centre was constructed in 1997. The City proposes a major upgrade and has committed to developing a Master Plan for the future upgrade of the facility in 2024/25.

Part 1 - Services and performance

6.0 Waste management tools

6.3 Policy and procurement

6.3.1 Contracts

Information on your local government's existing waste contracts should be detailed in Table 14. When reviewing services, it is a good opportunity to evaluate how they are performing, opportunities for regional collaboration and to identify any opportunities for improvement, review or renegotiation.

Table 14: Existing waste management contracts (LG to complete the table)

Contractor	Services		Notes/comments
Cleanaway Pty Ltd	Weekly refuse collection	Operation of Waste Management Centre	The City has entered into a long term (7 years with 3 x 1 year options) strategic alliance contract with Cleanaway Pty Ltd for the delivery of all waste management services within the City. The contract is managed by a Board comprised of senior staff from both the City and Cleanaway and contract performance is managed through KPI and a strategic review of the contract every 2 years.
	Fortnightly recycling collection	Operation of Tims Thicket Waste facility (inert landfill)	
	Recycling processing	Green waste verge collections	
	Public bin collections	Illegal dumping/littering	
	Junk verge collection	Special event collections	
	Commercial 240 L bin rubbish and recycling collections	Waste Education	
	Customer Service Centre		
Cleanaway	Landfill Disposal		The City has a separate contract with Cleanaway Pty Ltd for the disposal of the City's waste at the Banksia Road Landfill in Dardanup. The contract expires on September 2022, but includes options for extensions should there be delays in the waste to Energy plant.
Avertas Energy	Waste processing		The City has signed a long term (20 years) contract with Avertas Energy for the processing of the City's municipal waste stream. Commissioning of the plant is expected to commence in September 2022, with the plant being fully operational by February 2023.

6.3.2 Waste local laws and policies

Information on your local government's existing local laws, strategies or policies that may complement/support this waste plan and contribute to the Waste Strategy objectives should be detailed in Table 15.

Table 15: Existing waste-related local laws, strategies and policies (LG to complete the table)

Type of local law, strategy or policy	Name of local law, strategy or policy	Came into force	Comments
Waste Avoidance and Resource Recovery Act 2007 - Local Laws	City of Mandurah Waste Management Amendment Local Law 2012	2010	Local laws were originally gazetted in 2010. A major amendment to the local laws was gazetted in 2012 where Part 2 relating to Waste Management Plans was removed - along with some minor terminology amendments. It is proposed to review the local laws in 2021/22 in line with the WALGA Local Law template.

6.3.3 Land use planning instruments

Information on your local government's existing local planning instruments which contribute to the management of waste should be detailed in Table 16.

Table 16: Existing waste-related land use planning instruments related to waste management (LG to complete the table)

Local Planning Strategy	TITLE:	Local Planning Strategy	
	ENDORSED BY WAPC:	Not as yet	
	NEXT REVIEW DUE:	N/A	
	Is waste considered and reflected in the Local Planning Strategy?	NO	Please provide details below:
	Does the Local Planning Strategy identify current and future waste facility sites?	NO	Please provide details below:
	Does the Local Planning Strategy identify buffers around existing and/or future sites to avoid land use conflict?	YES	Please provide details below: Waste water treatment plant buffers Waste Management Centre is located within Water Corporation Waste water treatment plant odour buffer Tims Thicket Waste facility is surrounded by 31 Ha of crown land vested in the City for recreation purposes and provides adequate buffers to residential premises
Local Planning Scheme	TITLE:	City of Mandurah Town Planning Scheme 3	
	GAZETTED:	21-Jul-99	
	NEXT REVIEW DUE:	New Scheme being progressed - Local Planning Scheme 12	
	Are resource recovery facilities, waste disposal facility and waste storage facility defined as land uses (as per <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>) and included in the council Local Planning Scheme zoning table, with either a P/I/D/A/X permissibility?	NO	If NO please provide comments below:
	If these land uses are not defined and not in the zoning table, how does the Scheme deal with such land uses (i.e. is an alternative definition used to that in the <i>Regulations 2015</i> ? Or are these land uses zoned as "Use not listed")?	Please provide details below: These land uses are zoned as "Use not listed"	
	Does the Local Planning Scheme identify statutory buffers as Special Control Areas for strategic waste infrastructure facilities to avoid encroachment by incompatible land uses?	NO	If NO please provide comments below: Peel Region Scheme identifies buffer to Waste Water Treatment Plant & Waste Management Centre
Local planning policies	TITLE:		
	ADOPTED BY COUNCIL:		
	RELATIONSHIP TO WASTE STRATEGY OBJECTIVES:		
	Does the local government have any local policies which relate to the objectives of the Waste Strategy (reduce generation, increase recovery, protect the environment)?	NO	If YES please provide comments:

6.3.4 Sustainable procurement

Local governments can be significant consumers whose purchasing decisions and procurement policies can have positive impacts. This section reviews activities relating to procurement of infrastructure, goods and services that avoid waste, promote resource recovery or encourage greater use of recyclable and recycled products. Information on existing sustainable procurement policies or practices that may contribute to the Waste Strategy objectives should be detailed in Table 17.

Table 17: Existing sustainable procurement policies and practices (LG to complete the table)

Sustainable procurement policy or practice	Date adopted by council	Actions implemented e.g. switching to recycled	Alignment with Waste Strategy targets, objectives or focus materials
Council Procurement Policy (includes section on sustainable procurement)	27-Oct-20	Section 4 of the Policy relates to Sustainable Procurement	Procurement that reduces waste and energy efficiency, and causes least damage to the environment is preferred.
Procedure - Procurement of Goods and Services	11-01-21	Section 6 relates to Sustainable Procurement	

Additional comments (local government to insert any additional comments that may be applicable)

Part 1 - Services and performance

7.0 Summary

The purpose of *Part 1* of the waste plan is to consolidate information about current waste management practices, to enable you to assess and identify:

- current waste management performance
- alignment between current waste management practices and the Waste Strategy
- strengths and successes, as well as gaps and opportunities for improvement.

Table 20 provides space to analyse the data and information presented in *Part 1*, and should be used to determine waste management priorities for the short, medium and long term, and translate these priorities into actions in *Part 2 – Implementation plan (Table 21)*.

Table 20: Assessment of current waste management performance and prioritisation of future actions *(Completing this table is optional)*

<p>Waste management achievements (for example, performance/achievement against Waste Strategy targets or objectives or where particular waste management objectives have already been met)</p>	<p>Bin tagging program Primary School Education Program Waste Alliance contract Avertas Energy Waste Contract Upgraded website and provision of improved waste information Annual waste guide transition to electronic version</p>
<p>Opportunities for improvement (for examples, where performance against Waste Strategy targets or objectives could be improved or where waste management objectives have not been met)</p>	<p>Improved data collection for illegal dumping and littering activities Development of Waste Education Strategy and Plan Feasibility study for the establishment of Recycling Tip Shop at WMC Feasibility Study for third bin FOGO service Review of how verge collections are delivered Reduction in littering and illegal dumping incidents</p>
<p>Priority areas for action in Part 2 – Implementation plan</p>	<p>Ongoing (activities currently under way and/or continuously undertaken) Bin Tagging program Primary School Education Program Implementation of waste plan Upgrade of recycling areas at WMC</p>
	<p>Short term (within the next 1-2 years) Waste audits of rubbish and recycling bins Development of Waste Education Strategy and Plan Upgrade of recycling areas at WMC Improve data collection in littering and illegal dumping Feasibility study for tip shop at WMC Feasibility study on improved verge collections Delivery of waste to Waste-to-Energy plant</p>
	<p>Medium term (within the next 3-5 years) Undertake Feasibility study on the introduction of a third bin FOGO service Achievement of resource recovery targets in Waste Strategy Develop City of Mandurah Litter Strategy</p>
	<p>Long term (more than five years) Achievement of resource recovery targets in Waste Strategy Development of master plan for upgrade of Waste Management Centre Business Case for hydrogen powered waste collection vehicle</p>

Part 1 - Services and performance

6.0 Waste management tools

6.4 Behaviour change programs and initiatives

Communication and engagement with waste generators and managers underpins many local government waste management activities, and are vital in driving behaviour change needed to achieve the objectives and targets of the Waste Strategy.

Behaviour change programs and initiatives refers to activities that increase awareness, skills and knowledge; provide consistent messaging; help people to use waste infrastructure; and encourage the adoption of specific, positive waste behaviours and attitudes.

Most local governments have existing behaviour change programs and initiatives and it is important to evaluate their effectiveness. This section includes an opportunity for a high level qualitative assessment process to understand what has worked and what has not. The results can be used to inform actions for *Part 2 – Implementation plan (Table 21)*.

Information on the local government's existing waste behaviour change programs or initiatives should be detailed in Table 18. This may include participation in Waste Authority funded programs, or programs/initiatives run by the local government.

Table 18: Behaviour change programs and initiatives, including Waste Authority programs and other local government initiatives (LG to complete the table)

Local government program/initiative	Description	Outcomes achieved as a result of the program (Qualitative/quantitative)	Evaluation method	What's worked/not worked	Suggested improvements
Bin tagging program	The City, in conjunction with its waste contractor, Cleanaway implemented a Bin Tagging Program in 2014. The program was postponed in March 2020 due to COVID-19. The program recommenced in Oct 2020 in line with WALGA bin tagging program	Reduction in the level of contamination in the recycling bin and improving understanding of what can and cannot be recycled	Audit of kerbside bin. Data collated in a Dashboard which is reviewed by Operational Management Team	Program clearly demonstrated a reduction in contamination within the recycling bin	Program has recently been modified to align with WALGA's bin tagging program where it uses tags rather than stickers and also includes audits of the rubbish bin
Waste education	Primary School Education Program	Education of primary school children on waste minimisation and recycling	A survey is sent out to each parent at the end of the education sessions seeking their input on the education program and City's recycling service in general. Results are compiled in a report on a Term basis.	Program works well and results are encouraging	Annual reporting of results detailing responses from teacher and parents about the education program and the City's recycling service.
Waste education	Recycling Bin - Sticker Program	Inform residents on the types of materials that can and cannot be placed in the recycling bin	Level of contamination within the recycling bin	Stickers deteriorate over time and it is not cost effective to update stickers as recycling information changes	
Waste education	Stall at annual Crab Fest event to educate the community on waste minimisation and recycling activities. Education activities are undertaken jointly with Cleanaway	Educate the community on the City's recycling activities	Number of interactions with community members and general feedback	Information at stall is generally well received by community.	Crab Fest for 2020 and 2021 cancelled due to COVID-19
Waste education	Review of City's website to contain accurate waste information	Provide accurate and up to date information to the community on the City's waste management services and activities.	Monthly review of website to ensure information is accurate and to explore opportunities to improve and expand the website to enable improved access for residents	Information on website requires regular review and needs to be easily accessible.	Improved website functionality by providing access to online forms
Waste education	Annual Waste and Recycle Guide	Inform residents on the City's waste and recycling activities	Reviewed annually		Transitioned Waste guide from a paper copy to an electronic version in 2020, which can be downloaded from the website. Paper copy can still be requested.

Additional comments (local government to insert any additional comments that may be applicable)

Rivers Regional Council do not provide any waste education activities to the City.

6.5 Data

Table 19 provides an opportunity to assess existing waste data practices, identify strengths and gaps and consider the kinds of data activities which could be included in the *Part 2 – Implementation Plan* to improve the local government's waste data. It should be completed based on the data/information covered in *Part 1* of this document, as well as the individual experience of the officer/s responsible for collecting and using waste data.

Where 'no', please comment on:

- the kinds of data that is missing, where data gaps exist
- barriers to collecting or accessing adequate data
- the kinds of data collection, analysis or reporting practices that are not currently in place which would assist local government waste management functions.

Table 19: Assessment of waste data (LG to complete the table)

	Please ✓		Comment
	YES	NO	
Does the local government have access to adequate waste data to complete Part 1 of the waste plan?		✓	Mandalay Technologies weighbridge software is utilised at both waste facilities. Other data sources are City's Enterprise System (One Council) and contractors. Data is regularly reviewed to improve data capture. Data relating to littering and illegal dumping requires improvement.
Does the local government use waste data when undertaking planning activities for waste projects/programs?	✓		Waste data is vital and allows for informed decisions to be made when considering infrastructure and/or changes to existing or new services
Does the local government have access to adequate waste data for this purpose?	✓		
Does the local government use waste data when monitoring or assessing waste projects/programs?	✓		Waste data is captured monthly and Dashboards are analysed on a monthly basis.
Does the local government have access to adequate waste data for this purpose?	✓		
Does the local government use adequate waste data to measure progress toward the targets and objectives of the Waste Strategy?	✓		Waste data allows for trends to be analysed and tracked against targets and objectives
Does the local government have access to adequate waste data for this purpose?	✓		
Does the local government have access to adequate waste data to fulfil annual data reporting obligations under the WARR Regulations? (previously undertaken through the Waste and Recycling Census)	✓		Data capture from facilities, contractors and City Enterprise systems is sufficient to enable completion of mandatory reporting
Are there any types of waste data that the local government does not currently collect or have access to that would be helpful/useful?	✓		Data for commercial 240 L MGB collections. As commercial 240 L MGBs are collected in the same truck as residential 240 L MGBs, it is difficult to accurately determine quantities of residential and commercial waste. Some generic assumptions are made regarding commercial 240 L MGBs and this is included in the Waste Census. Also the recycling data is obtained from Cleanaway and is amalgamated across the entire facility and include many local governments. It would be useful to have Mandurah specific data, but this is not possible. Weekly audits of recycling trucks are undertaken to gauge contamination rates.
Are there any ways which local government waste data collection, storage or use could be improved?	✓		Improved data collection for Illegal dumping and littering activities
Is the data collected by the local government accurate? Are any new strategies needed to improve accuracy?	✓		Majority of data is captured through weighbridge software at major waste facility. Some conversions and assumptions made with commercial bin collections
Does the pre-filled data provided in this template align with the data the local government has? i.e. is this pre-filled data accurate?			Some data required updating - discrepancy between population and household numbers. There is also some difficulty in accurately determining the quantity of waste collected through the kerbside collection from commercial premises as we do not provide a dedicated commercial service. At times, there is difficulty in accurately quantifying between residential and commercial waste and recyclables received at the Waste Management Centre (drop off).
Any additional comments?			

Part 2 - Implementation plan

This implementation plan outlines the actions which your local government will take over the next 5+ years to contribute to the achievement of relevant Waste Strategy targets and objectives. It is where the priorities described in the summary (Part 1 – 7.0 Summary, Table 20) are translated into actions. Please refer to the *Guidance Document* under sections: **4.0 How to complete Part 2 – implementation plan**, **5.0 Better practice** and **6.0 Waste management tools**, when developing this implementation plan.

Table 21: Implementation plan

Waste Management Tool	Actions (OR link to existing local government plan/document that details this activity)	Is the action new or existing?	Detailed actions/sub-actions (OR link to existing local government plan/document that details this activity)	Milestones (SMART - Specific, Measurable, Achievable, Relevant, Timed)	Target (SMART)	Timeframe for delivery (completion date)	Cost of implementation incorporated into annual budget and Corporate Business Plan? Y/N - (if not, why?)	Aligns to Waste Strategy Objective/s			Responsibility for implementation (branch, team or officer title, not the names of individual officers)	Identified risks (Impact/consequences and mitigation strategies)	
								Avoid	Recover	Protect			
Waste services	Undertake a feasibility study on the introduction of an on-demand verge collection service	New	1. Review current verge collection service 2. Review Cleanaway tender submission (2017) for on-call verge bin system 3. Prepare feasibility study on the future delivery of verge collection services, including an on demand bin service 4. Report to Council outlining options and seeking endorsement	1. Completion of feasibility study by June 2023 2. Report to Council for endorsement by Dec 2023	1. Feasibility study to be completed by June 2023 2. Report to Council by December 2023	Dec-23	N - Future operational budget	✓	✓		Waste Management	Risks: Inability to collect general household waste and operate the Waste Management Centre Contractual Arrangements with Avertas Energy - committed waste; cost of service to ratepayers, available markets to process FOGO; contamination rates; available space to store 3 bins Financial implications to community	
	Commence delivery of the City's general waste (2 bin system) to the Avertas Energy Waste to Energy facility by mid/late 2022	New	1. Commence delivery of the City's general waste stream (from a 2 bins system) to the Avertas Energy Waste to Energy plant - in accordance with City's contractual arrangements with Avertas Energy. 2. Commissioning of the plant is expected to commence in September 2022, with the plant being fully operational by February 2023. 3. The City's continued delivery of general waste (from a 2 bin system) to the energy plant is dependant upon the following actions: a. Completion and review of the City's feasibility study on the implementation of a FOGO service (which will include market development, composting standards, community consultation, cost, etc) (refer to action below) b. The outcomes of the State Government's Waste Levy review c. Review of contractual arrangements with Avertas Energy d. City's ability to source additional waste to meet the contractual requirements with Avertas Energy	1. Delivery of the City's general waste to the Waste to Energy plant by September 2022 (commissioning purposes). Plant should be fully operational by February 2023. 2. Review of City's Waste to Energy strategy in view of: a. Outcomes of FOGO feasibility study b. Waste Levy review c. Contractual obligations with Avertas Energy d. Ability to source additional waste to meet contractual obligations	1. Commence delivery of City's general waste to the Avertas Energy Waste to Energy plant by September 2022 (purposes of commissioning plant).	Sep-22	Y - operational budget and LTFF		✓		Waste Management		
	Undertake a feasibility study for introducing a three bin FOGO service, consistent with the Waste Strategy 2030 in the 2021/22 financial year	New	1. Review State Government Better Practice Guidelines on 3 bin FOGO kerbside service 2. Prepare a Feasibility study on 3 bin FOGO service 3. Study to include an assessment of the viability of the service, including technology, markets, cost benefits and other contractual commitments 4. Review contractual arrangements with Avertas Energy, and if required, seek legal opinions 5. Report to Council outlining options and seeking endorsement 6. Implement chosen solution	1. Feasibility study to be completed by early 2022 2. Report to Council for endorsement by June 2022	1. Feasibility study to be completed by early 2022 2. Report to Council by June 2022	Jun-22	N - Future operational budget	✓	✓		Waste Management		
	Continue to undertake waste oil and battery kerbside recycling collections	Existing	1. Service commenced in Dec 2019 2. Continue to provide waste oil and car battery kerbside collections to Mandurah residents 3. Service to be reviewed annually	1. Continue to provide recycling service to Mandurah residents 2. Review service annually	Continue to provide service to Mandurah residents	Ongoing	Y - existing operational budget			✓	✓		Waste Management
	Review Waste Service Plans (for each waste system) under the Waste Alliance contract with Cleanaway annually and seek Alliance Board approval of any proposed amendments	Existing	1. Operational Management Team to annually review Waste Service Plans for each waste system as required by the Waste Alliance contract 2. Waste Alliance Board to approve amendments to the Service Plans each year as part of budget deliberations 3. The annual Waste Alliance budget is to be based on implementation of the Service Plans and be approved by the Waste Alliance Board and Council	1. Service Plans to be reviewed in February each year and any amendments to be referred to Waste Alliance Board for approval 2. Waste management budget to be presented to the Waste Alliance Board in March each year for consideration, adoption and referral to Council for approval	1. Service Plans to be reviewed in February each year 2. Plan amendments to be approved by Waste Alliance Board in March each year 3. Waste management budget to be presented to Waste Alliance Board in March each year for consideration, adoption and referral to Council for approval	Ongoing	Y - existing operational budget	✓	✓	✓			Waste Management
	Maintain membership on Rivers Regional Council (or Regional Subsidiary if that occurs)	Existing	1. The City has been a member of Rivers Regional Council since 2015 2. Maintain the City's membership on the Rivers Regional Council (or Regional Subsidiary if that is approved by Minister)	Maintain membership on RRC (or Regional Subsidiary)	Maintain membership on RRC	Ongoing	Y - existing operational budget	✓	✓	✓			Waste Management
	Review the impact of the Containers for Change program on the City's waste services	New	Conduct a review of the City's waste service to ascertain the impact, if any, of the State Governments Containers for Change program	Review completed by June 2023	Review completed by June 2023	Jun-23	Y - existing operational budget			✓			
	Continue representation on relevant waste related committees and attend relevant waste conferences	Existing	1. Continue to provide representation on WALGA Officers Advisory Group, Consistent Communications Collective, etc 2. Maintain membership of Waste Management and Resource Recovery Association 3. Attend State Waste conference or other applicable waste related conferences	1. Maintain membership on WALGA Officers Advisory Group 2. Maintain membership and representation on relevant waste related groups 3. Attend State Waste conference or other applicable waste related conferences	1. Maintain memberships 2. Represent City of Mandurah in committees and at conferences	Ongoing	Y - existing operational budget						Waste Management
Upgrade the green waste and general recycling storage areas at the Waste Management Centre in accordance with the approved Concept Plan	Existing	1. Complete concept design 2. Consult with DWER and seek the appropriate Works Approval to commence works 3. Works to be undertaken in two stages in 2022/23 and 2023/24	Works to be completed by Jun 2024	Works to be completed by 30 June 2024	Jun-24	N - 2022/23 and 2023/24 capital budgets			✓	✓	Waste Management Infrastructure Management Operational Services		
Develop a Master Plan for the future upgrade of the Waste Management Centre	New	1. Waste Management Centre is 24 years old 2. Engage Consultant and prepare Master Plan for upgrade of Waste Management Centre 3. Report to Council seeking endorsement of Master Plan	Master Plan to be prepared and approved by Council by December 2025	Master Plan to be prepared and approved by Council by 2025	Jun-25	N - Future waste management budget			✓	✓	Waste Management Technical Services		
Determine the feasibility of establishing a Recycling Tip Shop at the front end of the City's Waste Management Centre	New	1. Review current Recycling Tip shop design and options for operating facility 2. Prepare Business Plan for Recycling Tip shop 3. Prepare report to Council seeking project endorsement	1. Business Plan to be completed by Dec 2022 2. Report to Council by June 2023	1. Finalise concept design of Recycling Tip shop by June 2022 2. Business Plan to be completed by Dec 2022 3. Report to Council by June 2023 seeking endorsement	Jun-23	N - Future waste management budget	✓	✓			Waste Management Business Services		

Waste infrastructure	Implement rehabilitation of the old inert cells at Tims Thicket Inert landfill in accordance with the Management Plan	New	1. New Management Plan has been prepared and circulated to DWER 2. Implement actions within the Management Plan	1. Completion of rehabilitation actions within plan for 2022/23 2. Completion of rehabilitation actions within plan for 2024/25	1. Completion of rehabilitation actions for 2022/23 2. Completion of rehabilitation actions for 2024/25	2025	Existing budget - Long Term Financial Plan	✓	✓	✓	Waste Management	Risks: Failure to provide adequate waste infrastructure to deal with the City's waste Failure to maintain the City's waste facilities to best practice standards Mitigation: Actions outlined in this plan aim to mitigate these risks	
	Purchase new compaction trailers for the transport of waste to the Waste to Energy facility in Kwinana	Existing	1. Develop RFT for the purchase of two new quad axle compaction trailers for use at WMC 2. Advertise RFT and procure trailers	1. RFT to be advertised in January 2021 2. City to receive trailers by May 2022	1. Procurement finalised and trailers ordered by October 2021 2. City to receive trailers by May 2022	May-22	Existing 2021/22 capital budget	✓			Waste Management Procurement - Tenders and Contracts City Fleet		
	Upgrade fire detection and fire fighting services at Waste Management Centre.	New	1. Review fire fighting services at WMC 2. Develop scope of works to connect all fire fighting services at the site to the dedicated fire main for site 3. Install thermal cameras into recycling shed and network into existing communication system	1. Develop scope of works to upgrade fire fighting services at the facility 2. Procure and carry out upgrade works 3. Procure and install thermal cameras	Fire detection and fire fighting upgrades to be completed by June 2023		Jun-23	Proposed 2022/23 Capital Budget			✓		Waste Management
	(This action is dependant upon Waste Levy Review and whether the levy is expanded to include the Peel Region) Install weighbridge at the Tims Thicket Waste facility for inert landfill operations (dependant upon Waste Levy expansion into Peel Region)	New	(This action is dependant upon Waste Levy Review and whether the levy is expanded to include the Peel Region) 1. Evaluate State Governments decision on review of Waste Levy 2. Determine if weighbridge is required due to receipt of leviable waste at site 3. Develop RFQ document and procure weighbridge	(This action is dependant upon Waste Levy Review and whether the levy is expanded to include the Peel Region) 1. RFQ document to be advertised by September 2022 2. Procurement finalised and order placed 3. Weighbridge installation	(This action is dependant upon Waste Levy Review and whether the levy is expanded to include the Peel Region) 1. Procurement finalised and weighbridge ordered by Dec 2022 2. Weighbridge to be installed and operational by Jun 2023		Jun-23	Proposed 2022/23 Capital Budget	✓	✓			Waste Management
	Determine the feasibility of establishing a green waste facility in the southern corridor of Mandurah	New	1. Prepare a feasibility study on the establishment of a green waste facility in the southern corridor of Mandurah 2. Prepare report to Council seeking endorsement.	1. Feasibility study to be completed by June 2024 2. Report to Council by December 2024	1. Feasibility study to be completed by June 2024 2. Report to Council by December 2024		Dec-24	N - Future operational budget			✓		Waste Management
Policies and procurement	Review City of Mandurah Waste Management Local Laws 2010	New	1. Review the City's current Waste Local Laws and compare to WALGA Waste Local Law template 2. Propose draft amendments to City's Local Laws 3. Prepare report to Council seeking approval of proposed amendments to Local Laws	1. Local Law review to be completed by Mar 2022 2. Report to Council seeking endorsement by Jun 2022	Local Law reviewed and report presented to Council by Jun 2022	Jun-22	Y - operational budget	✓			Waste Management Governance and Legal	Risks: Inability to influence or manage legislative changes. Failure to maintain financial sustainability of all waste service units Mitigation:	
	Review the gate fee structure at the City's waste facilities in light of the Waste to Energy facility becoming operational in January 2022	New	1. Prepare financial model of the gate fee structure at WMC - based on current WIE gate fee and the site becoming operational in January 2022 2. Review Council's fees and charges schedule (waste management) to reflect model outcomes 3. Seek Council approval of new fees	1. Prepare financial model by 28 Feb 2021. 2. Incorporate new fees into Council's draft 2021/22 Fee and Charges Schedule 3. Council to approve draft Fees and Charges Schedule by 30 June 2021	1. Incorporate new fees into Council's draft 2021/22 Fee and Charges Schedule by 30 March 2021. 2. Council to adopt draft 2021/22 Fee and Charges Schedule by 30 June 2021 (as part of budget deliberations)	Jun-21	Y - operational budget	✓			Waste Management Financial Services		
	Prepare a Business Case for the use of a hydrogen powered waste collection vehicle	New	1. Evaluate report from Aurecon on the Renewable Hydrogen Transport Hub 2. Work with Cleanaway and prepare a Business Case on the use of a hydrogen powered waste vehicle	Business Case to be completed by June 2024	Business Case to be completed by Jun 2024		Jun-24	N - Future operational budget	✓	✓			Waste Management Environment Team
Waste Management Tool	Actions (OR link to existing local government plan/document that details this activity)	Is the action new or existing?	Detailed actions/sub-actions (OR link to existing local government plan/document that details this activity)	Milestones (SMART - Specific, Measurable, Achievable, Relevant, Timed)	Target (SMART)	Timeframe for delivery (completion date)	Cost of implementation incorporated into annual budget and Corporate Business Plan? Y/N - (if not, why?)	Aligns to Waste Strategy Objective/s			Responsibility for implementation (branch, team or officer title, not the names of individual officers)	Identified risks (Impact/consequences and mitigation strategies)	
Data	Improve data collection for illegal dumping	New	1. Implement a new system for capturing of illegal dumping data through the One Council CRM system (waste types, amount, cost, etc). 2. Deploy in field electronic devices (i.e. Tablets) to waste collection drivers to capture images and improved data in the field	1. One Council CRM system to be operational by late 2021 2. Evaluate the best in field devices to capture the relevant illegal dumping information and how this can be linked back to the CRM	Data recording system to be in place for illegal dumping by mid 2022	Jun-22	Y - Future operational budget			✓	Waste Management Business Services	Risks: Lack of access to accurate data poses risks in terms of unknown impacts on the environment and inability to implement effective strategies Mitigation: Strategy is to continuously improve data collection systems, with particular emphasis around illegal dumping	
	Investigate deployment of appropriate technology to assist in the reduction of illegal dumping	New	Investigate enforcement options, such as CCTV, for use at regular illegal dumping sites	Complete study/options by end of Dec 22	Study to be completed by Dec 2022	2022/23	N - Future waste management minor capital budget	✓	✓	✓	Waste Management Financial Services		
	Continue to conduct a compositional waste audit of the residential rubbish and recycling bins every 2 years	Existing	1. Last waste audit was conducted by Cleanaway in March 2019. 2. Audit to be undertaken in March/April 2023 and March/April 2025 3. Appoint consultant/contractor to undertake audit work 3. Conduct audit and report findings to Alliance Board and Council	1. Waste audit to be undertaken in April 2023 3. Waste audit to be undertaken in April 2025	1. Audit results to be presented to Waste Alliance Board and Council by Aug 2023 2. Audit results to be presented to Waste Alliance Board and Council by Aug 2025	Aug 2023 Aug 2025	Y - Operational Budget			✓	Waste Management		
	Develop and implement a Waste Education Strategy and Plan to engage with and encourage waste minimisation and sustainable waste behaviour	New	1. Prepare Waste Education Strategy and Plan in conjunction with the City's Communications and Sustainability Teams. Plan to include: - Social media campaigns - Print media campaigns - Website - Waste and Recycle Guide 2. Plan to be reviewed by internal and external stakeholders 3. Final plan to be endorsed by Council 4. Implement Education Plan	1. Draft Waste Education Strategy and Plan 2. Stakeholder engagement 3. Report to Council seeking endorsement 4. Implement plan	Waste Education Strategy and Plan adopted by Council by Dec 2022.	Dec-22	Y - Operational budget	✓	✓	✓	Waste Management Corporate Communications Environment Cleanaway Pty Ltd (waste contractor)		
	Implement a community education program to increase awareness and encourage behaviour change around illegal dumping	New	1. Develop and distribute illegal dumping awareness material for a range of dumping types 2. Publicise illegal dumping enforcement activities 3. Promote illegal dumping messages to the community	1. Draft illegal dumping communications plan by June 2022 2. Implement plan actions by Dec 2022	10% decrease in recorded illegal dumping incidents (2019/20 baseline)	1/01/2022	Y - Operational Budget	✓		✓	Waste Management Corporate Communications Ranger Services		
	Continue to implement the City's bin tagging program	Existing	1. City commenced its bin tagging program in 2014. The program was modified in 2020 to align itself with the WALGA bin tagging program 2. New program commenced in October 2020. 3. Continue to implement bin tagging program to all Mandurah residents 4. Bin tagging results to be reported monthly to Operational Team through Bin Tagging Dashboard 5. Communicate bin taggings results to community	1. Bin tagging program to continue on an ongoing basis to Mandurah residents 2. Program to be delivered through Waste Alliance contract through Cleanaway's full time permanent Recycling Education Officer 2. Bin tagging results reported monthly to Operational Team meeting 3. Results evaluated and communicated to residents	1. Minimum of 250 properties per week assessed by REO 2. Contamination rate (as evaluated by bin tagging audits) to be lower than 6% by Dec 2024	Ongoing	Y - operational waste budget	✓			Waste Management Corporate Communications Cleanaway Pty Ltd (waste contractor)		

Behaviour change programs and initiatives	Develop an annual Waste and Recycle Guide for Mandurah residents	Existing	1. Waste and Recycle guide is reviewed each year in conjunction with the City's Communications Team to ensure that the information is accurate and up to date 2. The availability of the guide is communicated to Mandurah residents through a dedicated communications plan 3. Guide is made available through the City's website where it can be downloaded 4. Paper version of guide is also made available to residents upon request	1. Waste and Recycle guide reviewed and amended, and made available to residents for download from City's website by 1 July each year. 2. Paper copies are made available upon request (posted out)	1. Annual Waste and Recycle available to residents by 1 July each year. 2. Paper copies are made available upon request (posted out)	Ongoing	Y - operational waste budget	✓			Waste Management Corporate Communications	Risks: Failure to engage with community on correct recycling behaviours could cause increased costs associated with processing, landfill Mitigation: An improved community understanding through ongoing education and behaviour change programs.
	Review and enhance the waste management information on the City's website	Existing	1. Review the waste management information on the City's website on a quarterly basis to ensure information is accurate and up to date 2. Explore how the waste management section of the website can be enhanced to improve customer interaction (i.e., online forms, etc)	Waste management information on City's website reviewed and updated quarterly	Website information reviewed and updated quarterly	Ongoing	Y - operational waste budget	✓			Waste Management Corporate Communications	
	Review the benefits and costs of developing a Mandurah Waste App	New	1. Engage with community on preferences for receiving waste information. 2. Review community feedback, costs and benefits. 3. Prepare report to Executive Leadership Team with recommendations	Report to City Executive Leadership Team on the development of a Waste App by end of June 22.	If approved, Waste app to be rolled out in 2022/23.	2022/23	Future waste management budget	✓			Waste Management Corporate Communications	
	Develop and implement a resident worm farming and composting subsidy scheme	New	1. Research subsidy schemes in use at other Councils. 2. Develop and seek approval for subsidy scheme for worm farms and compost bins. 3. Communicate scheme to residents	1. Develop subsidy scheme 2. Seek City endorsement 3. Implement communication campaign to inform residents	New scheme to be developed and approved by Director/ELT by June 2023	Jun-23	N - Future operational/project budget	✓	✓		Waste Management Corporate Communications Environment	
	Continue with the Primary School Waste Education Program	Existing	1. City's waste contractor Cleanaway to continue to provide a school incursion program to Mandurah schools to teach about waste education and sustainability 2. A report to be produced each term outlining parent and teacher feedback on the program 3. Prepare and publish annual report on the program 4. Annually review the school program in conjunction with Operational Management Team	1. Cleanaway to continue to deliver school incursion program to primary schools within Mandurah 2. Publish annual report in Sept each year detailing program effectiveness 3. Annually review program each year	1. Minimum of 4 primary schools in Mandurah to be visited each term. 2. Annual report on education program to be presented and published in Sept each year	Ongoing	Y - Operational budget	✓	✓	✓	Waste Management Corporate Communications Cleanaway Pty Ltd (waste contractor)	
	Encourage schools within the City to participate in the State Government's Waste Wise Schools Program	New	1. Currently 13 schools in Mandurah participate in the state Government's Waste Wise program 2. Write to remaining schools and encourage their participation in the program 3. Assist existing and new schools with the implementation of the program	Write to all schools within Mandurah that are currently not accredited under the Waste Wise program.	Schools participating in the Waste Wise program increase by 2 per annum over the term of this Plan (baseline is 13 schools as at Dec 2020)	2021	Y - Operational budget	✓	✓	✓	Waste Management	
	Install recycling hubs for problematic wastes (ink cartridges, batteries, mobile phones, coffee pods, etc) in major Council buildings to encourage recycling of these materials	New	1. Design recycling hubs and determine products to be collected 2. Procure and install recycling hubs in main Council buildings (Administration building, Libraries, Waste Management Centre) 3. Inform public of recycling hubs through an effective communication plan	1. Develop scope and procure 4 recycling hubs 2. Install hubs in the 4 designated locations 3. Prepare and initiate communication plan 4. Review effectiveness of hubs and evaluate if additional units shall be procured.	1. Procure and install 4 recycling hubs by Dec 2022. 2. Prepare and initiate communication plan 3. Review and evaluate effectiveness of units by Dec 23	Dec-23	Y - draft 2021/22 operational budget	✓	✓	✓	Waste Management Corporate Communications	
	Develop a City wide Litter Strategy	New	1. Draft a Litter Strategy for the City of Mandurah 2. Seek Council endorsement of the Litter Strategy	1. Consult with Rangers and Compliance Section 2. Draft City of Mandurah Litter Strategy 3. Seek Council endorsement of Litter Strategy	1. Prepare Litter Strategy by June 2023 2. Council endorsement of Litter Strategy by Oct 2023	Oct-23	N - Future operational budget			✓	Waste Management Ranger Services Compliance	
	Prepare a Local Planning Policy that formalises a link between the Development Approval planning process and better waste management outcomes, and seek Council adoption of the Policy		1. Review WALGA's draft template for Local Planning Policy - Waste Avoidance & Resource Recovery - development applications 2. Review the City's current waste management guidelines for multi unit developments 3. Liaise with City's Statutory Planning Section about implementing Draft Local Planning Policy 4. Draft Local Planning Policy with reference to Mandurah 4. Seek City and Council approval of Local Planning Policy 5. Implement policy and make applicants aware of new Policy and guidelines	1. Review WALGA Local Planning Policy Template by April 2022 2. Review the City's current waste management guidelines for developments by April 2022 3. Liaise with Statutory Planning Sections with regards to implementing Local Planning Policy 4. Draft Local Planning Policy to be completed by Sept 2022 5. City and Council consideration of Local Planning Policy by Dec 2021	City and Council consideration of the Local Planning Policy by Dec 2022	Dec-22	Y - Operational Budget	✓	✓	✓	Waste Management Strategic Land Use Planning Statutory Planning	

Bin Audit Composition Category Details

Recyclable Components					
1	2	3	4 Descriptors		
Recyclables	Paper	Recyclable Paper	Newspaper	Newspapers, Newspaper like pamphlets,	
			Glossy Paper	magazines (glossy) pamphlets, present wrapping paper,	
			Office Paper	A4 document paper, writing pads, letters, stationery papers, Print / Writing Paper, envelopes	
			Coloured Paper	Coloured Paper	
		Non-Recyclable Paper	Composite Paper	Composite paper items where the weight of the paper is estimated to be greater the weight of the other materials, envelopes with transparent windows	
			Contaminated Paper	Paper towel, Paper Napkins, Contaminated Paper - soiled not recyclable	
			Other Paper	Non-Recyclable Paper, greaseproof paper, paper with wax coating, high wet strength papers, telephone books	
	Cardboard	Recyclable Cardboard	Corrugated Cardboard	Corrugated cardboard boxes,	
			Packaged Flat Cardboard	packing boxes etc, cereal boxes, business cards, folding cartons	
			Liquid Paper Board Foil Lined and Other	UHT / Long life milk, Soy Milk Cartons, some fruit juice cartons, Carbon barriers, Milk Cartons, Cardboard with wax coating, paper/disposable cups including biodegradable cups	
		Non-Recyclable Cardboard	Composite cardboard	Composite cardboard items where the weight of the cardboard is estimated to be greater the weight of the other materials, e.g. pringle boxes etc,	
			Contaminated Cardboard	Contaminated Cardboard e.g. pizza boxes	
			Other Cardboard	Non-Recyclable Cardboard	
	Plastics	Recyclable Plastics	PET #1	Soft drink bottles, juice bottles, some food & mouthwash containers (e.g. jam & sauce bottles, peanut butter jars) including coloured PET	
			HDPE#2	Milk and cream bottles, shampoo and cleaner bottles, HDPE bottles, including coloured HDPE	
			PVC#3	Cordial and juice bottles, blister packs, plumbing pipes and fittings, PVC labels	
			LDPE#4	Ice cream container lids, cream bottle lids, squeeze bottles, lids, builder's black plastic, black mulch film, plant nursery bags	
			Polypropylene#5	Ice cream containers, drinking straws, pot plant pots, some bottle caps, plastic garden settings, potato crisp bags, compost bins	
			Polystyrene #6	Yoghurt / sour cream containers, hot drink cups, take away containers, plastic cutlery, video/CD boxes, packaging foam, any foam	
			Plastic#7 Other	Tupperware, Mixed unidentifiable plastics, all other resins and multi-blend plastic materials	
			Non-Recyclable Plastics	Plastic Bags	Plastics Shopping Bags, Plastic Produce/Food Bags, Resealable Plastic Bags, Bin liners, Garbage bin liners, Compostable Plastics Bags
		Plastic Film		Cling film	
		Composite (Mostly Plastic)		Composite plastic items where the weight of the plastic is estimated to be greater than the other material items	
		Glass	Recyclable Glass (CDS Glass)	Glass Bottles	Beer/Cider Mixed Drinks, Soft drink bottles, not broken glass
	Recyclable Glass		Glass Other	wine bottles, food and sauce jars,	
	Non-Recyclable Glass		Miscellaneous/Other Glass	Plate glass (window and windscreen), broken light globes glass, glass particles, Black or ceramic lined glass, including broken glass that is recyclable more than 50mm in size	
	Ferrous (Steel)	Steel	Steel Cans	Food cans, pet food cans, tins, empty paint tins,	
			Steel Aerosols	Aerosol cans	
			Composite Ferrous (Mostly Ferrous)	Composite ferrous items where the weight of the metal is estimated to be greater than the other material items	
			Ferrous Other	Beer bottle tops, 100% ferrous items that are not cans / tins / packaging materials	
	Non Ferrous (Aluminium)	Aluminium	Aluminium Cans	Beer and soft drink cans,	
			Aluminium Aerosols	Aluminium aerosol cans	
			Aluminium Foil	clean foil	
			Composite Non-Ferrous (Mostly Non-Ferrous)	Composite non-ferrous metal items where the weight of the metal is estimated to be greater than the other material items	
			Non-Ferrous Other	Copper / brass / bronze items, other metals (not ferrous / aluminium), Aluminium tamper proof seals	
	Contaminants/Non-Recyclable Components				
	Organic	Organic	Organic	Food Waste	Vegetable scraps, meat scraps, animal food, leftover food, Food particles, Bones
				Green Waste	Grass clippings, tree trimmings / pruning's, flowers, tree wood
				Packaged Food Waste	(Liquid containers - quarter full or more) and (Food Waste in containers or bags)
				Other Putrescible	Animal excrement, mixed compostable items
		Other Organics	Other Organics	Wood/Timber	Milled wood / timber, wooden skewers
		Textiles	Textiles	Textiles	(Natural/Synthetic - Apparel/Bedding etc.), (Leather and Rubber)
		Other Textiles		Other Textiles	Shoes, handbags, millinery etc
	Earth	Earth	Soil/Dust 'n' Dirt and Inert and Broken Glass, Ash/Coal	Vacuum bag contents, soil, rocks, dirt, grit, mud, Broken Glass less than 50mm in size	
Hazardous	Medical	Medical Waste	Pharmaceuticals	Unused prescription medicine, vitamins and Minerals	
			Medical Waste	Band aids, Bandages, Used surgical gloves, Surgical Instruments, Medical aids/kits, Medical devices and radioactive materials, any solid waste generated from a diagnosis, treatment of humans or animals, /Medical Other	
			Hypodermic Syringes	Hypodermic Syringes, Epi Pens	
	Pathogenic Infectious	Pathogenic Infectious	Sanitary / Hygiene	used tissues (items with any bodily fluids), tampons/pads, cotton buds)	
			Nappies	Adult and Child disposable nappies	
	Hazardous	Hazardous	Hazardous	Chemicals	Bleach, Shampoo, Cleaning Products, (where the weight of the product is estimated to be greater than the weight of the container)
				Paint	Wet/Dry Paint
				Batteries Household	Batteries (Single Use and Rechargeable), Mobile phone battery
				Batteries Other	Vehicle Batteries e.g. Car/Boat, Industrial batteries e.g. Power Supply (UPS)
				Fluorescent Tubes/Light Bulbs	
				Oil Household, Motor & Other	
				Building Material	
				Hazardous Other	Uncategorized hazardous waste
Other	Electronic Waste	Electronic Waste	Toner Cartridges	Toner Cartridges	
			Computer Equipment	Computer Components, Peripheral Devices/Computer Printer or Photocopier/Printer	
			Mobile Phones	Mobile phones	
			Electrical Items	Electrical Products	
Miscellaneous	Miscellaneous	Miscellaneous (Specify)	Any items not applicable to other categories		

GLOSSARY

Avoidance	Avoidance refers to the prevention or reduction of waste generation and is the most preferred option in the waste hierarchy.	
Better practice	Better practice refers to practices and approaches that are considered by the Waste Authority to be outcomes-focussed, effective and high performing, which have been identified based on evidence and benchmarking against comparable jurisdictions	
Commercial and industrial waste (C&I)	Solid waste generated by the business sector, State and Federal Government entities, schools and tertiary institutions.	
Commercial waste services	<ul style="list-style-type: none"> Refers to drop-off, kerbside, vergeside or other waste services provided by the local government to commercial premises. Discretionary service, not offered by all local governments 	
Construction and demolition waste (C&D)	Solid waste produced by demolition and building activities, including road and rail construction and maintenance, and excavation of land associated with construction activities.	
Disposal	<ul style="list-style-type: none"> Disposal refers to the discharge of waste into the environment, either into landfill or another disposal route. Disposal is the least preferred option in the waste hierarchy. 	
Drop-off facilities and services	<ul style="list-style-type: none"> Drop-off collections are where reportable waste is delivered to the waste depot Services are provided to collect waste or recyclable materials. May be temporary or permanent standalone drop-off points for one or more Note: this does not include HHW drop-off points 	
Energy recovery	The process of extracting energy from a waste stream through re use, reprocessing, recycling or recovering energy from waste	
Household hazardous waste (HHW) facility	<ul style="list-style-type: none"> Refers to facilities for the drop-off and storage of HHW Includes consideration of the drop-off and storage procedures and infrastructure, staffing and resourcing, layout, operation and management HHW facilities, etc. 	
Illegal Dumping	Illegal dumping is the unauthorised discharging or abandonment of waste and is an offence under Section 49A of the <i>Environmental Protection Act 1986</i> .	
	Illegally dumped waste is generally considered to have the following attributes:	
	Volume	> 1 cubic metre
	Environmental impact	Contains items/substances that are potentially noxious or hazardous; potential for environmental harm if material leaks, spreads or degrades
	Type of waste	Commercial or industrial waste; larger-scale household waste
Reason for offence	Premeditated decision; commercial benefit or avoidance of fee	
Mode of deposition	Deposited using a vehicle	
Kerbside waste services	<ul style="list-style-type: none"> A regular, containerised collection service (often a wheelie bin) where the waste or recycling is collected from outside a resident's dwelling. Can apply to either recycling or general waste (and in a few instances green waste). 	
Landfill	<ul style="list-style-type: none"> Refers to inert or putrescible waste, registered or licenced landfills Activities related to the layout, operation, management and post closure of a landfill. Includes consideration of the technology and infrastructure on site, staffing and resourcing, and any other waste facilities or services at the landfill site (e.g. greenwaste or recycling drop off, mulching, tip shop, etc.) 	
	Litter is defined in the <i>Litter Act 1979</i> as including: <ul style="list-style-type: none"> all kinds of rubbish, refuse, junk, garbage or scrap; and 	

Litter	<ul style="list-style-type: none"> any articles or material abandoned or unwanted by the owner or the person in possession thereof, <p>but does not include dust, smoke or other like products emitted or produced during the normal operations of any mining, extractive, primary or manufacturing industry.</p> <p>Litter is generally considered to have the following attributes:</p>										
	<table border="1"> <tr> <td>Volume</td> <td>< 1 cubic metre</td> </tr> <tr> <td>Environmental impact</td> <td>Nil or minor actual or potential environmental impact</td> </tr> <tr> <td>Type of waste</td> <td>Personal litter</td> </tr> <tr> <td>Reason for offence</td> <td>Unpremeditated, convenient disposal</td> </tr> <tr> <td>Mode of deposition</td> <td>Deposited by hand (includes dropping by hand from a vehicle)</td> </tr> </table>	Volume	< 1 cubic metre	Environmental impact	Nil or minor actual or potential environmental impact	Type of waste	Personal litter	Reason for offence	Unpremeditated, convenient disposal	Mode of deposition	Deposited by hand (includes dropping by hand from a vehicle)
	Volume	< 1 cubic metre									
	Environmental impact	Nil or minor actual or potential environmental impact									
	Type of waste	Personal litter									
	Reason for offence	Unpremeditated, convenient disposal									
Mode of deposition	Deposited by hand (includes dropping by hand from a vehicle)										
Local government waste management	<ul style="list-style-type: none"> Refers to waste generated by a local government in performing its functions Includes materials such as construction and demolition waste from road and footpath building and maintenance; greenwaste from parks maintenance; waste generated at local government offices, depots, and facilities 										
Municipal solid waste (MSW)	Solid waste generated from domestic (residential) premises and local government activities										
Peel region	The Peel region is the area defined by the Peel Region Scheme.										
Perth metropolitan region	The Perth metropolitan region or the Perth region is the area defined by the Metropolitan Region Scheme.										
Public place services	Public place waste services refers to permanent bins provided by local government in public places to collect waste and/or recycling.										
Recovery	The process of extracting materials or energy from a waste stream through re use, reprocessing, recycling or recovering energy from waste.										
Reuse	Reuse refers to using a material or item again.										
Reprocessing	Reprocessing refers to using an item or material that might otherwise become waste during the manufacturing or remanufacturing process.										
Recycling	The process by which waste is collected, sorted, processed (including through composting), and converted into raw materials to be used in the production of new products.										
Residual Waste	<ul style="list-style-type: none"> Waste that remains after the application of a better practice source separation process and recycling system, consistent with the waste hierarchy as described in section 5 of the WARR Act. Where better practice guidance is not available, an entity's material recovery performance will need to meet or exceed the relevant stream target (depending on its source - MSW, C&I or C&D) for the remaining non-recovered materials to be considered residual waste under this waste strategy. 										
Special event waste services	Special event waste management refers to temporary bins and/or waste collection services provided by local government to manage waste generated at events such as fireworks displays, music festivals, sports events, markets etc.										
Sustainable procurement	Sustainable procurement involves meeting a need for goods and services in a way that achieves value for money and generates benefits not only to the organisation, but also to society and the economy, while minimising damage to the environment.										
Transfer station	<ul style="list-style-type: none"> Refers to facilities which undertake large scale consolidation of waste or recyclable materials for transfer to another facility for processing or disposal Activities related to the layout, operation and management of a transfer station Includes consideration of the technology and infrastructure on site, staffing and resourcing, and any other waste facilities or services available at the site (e.g. greenwaste or recycling drop off, mulching, tip shop, etc.) 										
Vergeside waste services	<ul style="list-style-type: none"> Vergeside collection services are bulk, infrequent (~every 4-6 month or on demand) services. Material is collected from residential 'vergesides' either non-containerised or in a skip provided by the local government. Vergeside services may relate to green waste or hard waste 										

	<ul style="list-style-type: none"> • Includes waste and/or recyclable materials that may be mixed or separated and the source and can include green waste or hard waste.
<p>Waste services</p>	<p>Waste services are defined by the <i>Waste Avoidance and Resource Recovery Act 2007</i> as the:</p> <ul style="list-style-type: none"> • the collection, transport, storage, treatment, processing, sorting, recycling or disposal of waste; or • the provision of receptacles for the temporary deposit of waste; or • the provision and management of waste facilities, machinery for the disposal of waste and processes for dealing with waste.

13	SUBJECT:	Waterfront Project Naming: Eastern (South) and Western Foreshores
	DIRECTOR:	Built and Natural Environment
	MEETING:	Council Meeting
	MEETING DATE:	23 November 2021

Summary

The development of two new features of the Mandurah Waterfront, the Eastern Foreshore South Precinct - Estuary Pool and the Western Foreshore Play Space are nearing completion. As new features there is an opportunity to apply an official name to these key waterfront destinations and activity spaces.

Geographic names provide a practical point of reference to a spatial location and recognise the cultural significance and identity of places. The Waterfront Project provides an opportunity to build on the City of Mandurah's progress in increasing the visibility and therefore normalisation of Noongar language in prominent public spaces.

Mandjoogoordap Dreaming (George Walley) was engaged to facilitate consultation with relevant Traditional Owners and Elders to confirm the Aboriginal Place names for the Eastern Foreshore and surrounds and Western Foreshore and surrounds, and provide suggested naming for the new Esuary Pool and Play Space features located within these areas. A report detailing the outcomes of this process was provided in August 2020, and is attached for reference. Further Consultation with the Elder Group has been undertaken more recently to consider name options including those recommended in the initial report.

The recommended name for the Estuary pool feature is 'Kwillena Gabi' (translation - Dolphin Waters). The recommended name for the Western Foreshore Play Space is 'Koolaanga Waabiny' (translation - Children Playing).

Council approval is sought to officially apply for naming of the new features and to restore the traditional Noongar place names to these areas.

Disclosure of Interest

Nil

Location



Previous Relevant Documentation

Nil

Background

Assigning Noongar names to features and places will help with the wider preservation of local heritage and is an important way to progress reconciliation between Aboriginal and non-Aboriginal people in Western Australia. The City's commitment to this has been established through the actions outlined in the City's Reconciliation Action Plan, the guiding principles in the City's 'Naming of Community Infrastructure and Public Places' Policy and the recent Noongar and Dual language naming across Parks and Reserves and Facilities.

The Minister for Lands is responsible for the *Land Administration Act 1997*. Through delegated authority, the Minister enables Landgate to review submissions and identify, capture and maintain new place names, features, administrative boundaries, localities and roads within Western Australia and formally approve these actions on the Minister's behalf.

'The use of Aboriginal names and words for naming features, administrative boundaries and roads are a way of recognising the different enduring cultural and language groups. Names originating from an Australian Aboriginal language local to the area of the topographical feature, locality or road, must be written in a standard recognised format and their use is subject to agreement from the relevant Aboriginal communities. Named features may remain in their traditional language without translation of the generic

descriptor. A descriptive term may be added to indicate the true nature of the feature.’ (Reference: Policies and Standards for Geographical Naming in Western Australia. Version 3:2017)

Eastern Foreshore South – Naming

The majority of the Eastern Foreshore land parcels have the registered name ‘Eastern Foreshore Reserve.’ Previous advice from the Geographic Naming Committee has been that there would be no issue in changing the name as ‘Eastern Foreshore Reserve’ does not commemorate anyone. There is an option to have a Dual Name or Place Name.

The new Eastern Foreshore ‘Estuary pool’ can be named as a feature. The term ‘Estuary Pool’ has just been used to communicate the feature throughout the planning and delivery of the project. Historically the former pool in the same location had the name ‘Robert Day memorial Pool’, named after first Chairman of Mandurah’s Shire Council who died in an accident in 1963. Robert Day Memorial Pool was constructed in 1965 and demolished in approximately 1985 following the opening of the Mandurah Aquatic and Recreation Centre. The name is not a current registered name. The Robert Day Memorial Pool, replaced the bathing sheds in the same location. It is proposed that the history and continuing culture of the site as a social swimming and bathing area will be acknowledged through interpretive signage and imagery.

As part of the Section 18 “consent to use land affected by Aboriginal sites” under the Aboriginal Heritage Act consultation report Traditional Owners/Registered Site Informants were consulted with by Dr Amanda Yates 18/7/2019. The Traditional Owners of Group 1 approved the proposed Estuary Pool and Jetty upgrades with the condition that the Estuary Pool have a Noongar Name.

Western Foreshore Recreation Precinct – Naming

‘Western Foreshore’ is not an official name, although it is used to refer to the foreshore area on the west side of Mandjar Bay and the reserve area named Hall Park. ‘Hall Park’ is a registered commemorative name after original settlers of the area, and advice from the Geographic Names Committee is that this name should be retained and Aboriginal history recognised with either a dual name or Noongar Place name for the area.

There is evidence of the Noongar Place name for the area with a ‘Dedallamup’ name plate existing on Hall’s Cottage.

There is a new naming opportunity for the new play space that reflects the theme and location of the playground. Various ideas were put forward from community members as part of the early play space development consultation with support for a Noongar name.

Comment

Mandjoogoordap Dreaming (George Walley) was engaged to facilitate consultation with relevant Traditional Owners and Elders to confirm Aboriginal Place names for the Eastern Foreshore and surrounds and the Western Foreshore and surrounds, and provide suggested naming for the new Esuary Pool and Play Space located within these areas. A report detailing the outcomes of this process was provided in August 2020 and is attached for reference.

George Walley undertook consultation with Traditional Owners/Elders of Bindjareb Boodja in regards to use of the Noongar place names Didaalamaap for the Western Foreshore/Halls Head and Djeridjinap for the Eastern Foreshore area.

Eastern Foreshore Area - Djeridjinap

‘The Eastern Foreshore is a premium stretch of land area and waterway that is very popular with local Mandurah people, visitors and tourists coming to Mandurah because it is a tourism destination. The ancient name is “Djeridjinap” sounded “jerr-rij-in-up”. It means the “happy place”. In every family or festival activity

that happens along the Eastern Foreshore or Djeridjinap, it is aligned with our ancestors using that space in a different time but in a similar way. It is a happy place whether used 10 000 years ago with our ancestors coming here to fish, crab, swim, prawn or camp nearby, or last summer with families having BBQs there or using the playground area to allow children to play. It is appropriate that our ancestors provided a name meaning happy, for a happy place, and happy activities done there.’ (Reference: Mandjoogoordap Dreaming Report – Didaalamaap – Western Foreshore, Djeridjinap Eastern Foreshore, August 2020)

The Noongar Place name ‘Djeridjinap’ has being used on recent signage installed at Dalrymple Reserve. The geographical extent to which the name applies has yet not been determined. The use of the Noongar place name is supported by the local Elders, Cultural Knowledge Holders (CKH) and community members consulted with, however the geographical extent to which it is applied needs to be established and formal adoption of ‘Djeridjinap’ as a Place name sought from Landgate.

Eastern Foreshore Estuary Pool - ‘Kwillena Gabi’

‘Kwillena Gabi’ meaning, *dolphin waters* is the name put forward for the Estuary Pool and supported by the Local Elders, Cultural Knowledge holders and community members consulted with.

Western Foreshore Area - Didaalamaap

‘Didaalamaap has words within the word. Daa means mouth in reference to the mouth where the ocean enters/exits the Djilba, Maap means skin and others reference maap as the spleen. Didara means the middle and other dialects reference didara as sea or ocean. It can definitely be used to define that water area that is in the middle that is near the mouth where the ocean meets the estuary.’ (Reference: *Mandjoogoordap Dreaming Report – Didaalamaap – Western Foreshore, Djeridjinap Eastern Foreshore, August 2020*)

The Noongar Place name ‘Didaalamaap’ has been used on recent signage installed at the Mandurah Skate Park and Henry Sutton Grove. The geographical extent to which the name applies has yet not been determined. The use of the Noongar place name is supported by the local Elders, Cultural Knowledge Holders (CKH) and community members consulted with, however the geographical extent to which it is applied needs to be established and formal adoption of ‘Didaalamaap’ as a Place Name sought from Landgate.

Western Foreshore Play Space - ‘Koolaanga Waabiny’

‘Koolaanga Waabiny’ translating as *Children Playing* and also referring to the Swamp Sheoak trees celebrated in the Play Space is the name put forward for the Play Space and supported by the Local Elders, Cultural Knowledge holders and community members consulted with.

‘A wonderful teaching point that I was reminded of, is about the casuarina tree that grows along the waterways around Mandurah. It is called the swamp sheoak or casuarina obesa and grows near brackish or saline waterways. The Noongar name for the swamp sheoak is “koolyaanga” and there is a symbolic association between tree and children. The name for children is koolaanga and the name for the swamp sheoak is koolyaanga. The name is basically the same for both children and tree. ...A deeper meaning is that the river part of waterways, are called bilya. Bilya is also the name for the umbilical cord. In cultural knowledge our ancestors gave the same name for the river and the umbilical cord because they both sustain life..... When we refer to the koolyaanga or swamp sheoak along the waterways, it is also recognising that the children are near the waterway or umbilical cord.... The koolyaanga boorn (trees) grow near the place where the children’s playground will be built. There is a strong reference in the design and playground creation of the casuarina trees or koolyaanga boorn. The appropriate name of the children’s playground could be “koolaanga waabiny” meaning children playing.’ (Reference: Mandjoogoordap Dreaming Report – Didaalamaap – Western Foreshore, Djeridjinap Eastern Foreshore, August 2020.

The City's Land Administration Officer has reviewed Landgate's policies and consulted with Landgate in regards to the proposed names. The proposed names are supported, however, Landgate's position is that feature class names should be included in the official names. In accordance with Landgate Policies and Standards to Geographical Naming in Western Australia Version 3:2017:

' 3.1.2 Feature classes (generics)

All topographic names shall include as part of that name a feature class or generic. The feature class must be selected from the official list of feature classes used within Western Australia as shown in this document as Appendix 3A: Topographic feature classes suitable for use in Western Australia. The correct use of feature classes alleviates any possible confusion as to which feature the name is being applied to.

Exceptions to this only occur with the use of Aboriginal names or words which already include details of the feature class within the name.'

It is suggested the names "Kwillena Gabi Pool" and 'Koolaanga Waabiny Playground' are offered as alternatives should Landgate determine a feature class needs to be included in the official name.

The Feature Class 'Pool' is described in the 'Policies and Standards for Geographical Naming in Western Australia Version 03:2017 Appendix 3A: Topographic feature classes suitable for use in Western Australia' as ' A small body of still or standing water, permanent or temporary, often in the bed of an intermittent river or stream, and sometimes spring fed, chiefly one of natural formation, or; a large partly enclosed arm of a sea or lake or; a small body of still water in a natural hollow.'

It is noted that the Feature Class list does not include 'playground' or similar feature and 'Waabiny' is a Noongar name referring to the activity of play, therefore the term 'playground' may not need to be applied to the official name.

Consultation

Participants invited by George Walley to participate in the restorative naming and new feature naming process as documented in the *Mandjoogoordap Dreaming Report – Didaalamaap – Western Foreshore, Djeridjinap Eastern Foreshore, August 2020* were Elders and community members who have had a role in the past heritage surveys, or projects with the City of Mandurah, or providing cultural knowledge for other Mandurah related projects for other departments or organisations.

Participant List:

- Uncle Harry Nannup - Elder and Cultural Knowledge holder;
- Uncle Clarry Walley - Lives in Pinjarra however was part of the heritage survey completed previously related to the waterways and the Eastern / Western Foreshore Development Project. His family has worked for many farming families in the local governments of Murray, City of Mandurah and the Waroona;
- Franklyn Nannup - A Community Leader, a Bindjareb Representative to SWALSC and GKB, Chairperson of Winjan Aboriginal Corporation, grew up in the region and strong in his voice to keep consults local;
- Aunty Gloria Kearing - A respected Elder and artist. She lives in the Shire of Murray however has been a strong voice in her cultural knowledge around the Bindjareb Territory through her interpretation of culture through her artwork. Aunty Gloria has also been part of the past heritage surveys in the region;
- Aunty Jane Nannup - Aunty Jane is the twin of Aunty Gloria and her quiet approach to public business through heritage surveys or local projects, is well noted and respected. She is not a public person and will not make public speeches or do a welcome to country, however is still a person called on for advice with community concerns or cultural knowledge;
- Aunty Jeanette Palmer-Indich - Aunty Jeanette is the older of the three sisters mentioned, and the sister of Uncle Harry Nannup. She too grew up around the region and is called on for advice with community matters or cultural knowledge advice;

- Ricky Ugle - Ricky is a community leader in his own right and grew up in the region. He is part of the group of Elders and community members who recently did some work with the Department of Water and Environmental Regulations (DEWAR). He is being given opportunities to be part of heritage survey groups or project groups, to learn and contribute as a younger local person; and
- Mary Walley - Mary is an important younger person and she has been part of past heritage surveys with her Dad, Clarry Walley that took part in places around the region. Mary is another person who is more confident in small groups rather than the public speaking that others are involved in.

Further to the engagement facilitated by George Walley last year, more recently the City's Community Development Officer (Reconciliation) attended the Elders Group meeting on 25 August, 2021 at Winjan Aboriginal Corporation. The following Elders and Community Members were present:

- George Walley – Bindjareb Traditional Owner, cultural consultant, communications manager at Nidjalla Waangan Mia, CoM RAP steering group member, Winjan Board Director;
- Franklyn Nannup - Bindjareb Traditional Owner, Chair Winjan Aboriginal Corporation;
- Trevor Stack – Winjan Project Officer, Community Leader;
- Kerry Stack – Community Leader, Cultural Consultant, CoM RAP Steering Group Member;
- Brett Hill – Community Leader, Winjan Board Director, Bendigo Bank Board member, Finucare Board member; and
- Lesley Morrison - Bindjareb Elder, retired teacher.

Suggested names for the Estuary Pool and Western Foreshore Play Space including the recommended names from the consultation and report were presented to the group.

Estuary Pool

1. Kwillena Gabi
2. Kwillena Pool
3. Mandjar Gabi
4. Mandjar Pool

Western Foreshore Playspace

1. Koolaanga Waabiny
2. Koolanga Play Space
3. Koolyangka Waabiny
4. Koolyangka Play Space
5. Deedaalamap Play Space

There was a good discussion around the name and spelling and the group were very happy that Noongar names are being proposed. The group's preferred names are consistent with those previously recommended being 'Kwillena Gabi' for the Estuary Pool and 'Koolaanga Waabiny' for the Western Foreshore Play Space.

It is also worth noting that they were also supportive of the name 'Mandjar Gabi' for the pool. However, in the end the 'Kwillena Gabi' name was more favoured. It should be noted the group advised they were happy with either name.

The Elders group are eager to see the English translation of the names on the signage so that people know the meaning of the names and providing a learning opportunity. Dual naming is not proposed, but it is recommended that the translation will be included on signage.

Statutory Environment

- The Minister for Lands (the Minister) is responsible for the *Land Administration Act 1997*. Through delegated authority, the Minister enables Landgate to review submissions and identify, capture and maintain new place names, features, administrative boundaries, localities and roads within Western Australia and formally approve these actions on the Minister's behalf.

- *Land Administration Act 1997 – Section 26.2 (c)* - Subject to 26A the Minister may by order name, rename and cancel the name of any topographical feature, road or reserve.
- Policies and Standards for Geographical Naming in Western Australia. Version 3:2017.

Policy Implications

- POL-PKR 04 – Naming of Community Infrastructure and Public Place

Financial Implications

Nil

Risk Analysis

It is not considered that there are any significant risks related to this report.

Strategic Implications

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

Social:

- Promote and encourage community connectedness to create social interaction and a strong sense of security and belonging.
- Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in.

Organisational Excellence:

- Demonstrate regional leadership and advocate for the needs of our community.
- Listen to and engage with our community in the decision-making process.

Conclusion

Through engagement with local Elders and Cultural Knowledge Holders and respected Aboriginal Leaders in the Community, the recommended names the Estuary Pool and Western Foreshore Play Space have been established.

Council support is sought to officially apply to Landgate for approval of the following names for new features created as part of the Waterfront Project:

- Eastern Foreshore Estuary Pool – Kwillena Gabi (translation - Dolphin Waters) – Alternate name option - Kwillena Gabi Pool; and
- Western Foreshore Play Space - Koolaanga Waabiny (translation - Children's Playground) - Alternate name option - Koolaanga Waabiny Playground.

Council support is also sought to work with Local Elders to establish the geographical extent to which Noongar Place names Djeridjinap and Didaalamaap should be applied and seek Landgate Approval to have the Place Names formally adopted.

NOTE:

- Refer ***Attachment 13.1 Mandjoogoordap Dreaming Report – Didaalamaap – Western Foreshore, Djeridjinap Eastern Foreshore, August 2020.***

RECOMMENDATION

That Council authorises City officers to make application to Landgate for the official naming approval of:

- 1. Feature 'Kwillena Gabi' (or alternative 'Kwillena Gabi Pool' to include) for the newly created Eastern Foreshore pool area.**
- 2. Feature 'Koolaanga Waabiny' (or alternative 'Koolaanga Waabiny Playground' to include feature) for the newly created Western Foreshore Play Space.**
- 3. Aboriginal place name 'Djeridjinap' to the Eastern Foreshore Reserve area and surrounds.**
- 4. Aboriginal place name 'Didaalamaap' to the Western Foreshore/Hall Park area and surrounds.**



Didaalamaap - Western Foreshore
Djeridjinap - Eastern Foreshore
Project

Noongar Language Restorative Initiative ©

Consultant:

George Walley

Mandjoogoordap Dreaming

August 2020

TABLE OF CONTENTS

Sections:

1. Overview	
(a) Consult Brief – Djeridjinap, Didaalamaap and Djilba Gabi Page 3
(b) Project Deliverables Process Page 3
(c) Strategic Alignments Page 3
2. Background Page 4
3. Consultation	
(a) Consultation Protocol, Process and GKB Map Pages 5/6
(b) Participants Page 7
(c) Questionnaire for Participants Page 8
(d) General Feedback Page 9
4. Western Foreshore Restorative Initiative	
(a) Places on Map with Explanation Page 10
(b) Background Page 10
(c) Recommendation Page 10
5. Eastern Foreshore Restorative Initiative	
(a) Places on Map with Explanation Page 11
(b) Background Page 11
(c) Recommendation Page 11
(d) Mandjoogoordap (Mandurah) Ancient Names Page 12
6. Other Noongar Names in the Area Page 13
7. Dr Amanda Yates, Archaeologist	
(a) Report to the City of Mandurah, December 2019 (consultation paragraph related to project) Page 14
(b) Report to the City of Mandurah, January 2013 (recommendations related to project) Page 14
8. Conclusion Page 15
9. Appendix – maps (a), (b), (c), (d) and (e) with written commentaries Pages 16/20
10. References Page 21

Section One: Overview

(a) Consult Brief: Djeridjinap Boodja / Didaalamaap Boodja / Djilba Gabi (Estuary Waters)

Through the City of Mandurah's Reconciliation Action Plan (RAP) the City's Dual Naming Committee will actively and visibly work toward opportunities of dual naming / restoration of Noongar names within public spaces – buildings, reserves, parks and other examples of where Noongar names can be restored within a whole community area. It is being seen to be normalising language use from 50 000 years of human existence within this territory, and to acknowledge the ongoing cultural connection to language and cultural practices. In the process, creating an awareness and education through the sharing and working together. This is respectful to the Aboriginal community, the wider community and the City of Mandurah who have demonstrated as a Local Government, to be visionary in their partnering with Traditional Owners and Aboriginal leaders and community members.

(b) Project Deliverables Process

The process would include Mandjoogordap Dreaming:

1. Consulting with Traditional Owners, and Elders with a significant cultural connection to this area culmination of a cultural knowledge map.
2. Research, collation and documentation for a reporting document to the City of Mandurah.
3. Reporting to relevant officers in the City of Mandurah – meeting / workshop.
4. The report would then be taken by officers to City of Mandurah Council for endorsement.
5. The City of Mandurah would then apply to Landgate / Geographic Naming Committee for the appropriate guidance and implementation of those Noongar name restoration recommendations.

The City of Mandurah will provide resources to include the following:

6. Information / research the City has collated relating to place names.
7. Details of the Waterfront Project proposals.
8. Details of the proposed themes for the Western and Eastern Foreshore playgrounds.
9. Aerial maps of the broad areas to which place names relate to.

(c) Strategic Alignments:

- ✓ United Nations – UN Declaration on the Rights of Indigenous Peoples, Articles 1 – 46.
- ✓ City of Mandurah – Reconciliation Action Plan – Action 9.3 / Action 9.4
- ✓ Aboriginal Heritage Act (1972)
- ✓ Aboriginal Recognition Act (2015)
- ✓ Noongar Recognition Act (2016)
- ✓ South West Native Title Settlement (2020 Pending)
- ✓ City of Mandurah – Policy (POL-PKR-04), Guiding Principle 2

Section Two: Background

The question, “How did we get to this point of inclusivity of Noongar names in our local government area?” First of all, the linguistic journey of a society some 50 000 years of existence in this region has been well documented. Our Bindjareb Noongar ancestors have provided us with names that have a cultural knowledge background. Our rich inheritance of Noongar names of streets, towns, reserves, hills, plants, animals, ranges and waterways provides an opportunity for all people to learn.

With European Settlement, it was important for colony surveyors to take Noongar people on explorations of documenting names using a compass and mapping notes. It was also important to Noongar people to help the surveyors to provide the Noongar names on maps that literally mapped our land mass, our kaaleepga or homeland.

Settlers used many of these names in referencing journal entries for locations that explained where they lived or travelled. Places like Pinjarra, Nannup, Tammin, Kellerberrin, Dongara, Yallingup, Goomalling are a result of Noongar word usage that became a dual usage of documented and retained place names.

In the Mandurah area, when the descendants of those settler families sold off land, those people insisted the use of Noongar names, and more specifically Noongar names that were local to this area to be used. This was very respectful to the Bindjareb Noongar people. These names are on maps and street directories. An example of this is the name “Yeedong” with reference to Yeedong Road. He was a Bindjareb Noongar man who was one of the 23 Bindjareb Warriors who provided the leadership and resistance against Thomas Peel settling this area. (CSR32/82-90; PG 3/5/1834). The shooting of Yeedong by police was tragic, and documented to be justifiable homicide. (CSR61/162-5, 206; Green 1984, 213)

Mandurah is a shortened version of Mandjoogoordap meaning “meeting place of the heart”, a very descriptive meaning drawing on a depth and meaning of an important and beautiful place. When there is an understanding of the meaning of Noongar words, there is an appreciation of the meaning in context with how Noongar people deeply regard and respect the land.

Noongar the language is now much more documented in books and Dreaming stories. Schools are slowly introducing it as a Language Other Than English (LOTE). It has been a journey of saving the language from literally becoming extinct. The previous generation of Elders who were still fluent in Noongar language became teachers of the language to groups of educators such as myself, to maintain it for generations to come. This was a strategic plan by the Department of Education who supported the restoration and maintenance of Noongar language, in working with Elders and Noongar educators, and other departmental educators.

So, in a way that is part of an overall visionary way of thinking, it is important to know that it has been part of respectful way to use Noongar words. Words such as jarrah, tuart and marri trees are not only Noongar words but are now used as common words in our vocabulary.

Historically, Mandurah has always been inclusive of using Noongar names and we should continue to use local Noongar names as a way of creating an awareness, also to educate all people of the unique value of this place and our sense of identity to this place.

Section Three: Consultation

(a) Consultation Protocol, Process and GKB Map

(i) Protocol

The pending South West Native Title Settlement will allow the protocol to change from the South West Aboriginal Land and Sea Council (SWALSC) in ending its role, and allow the Six ILUA Groups to establish itself in a greater capacity to have a role in their own groupings.

The territories – Bindjareb, Wilman and Ganeang territories which are named collectively as the Gnaala Karl Boodja region. This can provide the opportunity for all parties that engage in future work to have a flexible position on how we go about consults.

It is my strong position and the position of other Traditional Owners from Bindjareb Boodja that Gnaala Karla Boodja does not have an exclusive right to do our business involving cultural knowledge from our area. We take the stance that we do not go to the Wilman and Ganeang territories and tell them about their cultural knowledge, so we do not want people coming here and being part of consults when they do not know our cultural knowledge.

What has been taking place in this territory has been respectful of local families who have a lineage connection to this territory. Archaeologist Dr Amanda Yates has been the expert leading the heritage surveys. She knows which clan people to involve when taking into consideration either a large or small number of people to be included.

The consults that I have been involved in should not change. That is an ongoing opportunity to engage in a range of reasons pertinent to the City of Mandurah projects, and the best interests of local recordings of Noongar language or cultural awareness training sessions. This partnering should be mindful of where the Gnaala Karla Boodja connection is in the background.

I would prefer that myself, or those local Elders be engaged in consults rather than those who may travel from Bunbury, Narrogin or Pingelly or other listed townships. It makes sense for our collective of local interests to continue to consult.

(ii) Process

There is an opportunity for the Bindjareb Boodja consult business to stay with the lineage families who are Cultural Knowledge Holders (CKH), and specifically for the City of Mandurah to only engage with the local CKH. It makes sense.

Given that Bindjareb is part of the GKB, why have Wilman and / or Ganeang people here. Only Bindjareb CKH should talk about local cultural knowledge.

The suggested process:

- ✓ Develop a formal agreement between Mandjoogordap Dreaming and the City of Mandurah. This same agreement could be partnered with other local governments in the region as well.
- ✓ Consult with Mandjoogordap Dreaming.
- ✓ Mandjoogordap Dreaming (MD) to engage with Dr Amanda Yates if / where necessary.
- ✓ Seek local Elders / CKH if the consult is related to local heritage surveys.
- ✓ MD to continue working with the City of Mandurah with the continuance of local projects.
- ✓ Reports of activities being made available to GKB Office when it is established.

(iii) Gnaala Karla Boodja (GKB) Map

“The Gnaala Karla Boodja region refers to the Noongar language or dialectical groups of the Bindjareb/Pindjarup, Wilman and Ganeang. Towards the east of the Gnaala Karla Boodja region is the Ballardong region and down south is the Wagyl Kaip region. The Gnaala Karla Boodja region encompasses the towns of Capel, Donny Brook, Balingup, Wickpin, Narrogin, Williams, Mundijong, Kwinana, Brookton, Pingelly, Wagin, Harvey, Collie, Pinjarra, Mandurah and Boddington. The approximate size of the Gnaala Karla Boodja region is 30424.531 square kilometres”. (SWALSC Website)



(SWALSC website map)

(b) Participants

Participants invited were Elders and community members who have had a role in the past heritage surveys, or projects with the City of Mandurah, or providing cultural knowledge for other Mandurah related projects for other departments or organisations.

Participants were consulted (face to face) except for one who was unwell so a phone conversation was done.

Participant List:

Uncle Harry Nannup: A respected Elder and Freeman of the City of Mandurah who has lived and worked in many parts of the region. His role as a CKH and Community Leader is well known.

Uncle Clarry Walley: Lives in Pinjarra however was part of the heritage survey completed previously related to the waterways and the Eastern / Western Foreshore Development Project. His family has worked for many farming families in the local governments of Murray, City of Mandurah and the Waroona.

Franklyn Nannup: A Community Leader, a Bindjareb Representative to SWALSC and GKB, Chairperson of Winjan Aboriginal Corporation, grew up in the region and strong in his voice to keep consults local.

Aunty Gloria Kearing: A respected Elder and artist. She lives in the Shire of Murray however has been a strong voice in her cultural knowledge around the Bindjareb Territory through her interpretation of culture through her artwork. Aunty Gloria has also been part of the past heritage surveys in the region.

Aunty Jane Nannup: Aunty Jane is the twin of Aunty Gloria and her quiet approach to public business through heritage surveys or local projects, is well noted and respected. She is not a public person and will not make public speeches or do a welcome to country, however is still a person called on for advice with community concerns or cultural knowledge.

Aunty Jeanette Palmer-Indich: Aunty Jeanette is the older of the three sisters mentioned, and of course the sisters of Uncle Harry Nannup. She too grew up around the region and is called on for advice with community matters or cultural knowledge advice.

Ricky Ugle: Ricky is a community leader in his own right and grew up in the region. He is part of the group of Elders and community members who recently did some work with the Department of Water and Environmental Regulations (DEWAR). He is being given opportunities to be part of heritage survey groups or project groups, to learn and contribute as a younger local person.

Mary Walley: Mary is an important younger person and she has been part of past heritage surveys with her Dad, Clarry Walley that took part in places around the region. Mary is another person who is more confident in small groups rather than the public speaking that others are involved in.

George Walley: I am the consultant who designed and introduced the project scope to those who agreed to be participants regarding the Noongar Language Restorative Initiative, within the Eastern and Western Foreshore Development Project.

(c) Questionnaire for Participants

Q1. Restorative Value of Existing Noongar Names

Statement: The following words are known Noongar words that the City of Mandurah want to recognise in signage – Ngalbap (Doddy’s Beach) / Deballah / (Western Halls Head) / Didaalamaap (Halls Head – Western Foreshore) / Djeridjinap (Eastern Foreshore) / Dwerda Kert-kert (Port Mandurah) / Koolinyinap (Halls Head).

A. Would you like to see these Noongar words in place as part of the Eastern and Foreshore Project?

Q2. Rounded Jetty Walkway

Statement: The Rounded Jetty Walkway will allow people to walk and take a closer look into the waterway. People may also swim in the waterway. There are to be no boats moored against this rounded walkway structure.

B. Do you think this rounded jetty could have a Noongar name and if so, what Noongar name would you like to see there? _____

Q3. Western Foreshore Development (Didaalamaap Boodja)

Statement: On the Western Foreshore, there is going to be a children’s playground created with reference to Noongar stories.

C. Do you think that there could be a Noongar name for the children’s playground and if so what Noongar name? _____

Participants:

- ✓ **Elders** – Harry Nannup, Jane Nannup, Janette Indich (Nannup), Clarry Walley, Franklin Nannup and Gloria Kearing.
- ✓ **Community People** – Mary Walley and Ricky Ugle.

Yaanga (thanks) to those participants who were giving of their time and comments.

(d) General Feedback

➤ Feedback Points

(i) Participants are familiar with the project area, that is, the Eastern and Western Foreshore and surrounding areas outside the project area. They were not necessarily familiar with the Noongar names in place however some knew where both Didaalamaap and Koolinyinap are. The opportunity to use the Noongar words makes sense.

(ii) Families use the park locations for family gatherings such as the Western Foreshore and Henry Sutton Reserve. Generations of families have used those spaces for BBQs, birthday parties and swimming. The communal BBQs are well used and the parking is very good.

(iii) Families are familiar with places such as Dobby's Beach, Henry Sutton Reserve and as mentioned, the Western Foreshore. Families also used the Eastern Foreshore for the playgrounds, BBQs, picnics and relaxing along the park area with usage in all mentioned areas as locations with much importance. Uncle Harry Nannup often refers to many of these places of usage in his youth.

(iv) Participants were very happy to find out that there are existing Noongar names in place, and therefore they should be used.

➤ Restorative Value of Existing Noongar Names

(v) **Question:** *Would you like to see the existing Noongar words used in place as part of the Eastern and Western Foreshore Project?*

Recommendation from Participants: All participants were in agreeance that the existing Noongar names should be used in the project area and surrounds, and that it was a good thing for people to know about the meanings. It makes sense for those names to be used.

➤ Rounded Jetty Walkway

(vi) **Question:** *Do you think this rounded jetty could have a Noongar name?*

Recommendation from Participants: Participants were in agreeance with "kwillena gabi" meaning, *dolphin waters*.

➤ Western Foreshore Development (Didaalamaap Boodja)

(vii) **Question:** *Do you think there could be a Noongar name for the children's playground, and if so what name?*

Recommendation from Participants: Participants were in agreeance with "koolaanga waabiny" = *children playing*.

Section Four: Western Foreshore Restorative Initiative

(a) Places on Map with Explanation

(i) Ngalbap (Doddy's Beach)

Ngalbap is a name, feminine meaning a place where mothers took children to swim in the shallows.

(ii) Deballah (Derbal/Darbal)

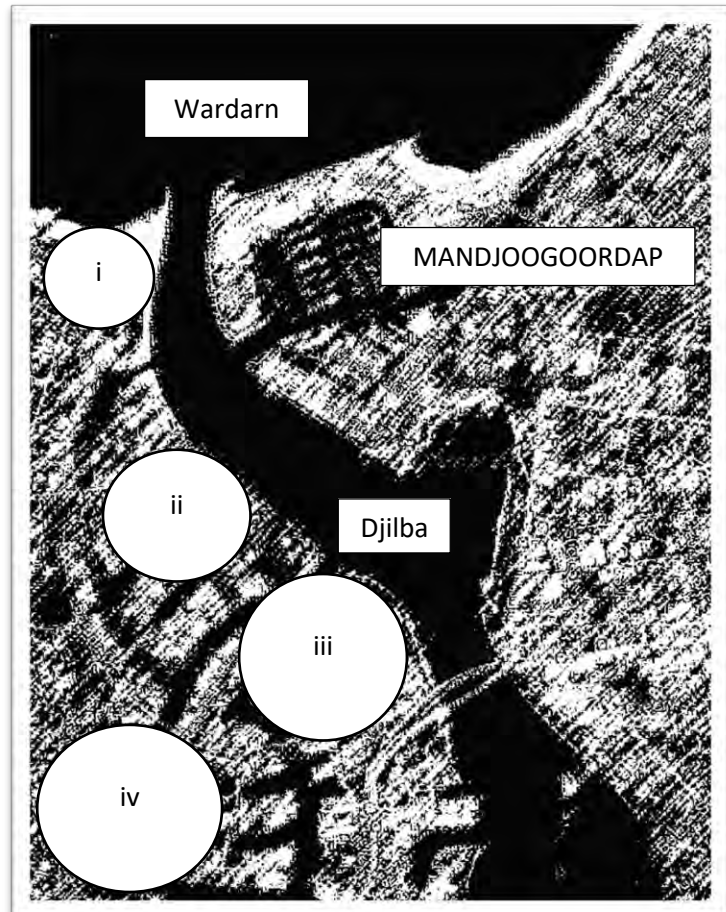
Deballah is most likely to be known as derbal or darbal. It means that part of the waterway which is part of the estuary waters.

(iii) Didaalamaap (Western Foreshore)

Didaalamaap has words within the word. Daa means mouth in reference to the mouth where the ocean enters / exits the Djilba. Maap means skin and others reference maap as the spleen. Didara means the middle and other dialects reference didara as sea or ocean. It can definitely be used to define that water area in the middle that is near the mouth where the ocean meets the estuary.

(iv) Koolinyinap (Halls Head)

Koolinyinap means place of the bush turkey. Words provide an important reference to why our ancestors gave a name to a place.



Map: Western Foreshore

(b) Background of Restoration and Noongar Families Usage

Families have continued to use the different reserves and park spaces for picnics and gathering for birthday parties. This important usage has also included swimming, fishing and crabbing. The ongoing connection to these places is also important because of the cultural aspect and parallel to what our ancestors did there in traditional times.

The names are known to be names placed there. This Noongar Language Restorative Initiative then has to be acknowledged for names already in place, which these were.

Restoring these names is respectful to these ancient names with meanings that define practices of lore of the Mandjoogordap Bindjareb people.

(c) Recommendation: Participants were very supportive in their recommendation of the restoration of Noongar names, in its right location and signage showing cultural explanation.

Section Five: Eastern Foreshore Restorative Initiative

(a) Place Names on Map with Explanations

(i) Dwerda Kert-Kert

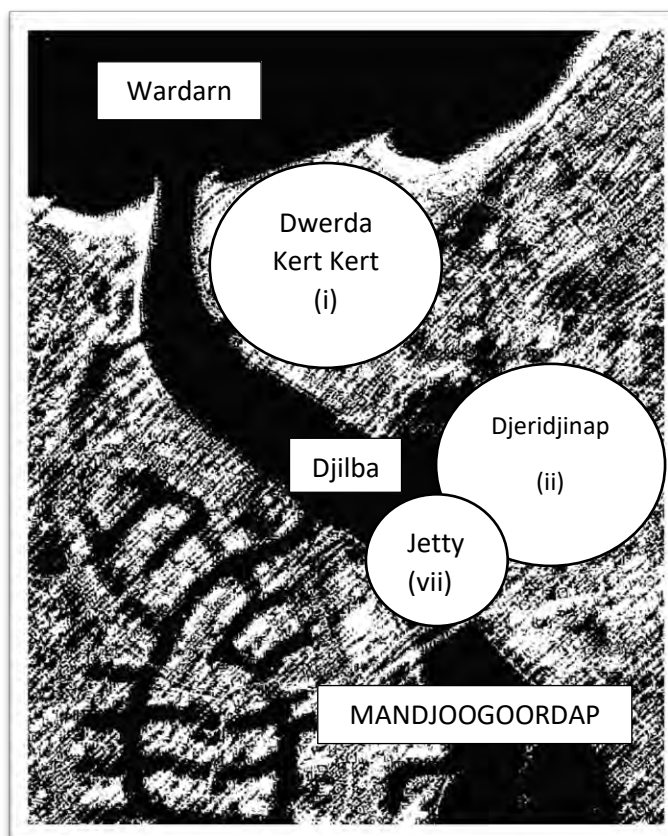
Dwerda Kert-kert is a name that means a dog that is very fast. At the mouth of the estuary and ocean, the protective nature of the dog is to keep the Woggaal's legacy of the waterway's creation.

(ii) Djeridjinap (Eastern Foreshore)

Djeridjinap has a base word we know as djerap, meaning to be happy. Djeridjinap refers to the foreshore area where many families meet there for children to play in the playground area, for families to have BBQs or sit and enjoy the dolphins swimming. The physical space is known as a happy place, and in today's society we still enjoy that area as a happy place.

(vii) Rounded Jetty Walkway

This will be built on the Eastern Foreshore near the new bridge. As a community member, what Noongar name would you like to call this structure?



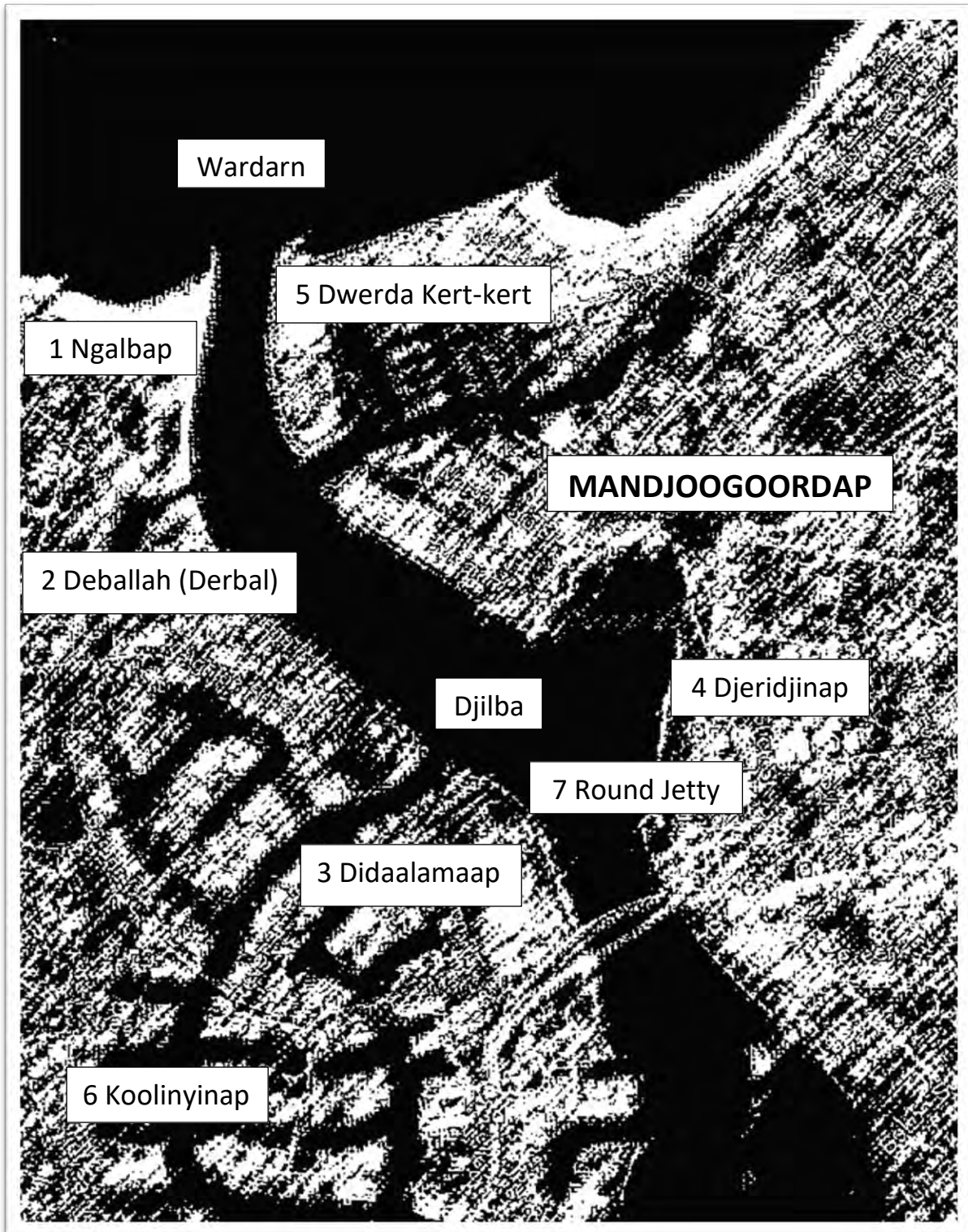
Map: Eastern Foreshore

(b) Background

The Eastern Foreshore is a premium stretch of land area and waterway that is very popular with local Mandurah people, visitors and tourists coming to Mandurah because it is a tourism destination. The ancient name is "Djeridjinap" sounded "jerr-rij-in-up". It means the "happy place". In every family or festival activity that happens along the Eastern Foreshore or Djeridjinap, it is aligned with our ancestors using that space in a different time but in a similar way. It is a happy place whether used 10 000 years ago with our ancestors coming here to fish, crab, swim, prawn or camp nearby, or last summer with families having BBQs there or using the playground area to allow children to play. It is appropriate that our ancestors provided a name meaning happy, for a happy place, and happy activities done there. The Crabfest is a well known and popular festival held along this foreshore.

(c) Recommendation: Participants were supportive in the recommendation using the Noongar name, "Djeridjinap" along the Eastern Foreshore with some meaning explanation.

(d) Mandjoogoordap (Mandurah) Ancient Names



Note

Djilba: Djilba is the name for the estuary. This waterway is part of the estuary.

Mandjoogoordap: The correct name for Mandurah, meaning meeting place of the heart.

Wardarn: Name for the ocean. Another name is Maambakoort.

Section Six: Other Noongar Names in the Area

There are Noongar names known throughout the Mandurah area and wider regional area, shown on local maps. Many of these are around the Djilba Darbal (Peel-Harvey Estuary). Some of these have been published eg the City of Mandurah Children's Map. Some example meanings should remain with the Cultural Knowledge Holder and not be made public unless there is a need to do so, being mindful of cultural reasons and of course intellectual rights.

The Noongar names for birds, marine life, plants and land animals are being taught to some degree in schools. They are recognisable names because the objects are in their neighbourhood eg seagulls, pelicans, dolphins, kangaroos, possums, osprey and so on. The Noongar names complement the English names and provide a greater value in learning about the land, people and how the meaning impacted on the people.

Educational Resources including charts are used in the school classrooms. Some Noongar Aboriginal resources like the Aboriginal flag, Torres Strait Islander flag, charts with names on and art work with stories are placed in health centres, shops, schools, and various departments as well as the City of Mandurah buildings.

Some of these Noongar names are on signage around Mandurah as a result of the ongoing positive work being done through the City of Mandurah Dual Naming Committee.

There are always opportunities to learn about 50 000 years of the First Australians existence here in this land, in some form including events, cultural awareness training to workshops.

Section Seven: Dr Amanda Yates, Archaeologist

Yates A, (2019). Report to the City of Mandurah

(a) Report on Additional Aboriginal Consultation to support a Variation to Section 18: 35-25260 dated 2-5-2013 for the Purpose of Construction of a Foreshore Pool and Jetty Upgrade as part of the Eastern Foreshore Upgrade. Report to the City of Mandurah December 2019

Consultation Process Summary

(i) An integral part of the archaeological and ethnographic research was the close consultation with the relevant Aboriginal Elders. Apart from the intergenerational spiritual and biographical ties, one should seek those who have authority . . . and signatories from this claim were consulted. In accordance with Noongar tradition, Aboriginal Community Leader and Heritage Consultant, Mr George Walley chose the survey team in consultation with the leading elders in the community.

(ii) The Summary (2.3 2013) Aboriginal Heritage Survey Summary was very clear with reference to the recommendations. There is a reference to protecting the swamp sheak trees (casuarina trees) that the Noongar name is koolyaanga. (p11) This is referred to both the Eastern and Western Foreshore.

(i) The other significant recommendation with reference to the proposed estuary pool is that it should have a Noongar name. (p22)

(b) Report on an Aboriginal Heritage Assessment on the Proposed Mandurah Eastern Foreshore Upgrade. Report to the City of Mandurah as part of a Section 18 Application, January 2013. Dr Amanda Yates (2013)

Recommendations (page 80)

The following recommendations are based on observations in the field, consideration of previous research, and consultation with the relevant Aboriginal representatives:

(i) The proposed Eastern Foreshore Realignment as defined in Figure 11 will directly affect the Mandurah Estuary which holds Aboriginal Significance as the origin point of the Peel Waugal Creation Myth. It is argued that the Peel, Harvey and Mandurah Estuaries, and associated lakes and wetlands represent an Aboriginal Site as defined under the definitions of 5b of the Aboriginal Heritage Act, as an example of sacred, ritual or ceremonial site, which is of importance and special significance to persons of Aboriginal descent. The full details of the Peel Region Waterways site, including restricted cultural information, spatial extent and significance will be submitted separately in the Site Recording Form. Therefore, it is recommended that the City of Mandurah apply for Section 18 "consent to use land affected by Aboriginal sites" under the Aboriginal Heritage Act 1972 to avoid any possible breaches of the aforementioned Act.

(ii) It is recommended that the City of Mandurah continue to liaise with leading Traditional owners to forward the proposed Aboriginal Interpretative Centre as part of the Eastern Foreshore Upgrade. It is recommended that the best vehicle for such liaison is through the City of Mandurah's Reconciliation Action Plan.

Dr Amanda Yates, a respected archaeologist, has worked with three generations of local people.

Section Eight: Conclusion

A wonderful teaching point that I was reminded of, is about the casuarina tree that grows along the waterways around Mandurah. It is called the swamp sheoak or casuarina obesa and grows near brackish or saline waterways.

The Noongar name for the swamp sheoak is “koolyaanga” and there is a symbolic association between tree and children. The name for children is koolaanga and the name for the swamp sheoak is koolyaanga. The name is basically the same for both children and tree.

A deeper meaning is that the river part of waterways, are called bilya. Bilya is also the name for the umbilical cord. In cultural knowledge our ancestors gave the same name for the river and the umbilical cord because they both sustain life. This has been the case for Harry Nannup’s family history of growing up in the area, where they had to use the rivers, lakes, swamps, estuary and the ocean to sustain their families over generations, and still do.

When we refer to the koolyaanga or swamp sheoak along the waterways, it is also recognising that the children are near the waterway or umbilical cord. There is a great respect in that story that was given to us by our ancestors that respected the waterways, to remind us that we are connected and that connection is the sense of place and sense of belonging.

The koolyaanga boorn (trees) grow near the place where the children’s playground will be built. There is a strong reference in the design and playground creation of the casuarina trees or koolyaanga boorn. The appropriate name of the children’s playground could be “koolaanga waabiny” meaning children playing.

Walking together in a respectful way can be milestone moments of ongoing learning and appreciating our land and waterways.

Section Nine: APPENDIX – Information Maps with Written Observations

(a) Hall Cottage, an important historical location from a western view of colonising the Mandurah area displays the word “Dedallumup” on the entrance doorway.

There is also a framed picture of Yaburgurt (George) and his wife Susan Winjan in the settler home. It is acknowledged that the Sutton family of that time took that photo, along with other photos of Yaburgurt and Susan Winjan.

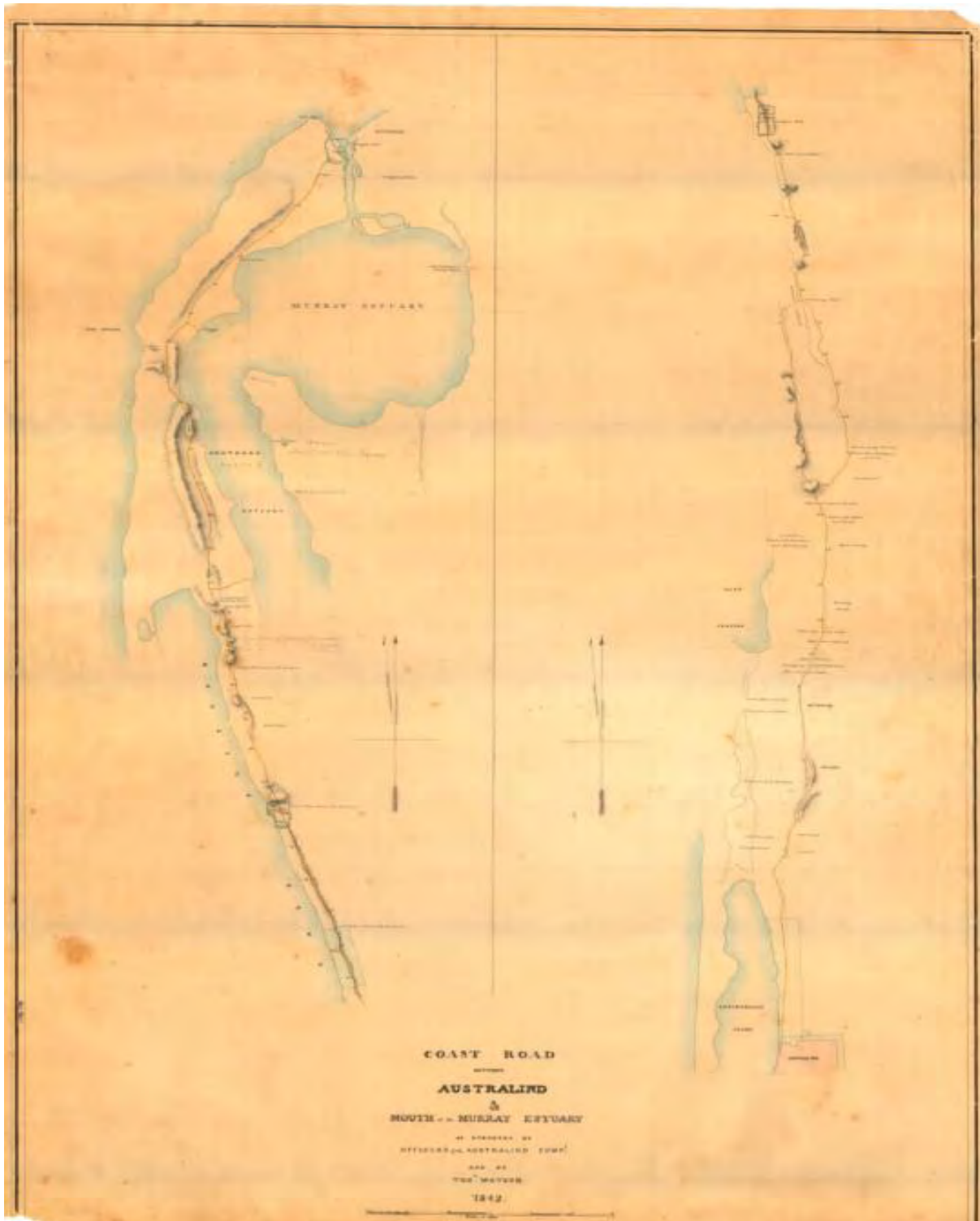
The word “Dedallumup” and the photo is complementary evidence of the relationship that the First Australians and the Settler families had established, especially the Sutton family. The respect and friendship was obvious at a recent renaming of Winjan’s Camp, to Yaburgurt Kaaleepga.

Descendants of the Sutton family were there and spoke fondly of the relationship with their colonising family members and Yaburgurt and Susan.

The sign “Dedallumup” is placed at that location on the doorway of the Hall Cottage because it recognises that the name is a name for the area as well. The association with the Sutton family is also reflected in the land area nearby by the naming of Henry Sutton Reserve, which is in the area of both Deballah (Derbal-Darbal) and Dedallumup (Didaalamaap).



(b) Mapping of areas around Mandurah and the region was being completed as part of the colonising process to reveal and section off lands for selling off to settler migrants coming here to resettle here. On many of these survey missions Noongar people accompanied the surveyors providing safety and names for places visited. These names are in place today because Noongar people identified the places, and the surveyors recorded the names. These names are in place because of the efforts of those in our dual history. Now we can refer to those names from a research and oral account.



(c) The Children’s Map product was an exercise where Noongar people and wedjula (white) people worked together on an cultural education map that included Noongar names for places where families often visit. It is respectful of heritage, cultures, land, Creation Beliefs, waterways, and how our ancestors lived successfully. The timeline of 50 000 years is evidenced based including now the European Settling of the region. Today we can learn from such informative maps.

These Maps can be obtained from the City of Mandurah Administration.



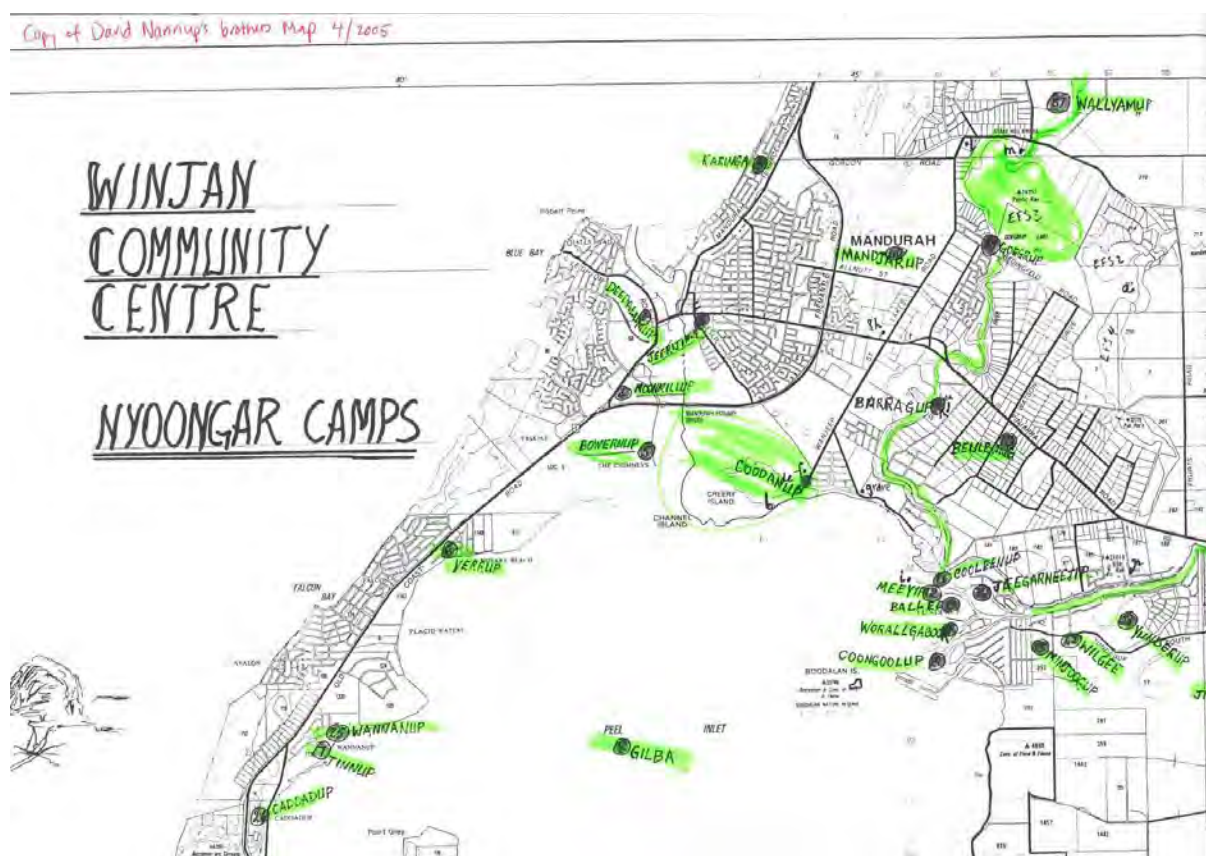
(d) The Winjan Community Centre, Nyungar Camp map, was in the possession of David Nannup (RIP) and he was given this particular Noongar campsites by his brother. The “brother” who gave him the map would most likely have been his older brother, Frank Nannup (RIP) who passed away in 2000. The information is inclusive of the old maps produced and Uncle Frank’s life experiences of him as a child growing up in the area, and as an adult raising his family in the area.

Winjan Aboriginal Corporation functions through the Winjan Community Cultural Centre. This corporation was started by Frank Nannup (RIP) who is known as a bridge builder of race relations and reconciliation. He and Joseph Walley (RIP) worked hard to put legacies in place that need to be worked with for continued community development.

Maps and other documentation often show that our Elders wanted to research information as well to complement what they knew, as people who saw many changes to this area, as we do over time.

The current Board of Directors at Winjan Aboriginal Corporation are visionary about where we are going in community development, and working in the space of improving the quality of life for our people. The board are building confidence in the community to learn from the past and to head into the future in a positive manner.

The future is what this group, partners and funding bodies do, in building our future.

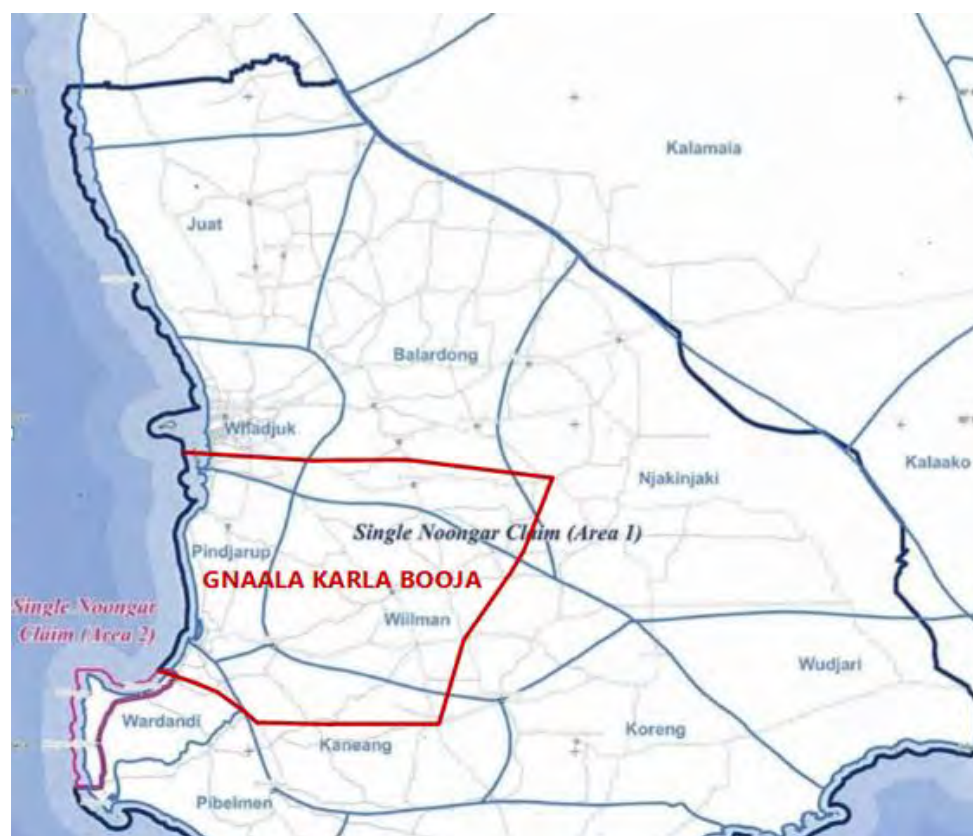


(e) George Walley's Reflection: The *Gnaala Karla Boodja* map reflects three Noongar Territories in one administrative system basket for the purpose of shrinking a greater number of 14 territories that make up the Noongar Nation's physical land mass in the South West of Western Australia.

This territory (Bindjareb) is not in any way culturally associated with the other two territories. This territory is a culturally strong place in its own right.

The reason why there was the joining of territories into what is called Indigenous Land Usage Agreements or ILUAs, is because of the perceived need that, there is a more effective way of dealing with the Southwest Noongar population, in terms with the pending South West Native Title Agreement / Settlement. At this time there are six ILUA Groups and it is perceived to be easier to deal with six, rather than fourteen territories. This creates administrative challenges as well as cultural challenges with protocols. The simple reaction statement is, *"In Mandurah and this territory we do not want the people from Collie, Bunbury, Narrogin and places in between, sticking their noses in our cultural business"* (George Walley / Frank Nannup 2020).

The present way of working together is the best way. There is an opportunity for an agreement to take place with a local presence rather than working with the Gnaala Karl Boodja (GKB) administrative challenges.



Expand on . . .

Section Ten: References:

- *Aborigines of the Southwest 1829-1840 – The Bicentennial Dictionary of Western Australians, Volume V111, Compiled and Edited by Sylvia Hallam and Lois Tilbrook*
- (CSR32/82-90; PG 3/5/1834) Commonwealth Research Office, Perth
- Cultural Knowledge Holders – Elders and Community
- George Walley – Researcher, Scribe and Cultural Knowledge Holder
- Map – Mandurah Children’s Map
- Maps – Old Drawn Maps
- South West Aboriginal Land and Sea Council (SWALSC)
1490 Albany Highway, Cannington WA 6987
Email: kaartdijin@noongar.org.au
Website: www.noongar.org.au
Phone: 9358 7400
- Yates A, (2013) Report on an Aboriginal Heritage Assessment on the Proposed Mandurah Eastern Foreshore Upgrade. Report to the City of Mandurah as part of a Section 18 Application, January 2013. Dr Amanda Yates (2013)
- Yates A, (2019). Report to the City of Mandurah – Report on Additional Aboriginal Consultation to support a Variation to Section 18: 35-25260 dated 2.5.2013 for the Purpose of Construction of the Foreshore Pool and Jetty Upgrade as part of the Eastern Foreshore Upgrade

George Walley
Mandjoogoordap Dreaming
August 2020

14	SUBJECT:	WALGA Energy Sustainability and Renewables Project: Phase 1 Procurement of Contestable Electricity Supply Outcome
	DIRECTOR:	Built and Natural Environment
	MEETING:	Council Meeting
	MEETING DATE:	23 November 2021

Summary

In December 2019, Council endorsed the City adopting a 25% renewable energy target by 2030.

In June 2021, the City signed a non-binding Memorandum of Understanding (MoU) with the West Australian Local Government Association (WALGA) committing to participating in a Request for Quote (RFQ) process for a three year Sector-Wide Electricity and Renewable Energy Offset Procurement (the WALGA Project). The objective was to reduce the cost of energy for WALGA members whilst also providing a commercial solution to renewable energy utilising Western Australian wind, solar and biomass projects.

The RFQ process has been completed and the preferred supplier is Synergy.

Synergy's offer is valid until 30 November 2021, and a minimum 60 GWh per year is required to execute the contract on behalf of the sector. A minimum of 85.2 GWh of renewable energy over the (three year) contract term is also required to honour a Fixed Renewable Energy Contract Price (NaturalPower).

Participation will ensure the City meets its own initial Renewable Energy Target well ahead of schedule at the lowest possible cost, and can secure competitive raw electricity pricing for the next three years.

Accordingly, Council is requested to endorse the Chief Executive Officer to enter into Synergy's three-year unbundled contract offer for raw contestable electricity supply and the additional purchase of NaturalPower offsets against 100% of the contestable electricity supply.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.9/7/21 27/07/2021 Council endorsed the City's participation in Phase One of WALGA's Energy Sustainability and Renewables Project
- G.22/3/20 24/03/2020 Council accepted Perth Energy as the preferred tenderer for Tender 01-2020 for Electricity and Gas Supply for a period of two years, with an option to extend for a further one year at the sole discretion of the City.
- G26/12/19 17/12/2019 Adopted the target of 25% of the City's total energy consumption to be supplied by renewable sources by 2030.
Acknowledged that the City is pursuing a number of different options to reduce our reliance on non-renewable energy sources that may involve partnerships with external parties
Supported officers continuing to engage with external parties interested in renewable energy to work with the City to explore carbon abatement options, including entering into Memorandum of Understandings and relevant agreements.

Background

In December 2019 Council adopted a target to increase the City's supply of renewable energy to 25% by 2030 (G26/12/19). At that time the City had a 17% renewable energy share, 10% of which was made up of geothermal heating. Despite investment such as solar PV and LED lighting the City's overall carbon footprint was increasing year on year due to increased growth in operational energy demands, for example the redevelopment of the MARC from 2015-2017 resulted in a significant increase in both gas and electricity consumption. A conservative initial renewable energy target was set to ensure it could be met in an environment where external barriers exist, for example an inability to develop an LED Street-Lighting retro-fit programme as a result of Western Power's position at the time.

In 2019 (report G26/12/19) it was identified that there was a need to collaborate and work in partnership with external parties in order to adopt renewable and emerging technologies and drive down emissions at a community level. Since then the City has enjoyed success using this collaborative approach by working with Western Power to deliver two Community batteries in Mandurah as well as leading a consortia of Government and private parties seeking to advance hydrogen technologies and economic activity in the region.

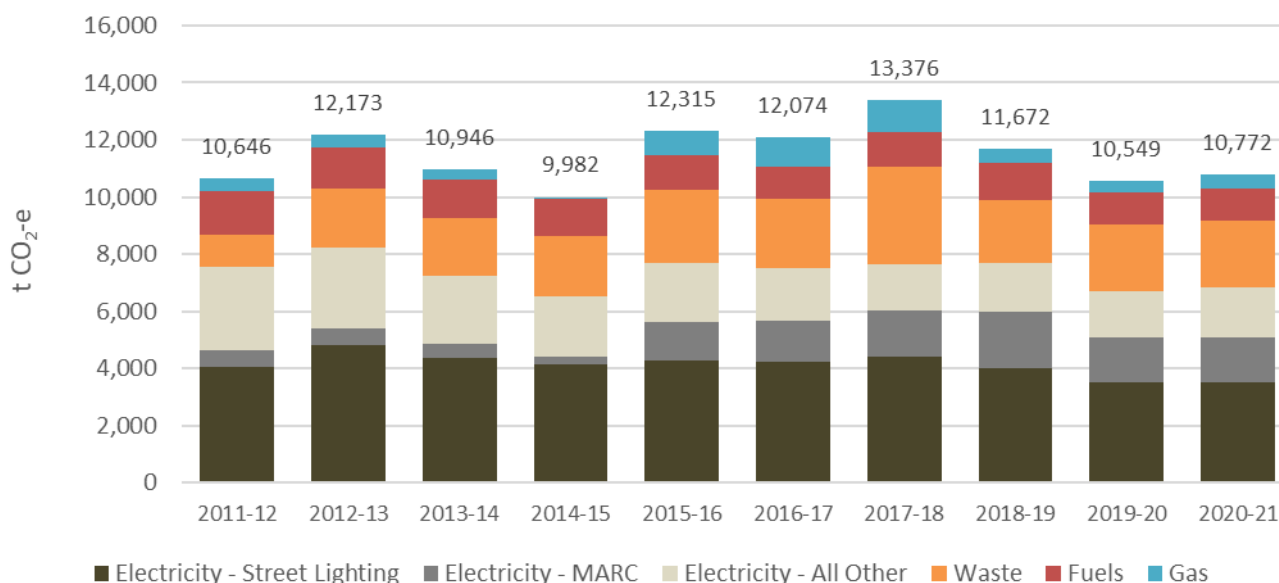
In 2020, as a result of initial member demand for a power purchase agreement (PPA), WALGA embarked on an ambitious whole-of-sector energy project with an aim to support renewable energy policy targets and reduce the cost of electricity, gas and carbon offsets for the sector.

The WALGA project complements and is in addition to the longer and ongoing operational decarbonisation journey that the City has been on for over a decade. Key achievements to date have been:

- Since 2015 the City has been delivering on the "Solar Plan" which so far has resulted in the installation of 642 kW of rooftop solar PV, annual carbon abatement of 750 t CO_{2-e} per year and a 3.5% contribution to the City's percentage of renewable energy consumed. The Solar Plan programme is ongoing and a further 243 kW will be installed until completion over the next five years;
- Since 2014 the City has been replacing existing lighting in City owned buildings, carparking, sporting ovals and reserves with LEDs. On average these projects deliver site-based electricity savings (and associated greenhouse gas emissions) of 16%; and
- In 2018 the geothermal heating system commenced operation at the MARC abating 286 t CO_{2-e} annually (through reduced gas consumption) and providing a 10% contribution to the City's percentage of renewable energy consumed.

Significant work and investment has gone into decarbonising the City's operations, the results of which are shown in the graph below.

City of Mandurah Corporate Greenhouse Gas Emissions by Source



During the past decade, emissions from the consumption of electricity across all sites except for the MARC have reduced by 40% and, despite significant growth across the City, overall emissions have only increased by 0.7% in the same time-frame.

However, there is still work to be done and several energy/emissions reduction opportunities are/have been being investigated or are in the process of being delivered such as:

- Once the Avertas Waste-to-Energy facility in Kwinana begins to receive the City's municipal waste, the associated source of operational emissions (2,300 t CO₂-e per year) as well as community emissions in excess of 50,000 t CO₂-e per year will be eliminated;
- A Feasibility Study on District Cooling System for Administration Building, MPAC and Cinema Buildings was completed in 2021. This project awaits certainty on the tenure of the Cinema Building before a recommendation can be put before Council with regards to proceeding with the recommended option;
- The City is currently working on the business case to retro-fit (unmetered) streetlighting with LEDs. A complete portfolio retrofit would reduce emissions by 1700 t CO₂-e per year. An early assessment indicates annual savings in the order of \$1m can be achieved with an investment of \$6M – \$8M, resulting in a payback of 6 – 8 years. This project would result in the renewable energy consumption percentage increasing to over 60%;
- A pre-feasibility study was completed in 2019 investigating the installation of a 1-3 MW Solar Farm on City owned lands. The results indicated a return on investment of around 12 years. The opportunity was deemed a lower priority in terms of the economic and environmental impact compared to the LED street-lighting opportunity and comes with significant risk and uncertainty in relation to the required approvals and retailer offtake-supply arrangements. However, this project may be revisited and developed as part of the supply for the future Power Purchase Agreement stage of the WALGA project;
- A pre-feasibility study was completed in 2020 investigating the installation of a gas fired co-generation (electricity and heat) plant at the MARC. The results indicated a return of investment of ten years on a \$1.4M CAPEX investment and a carbon abatement potential of 500 t CO₂-e per

year. The opportunity was deemed a lower priority in terms of the economic and environmental impact compared to the LED street-lighting opportunity, however can be revisited at a later stage; and

- In order to decarbonise the City's fleet, some initial scoping work investigating the business cases for battery electric and hydrogen fuelled vehicles having already occurred. Several hybrid and electric options for the passenger vehicle fleet have been identified as having the lowest lifecycle cost, however uptake of these vehicles remains low amongst City staff and the vehicles are also currently subject to long lead times. There will also be an opportunity to procure zero emissions fleet and / or offset these emissions via future phases of the WALGA project.

Comment

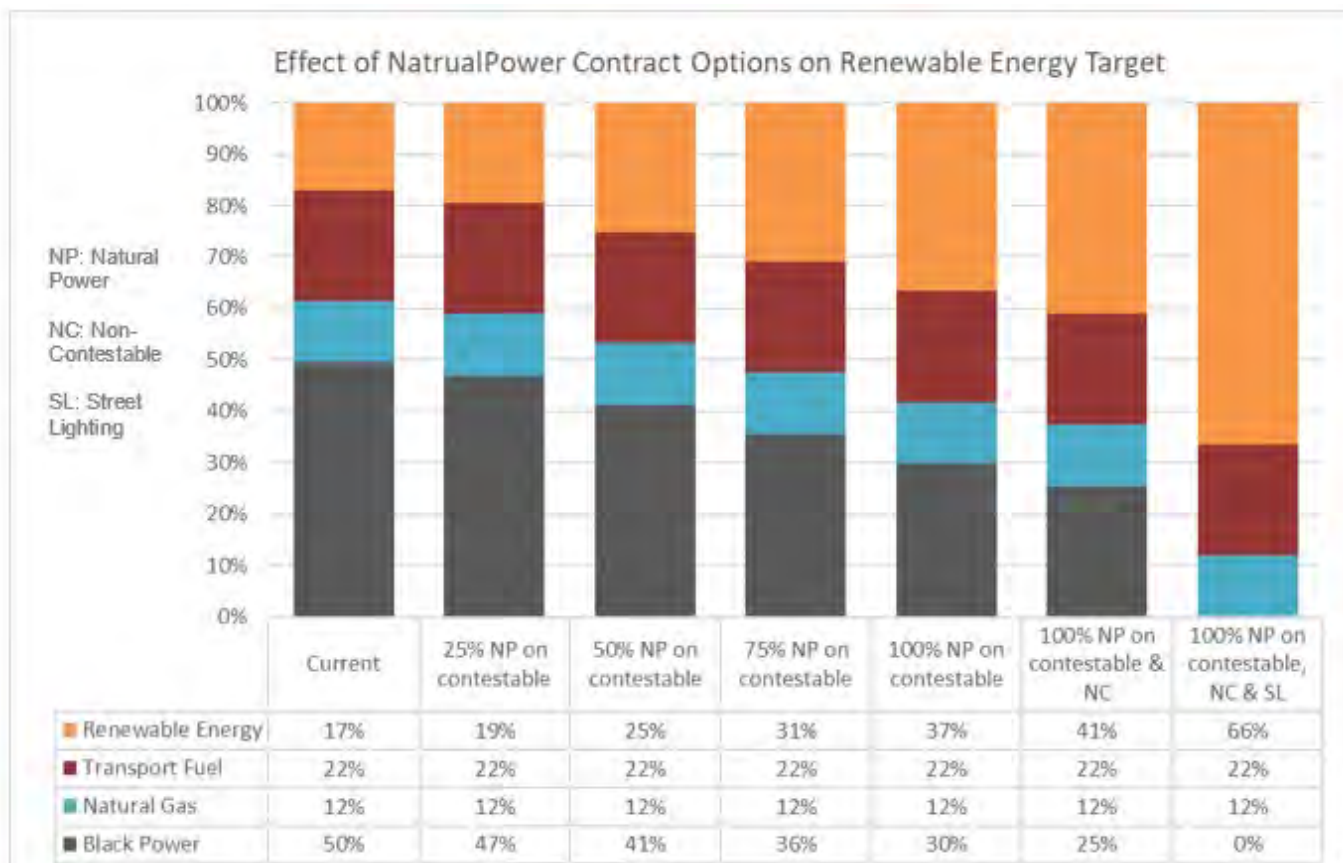
The current Request for Quotation (RFQ) involved 51 participating Local Governments aggregating a total of 120 GWh of contestable electricity supply. The City of Mandurah represented 4.5 GWh of the load, the 11th highest consumer in the consortia. The RFQ was released on 9 August 2021, and two submissions from Alinta Energy and Synergy were received. The submissions were evaluated by a six-member Evaluation Panel, including a City of Mandurah representative. The Evaluation Panel selected Synergy as the preferred supplier.

Synergy's offer included a sector-wide raw electricity price as well as a price for renewable energy offsets/certificates (NaturalPower offset) which will be sourced from three regional WA Wind Farms (Albany, Collgar and Emu Downs).

Each Local Government has the option to apply/purchase the NaturalPower offset, in 25% increments to the contestable electricity contract load. In addition, Synergy is offering all participating Local Governments the ability to apply the NaturalPower offset contract price to all other existing Synergy loads which include non-contestable electricity and unmetered streetlighting. However, the minimum Natural Power offset purchase is 25% on the contestable load and the commitment for each of the three years must be made by 30 November 2021.

The effect of each of NaturalPower offset options on the City's energy portfolio has been modelled and is depicted in the graph below.

- 75% Natural Power offset on the contestable portfolio is the minimum requirement for the City to achieve its renewable energy target. However, this model assumed current electricity consumption and all other sources of energy consumption remain the same and provides no flexibility or redundancy. This option is not recommended.
- With a 100% Natural Power offset the City will exceed its Renewable Energy Target by 12% and comes at a cost of \$29,619 per annum compared to a business-as-usual approach. This is the recommended minimum NaturalPower option.
- Extending the NaturalPower offset to 100% of the non-contestable portfolio would increase the City share of renewable energy consumed to 41% at an additional cost of \$21,900 per annum compared to the above recommended option. There are still opportunities to reduce electricity consumption at many of these sites (for example via the Solar and LED retro-fit plans) and all behind the meter options capital expenditure options should be exhausted first. This option could be considered but should not be implemented at the expense of other energy efficiency capital projects.
- Extending the NaturalPower offset to 100% of unmetered streetlighting would cost an additional \$378,540 over three years compared to the above recommended option. There is significant scope to reduce electricity consumption from this source with a business case is currently being developed for an LED replacement programme. An LED roll-out of this scale (over 10,000 lights) would be subject to a significant capital investment (~\$10M). This option is not recommended at this time and should be reconsidered after an LED replacement programme.



It is recommended that the City proceed with Synergy’s unbundled offer and the option for 100% NaturalPower on contestable electricity sites for each of the three years.

This would ensure 37% of the City’s energy consumed is renewable, thereby easily meeting the City’s 2030 target.

The net increase in cost across the contestable portfolio compared to a business-as-usual scenario is marginal at \$88,859 over three years and made up of:

- Increase on the raw energy tariff: The cost of raw energy under a business-as-usual approach is likely to be in the order of 1 – 3 % higher than Synergy’s offer. This is based on a price benchmarking exercise that was undertaken as part of the WALGA project process.
- New contract price NaturalPower Offset Charge: The cost of the NaturalPower offset is also 16% lower than the current variable rate the City is presently paying, which is also expected to increase over the three-year term based on current and forecast spot-price trends.
- Existing NaturalPower offset charge tariff saving: The current cost of NaturalPower is 16% higher than the rate offered by Synergy under this contract.
- Tariff savings on additional sites that can be added to the contract: Synergy’s offering also provides opportunities for approximately 20 current non-contestable sites to be included into the contestable contract providing significant tariff and daily supply charge savings.

It should be noted that the City, through its previous aggregated contestable electricity and gas procurement in 2019, and the subsequent capacity charge mitigation programme that has occurred through the use of a diesel generator at the MARC during capacity intervals, has saved \$377,727 over two years. The capacity mitigation practice was only possible by moving from a bundled to an unbundled tariff structure and other sites will be assessed for similar energy management practices in due course.

This WALGA sector-aggregated electricity procurement will deliver estimated savings of \$5M per annum to the Western Australian Local Government sector; with the majority of those savings being realised by smaller Local Governments. At a minimum it will also offset 59,600 t CO₂-e per year, nearly four times the City's total operation carbon footprint.

MEAG Comment

MEAG is currently not back in session until December 2021.

This item was *previously* considered by the MEAG when the City decided to participate in the WALGA project at its meeting on 25 June 2021, and the following comment was made:

1. *The PPA initiative is a worthwhile and timely contribution by WALGA with State and Federal leadership lacking in Australia's response to climate change. It offers the most upside with the least risk in terms increasing the City's share of renewables consumed. However, in the future the construction of a solar farm by the City of Mandurah may be a viable option to contribute to WALGA's renewable energy mix in its PPA.*

Statutory Environment

On 29 June 2021, WALGA applied to the Australian Competition and Consumer Commission (ACCC) on behalf of itself and its current and future members for the creation of a joint energy purchasing group where members can pool their aggregate forecast demand in order to jointly acquire electricity from the South West Interconnected System (SWIS) as well as Large-scale Generation Certificates (LGCs), Small-scale Technology Certificates (STCs), Australian Carbon Credit Units (ACCU), and similar renewable energy certificates (together the Relevant Products).

On 26 August 2021, the ACCC issued a final determination granting authorisation for 15 years, until 30 September 2036 meaning the project is Tender exempt under the WALGA Tender exemption.

Policy Implications

Nil

Financial Implications

The Long Term Financial Plan (LTFP) includes a provision of \$5.65M over 3 years for metered contestable and non-contestable electricity.

Over three years the cost of participation in the WALGA/Synergy Energy Contract is estimated to cost between \$2.108 - \$2.859M depending on the percentage of NaturalPower offset purchased. Cost parity to the estimated cost under a business-as-usual scenario can be achieved with a renewable offset purchase of 75% NaturalPower on the contestable share. The additional cost to achieve the recommended 100% renewables on the contestable share compared to the benchmark price received, is \$88,859 over three years.

Non-contestable electricity (\$960,000) and street lighting (\$7.8M) electricity cost will remain unaffected over the same period and are not included in the above costs or LTFP provision.

Behind the meter renewable energy installations and energy efficiency measures still present the most cost-effective mechanism for increasing renewable consumption and reducing energy cost. It is recommended that the City still pursue such projects as solar PV installations, LED lighting retro-fits wherever possible until such time as all options are exhausted.

The table below depicts the cost of all the options:

Scenario	Cost over 3 years	City's % of renewable energy consumed
<u>Current Situation</u> Current Contract for contestable supply + NaturalPower premium on non-contestable sites ** Noting these prices are only in place until 16 April 2022	\$2,163,331	17%
<u>Business as Usual over the next three years</u> Estimated Future Contract for contestable supply cost based on benchmark pricing received and 0% additional renewables but current non-contestable NaturalPower retained	\$2,326,590	17%
<u>Minimum Requirement to execute Synergy contract</u> Synergy Contract – 25% Renewables on contestable supply only (minus current standard NaturalPower on non-contestable sites)	\$2,108,388	20%
Synergy Contract – 50% Renewables on contestable supply only (minus current standard NaturalPower on non-contestable sites)	\$2,210,742	25%
Synergy Contract – 75% Renewables on contestable supply only (minus current standard NaturalPower on non-contestable sites)	\$2,313,095	31%
<u>Recommended Option</u> Synergy Contract – 100% Renewables on contestable supply only (minus current standard NaturalPower on non-contestable sites)	\$2,415,449	37%
Optional additional premium for 100% renewables on non-contestable sites over three years	\$65,700	41%
Optional additional premium for 100% renewables on un-metered street lighting is	\$378,540	66%

Risk Analysis

Risk 1: The unknown price the City would receive should the City decide not to participate in the Contract and seek to procure a standalone Electricity Supply.

Risk 2: The ability for the City to achieve its Renewable Energy Target will be compromised and will cost more to deliver.

Risk 3: Local Government sector will be viewed as unaligned and its' commitments will not be taken seriously by the Energy Retail Sector for any future direct Power Purchase Agreement (PPA) procurements, noting procurement of a PPA is the ultimate goal of this project beyond the initial three year term.

Strategic Implications

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

Economic:

- Leverage partnerships with key stakeholders to achieve improved economic outcomes with due consideration to environmental impacts.

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.
- Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values.

Conclusion

Through significant collaboration, WALGA, together with 55 participating local governments have delivered an aggregated energy procurement which will:

- Provide the sector with \$50M of savings annually over three years;
- Provide the sector with the lowest cost mechanism of securing renewable energy offsets over three years; and
- Position the sector to transition to a longer term direct renewable energy Power Purchase Agreement at the end of the initial three year term (subject to a separate procurement round).

This project marks the first time an Australian body has been established for the purpose of procuring Australian generated carbon offsets alongside energy and renewables. In this context the initiative is an impressive example of collective Local Government leadership in sustainability.

Participation will ensure the City meets its own initial Renewable Energy Target well ahead of schedule at the lowest possible cost, and can secure competitive raw electricity pricing for the next three years.

RECOMMENDATION

That Council:

- 1. Endorse the Chief Executive Officer to enter into Synergy's three-year unbundled contract offer for raw contestable electricity supply.**
- 2. Endorse the additional purchase of NaturalPower offsets against 100% of the contestable electricity supply.**

15	SUBJECT:	Mandurah Aquatic Recreation Centre Roof Repairs
	DIRECTOR:	Built and Natural Environment
	MEETING:	Council Meeting
	MEETING DATE:	23 November 2021

Summary

In May 2021, City officers became aware of damage to the roof structure above the 25m program pool at the Mandurah Aquatic and Recreation Centre (MARC). A structural engineer completed an investigation of the roof damage and summarised the findings as that the damage was due to a break in a section of the roof structure, likely initiated by excessive loading from a recent weather or similar event.

An independent review of the findings was commissioned and based on the advice of the two structural engineering consultants there are two options available for the 25m program pool roof structure:

1. Repair/replace the broken section of the roof structure and strengthen the other sections; or
2. Complete removal and replacement of the roof structure over the 25m pool.

Based on the advice from the independent structural engineering consultants, City officers have formed the view that the best option is to progress with option 2, being the complete removal and replacement of the roof structure over the 25m pool. The main reasons for this recommendation are the relatively high cost of repair works and the longevity and durability that the replacement of the roof structure offers. The probable costs and timeframe for these replacement works are \$2.5M and 16 months respectively.

Accordingly, Council is requested to authorise City officers to progress the design and construction of the removal and replacement of the MARC 25m program pool roof structure and associated works, and approve the necessary unbudgeted expenditure to be funded from the 2020-2021 closing surplus and the balance from the Asset Management Reserve.

Disclosure of Interest

Nil

Location

MARC- 303 Pinjarra Rd, Mandurah WA 6210



Previous Relevant Documentation

Nil

Background

The MARC was initially constructed in 1982, and since its commissioning the facility has undergone significant modification and upgrades to suit the growing needs of the community.

In May 2021, City officers were made aware of damage to the roof structure over the 25m program pool.

The 25m program pool space was closed and a structural engineer was engaged to investigate the roof damage.

It is noted that the damage was isolated to the indoor 25m program pool roof structure, which was part of the centre's original roof structure prior to the redevelopment in 2016, and did not impact any other roof structure at the MARC. As such, the remaining areas of the MARC have been able to continue to operate.

The structural engineer completed an investigation of the roof damage in September. The investigation included specialist technical analysis and extensive scientific testing of the roof materials, and as such, took considerable time to complete. The findings were that the damage was due to a break in a section of the roof structure, likely initiated by excessive loading from a recent weather or similar event.

An independent review of the findings was commissioned and based on the advice of the two structural engineering consultants there are two options available for the 25m program pool roof structure:

1. Option 1 - Repair/replace the broken section of the roof structure and strengthen the other sections;
or
2. Option 2 - Complete removal and replacement of the roof structure over the 25m pool.

The City's insurer is still reviewing the claim to determine whether the damage is an insurable event. The City has received confirmation from Local Government Insurance Services (LGIS) that the City proceeding with either option does not prejudice the insurance claim that is being assessed. LGIS has suggested that they review the detailed design of the roof, where they will refer it to the assessor to ensure the City is adequately covered and does not incur any insurance losses going forward.

Comment

Option 1

The advantages of option 1 (ie. repair/replace the broken section of the roof structure and strengthen the other sections) are:

1. Lower initial capital cost; and
2. Shorter timeframe for repair (subject to no unforeseen issues).

The disadvantages with option 1 are:

1. When working with an existing aged structure unforeseen issues can become apparent during construction, this creates some uncertainty from a cost and time point of view;
2. Continuous monitoring and maintenance is needed to ensure performance of the repair works, resulting in future impacts to the operations of the facility;
3. The damage will have resulted in loading being transferred to surrounding members and while every effort has been made to determine the extent of damage there would remain to be some uncertainty; and
4. It is expected that successful repair of the structure will likely only attenuate the service life of the structure for a period of time at which point either replacement or further intervention to further extend the life will be required.

It is noted that due to uncertainty with respect to the extent of damage caused by transferred loading, noted in item three above, it is considered that complete replacement of the truss containing broken sections is preferred as opposed to repair of this truss should option 1 be considered.

Option 2

The advantages of option 2 (ie. complete removal and replacement of the roof structure over the 25m pool) are:

1. The structure can be designed and constructed to meet current durability requirements of 50 years;
2. The structure can be designed to present standards, ensuring that all contemporary load factors have been considered;
3. Maintenance prevention can be better designed into the structure reducing long term costs and facility impacts; and
4. Greater certainty of the outcomes including cost, time and future maintenance requirements.

The disadvantages with option 2 are:

1. Greater initial capital cost; and
2. Longer timeframe for replacement.

Based on the advice from the independent structural engineering consultants, City officers have formed the view that the best option is to progress with option 2, being the complete removal and replacement of the roof structure over the 25m pool. The reasons for this recommendation are the relatively high cost of repair works (as outlined in the financial implications section of this report) and the longevity and durability that the replacement of the roof structure offers. The probable costs and timeframe for these replacement works are \$2.5M and 16 months respectively. It is important to note that due to the Western Australian construction industry presently experiencing high demands, the above timeframes will need to be closely monitored and reviewed based on regular updated market information.

Consultation

Significant consultation has been undertaken with independent structural engineers and industry experts.

Following the closure of the 25m program pool, a communications framework was developed to ensure that all stakeholders are kept informed with timely information throughout the closure.

Key stakeholders including staff, members and wider community that are impacted have and will continue to be kept informed.

A range of media and communications channels will be used throughout the closure to ensure all our stakeholders are kept informed.

Statutory Environment

Nil

Policy Implications

Nil

Financial Implications

An independent quantity surveyor has provided estimates of probable costs and timelines for each of the two options, these are:

1. Option 1 (repair/replace the broken section of the roof structure and strengthen the other sections) – between \$1.5M to \$1.8M; or
2. Option 2 (complete removal and replacement of the roof structure over the 25m pool) - \$2.5M.

It is noted that it is expected to take between 14 and 16 months respectively to complete the repair works due to present construction market conditions including constrained contractor and materials availability.

It is proposed that the repair works are funded using \$2M from the 2020-2021 closing surplus with the remaining \$0.5M being transferred from the Asset Management Reserve. It is noted that the Asset Management Reserve is presently valued at \$10.6M.

There are no funds allocated within the current budget or Long Term Financial Plan for the MARC 25m program pool roof structure repairs. By utilising the City's closing unallocated surplus for the 2020/2021 financial year, it will:

- Not impact the Long Term Financial Plan operating expenditure. When a local government borrows funds, it has to pay the interest costs of that loan each year until the principal amount has been repaid. If Council decided to borrow the funds to complete the work, it will increase the interest expenses each year of the Long Term Financial Plan.
- Minimise the impact of the Asset Management Reserve. The \$500,000 transfer from the Asset Management Reserve enables all projects identified in the Long Term Financial Plan to proceed as well as having sufficient funds available for any repair and renewal work that is brought to Council's consideration to fund. The balance will be \$10 million if Council approve the transfer of funds to carry out the project.
- The Asset Sustainability Ratio will be improved as the renewal expenditure will contribute to the ratio.

In addition, it is noted that the closure of the 25m program pool has result in variance to the MARC operating costs including loss of revenue, decrease in operational costs and temporary works. City officers are presently reviewing the impact and this information will be provided as part of the next available monthly finance report.

Strategic Implications.

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

Health:

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

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.

Conclusion

Based on independent structural engineering advice, City officers have formed the view that the best option for the repair of the MARC 25m program pool roof structure, is to progress the complete removal and replacement of the roof structure over the 25m pool. The probable costs for the repair works are \$2.5M and it is expected that this will take 16 months to complete.

Accordingly, Council is requested to authorise City officers to progress the design and construction of the removal and replacement of the MARC 25m program pool roof structure and associated works, and approve the necessary unbudgeted expenditure to be funded from the 2020-2021 closing surplus and transfer from the Asset Management Reserve.

RECOMMENDATION

That Council authorises:

- 1. City officers to progress design and construction of the removal and replacement of the MARC 25m program pool roof structure and associated works; and**
- 2. Unbudgeted expenditure of up to \$2.5M to be funded from the 2020-2021 closing surplus (\$2M) and transfer from the Asset Management Reserve (\$0.5M).**

****ABSOLUTE MAJORITY REQUIRED****

16	SUBJECT: DIRECTOR: MEETING: MEETING DATE:	Peel Chamber of Commerce and Industry: Sponsorship 2021-22 Strategy and Economic Development Council Meeting 23 November 2021
-----------	--	--

Summary

In August 2018, Council resolved to develop a three-year sponsorship package (2018/19 to 2020/21) for the Peel Chamber of Commerce and Industry (Peel CCI), following a request from Peel CCI for an extension of previous funding agreements with the City. Under the package, annual funding of \$30,500 was provided by the City to Peel CCI for three years, for the following purposes:

- Business Membership Agreement (\$12,000);
- Platinum Partnership (\$3,500) and
- Discretionary Funds (\$15,000).

Under the agreement, the City also provided one-off funding of \$30,000 in 2018/19 to allow Peel CCI to develop a business model to ensure its long-term financial sustainability.

The City's three-year sponsorship agreement with Peel CCI expired in June 2021, and was not renewed prior to its 30 June expiry. Notwithstanding, Council is requested to approve a rollover of the previous funding agreement for an additional year (2021/22) to the amount of \$30,500. If approved, a range of prerequisites would be stipulated by the City to ensure Peel CCI's accountability for the funds is provided.

Disclosure of Interest

N/A

Previous Relevant Documentation

- G.4/2/21 23 February 2021 Adopted Advertising in Road Reserves Policy, including use of banner poles.
- G.30/8/18 28 August 2018 Approved annual funding of \$30,500 for 3 years (2018/19–2020/21). Provided one-off funding of \$30,000 through 2018/19 to develop business model.
- G.26/6/17 27 June 2017 Extended sponsorship of the Business Membership Agreement from July 2017 to June 2018 (\$12,000). Provide \$23,500 sponsorship of Alcoa Peel Business Excellence Awards and 2017 Future Proof Peel Business Conference.
- G.23/7/16 12 July 2016 Extend sponsorship of the Peel CCI's Business Membership Agreement from July 2016 to June 2017 (\$12,000).
- G.15/8/15 18 August 2015 Support Peel CCI's Business Education and Training Series by accepting naming rights and sponsorship of the Tier 2 Business Development Series for 2016/17 to 2019/20 inclusive at a contribution of \$15,000 per annum, subject to:
 - Approval in Council's annual budget;
 - Training consisting of at least 2 full days;
 - 25 to 30 participants taking part.

Background

In June 2015, the City of Mandurah agreed to Peel CCI's proposal to provide \$12,000 sponsorship of the Business Membership Agreement for a one-year trial. The aim of the Business Membership Agreement was to encourage greater CCI membership by providing subsidised membership of Peel CCI and CCI WA. Joint membership also provided members with free access to CCI WA's Telephone Inquiry Line, including employee relations and occupational health and safety advice.

Following the success of the year-long trial, Council subsequently agreed to continue its sponsorship in 2016 and again in 2017. In 2017, Council also agreed to sponsor the Peel CCI's inaugural 'Future Proof' Conference in lieu of the discontinued Business Education and Training Series Framework (BETSF), and also to continue its sponsorship of the Alcoa Peel Business Excellence Awards.

In August 2018, the City of Mandurah Council agreed to allocate \$30,500 per year to Peel CCI, over a three-year period (2018/19 - 2020/21), comprised as follows:

- Sponsorship of the CCIWA One and Many membership \$12,000
- Platinum Membership \$3,500
- Discretionary funds \$15,000

The discretionary funding provided by the City has been used to support a number of activities during the course of the previous agreement. These are set out in Attachment 16.1.

Council also agreed to a one-off allocation of \$30,000 to Peel CCI in 2018/19 to assist with its business model development. The provision of business model development funding would assist Peel CCI to grow its capability to meet the needs of the small business community.

Membership is the main source of income for Peel CCI's operations. Peel CCI's objective was to become financially sustainable and reduce dependence on donors with a targeted membership of more than 600.

	Fee (ex GST)	Jun-20		Jun-21		Target	
		Members	Income (ex GST)	Members	Income (ex GST)	Members	Income (ex GST)
Lite Membership	\$200	78	\$15,600	100	\$20,000	200	\$40,000
Business Membership	\$400	257	\$102,800	300	\$120,000	400	\$160,000
Corporate Membership	\$800	31	\$24,800	40	\$32,000	50	\$40,000
Premier Membership	\$3,000	10	\$30,000	15	\$45,000	10	\$30,000
Platinum Partnership	\$10,000	6	\$60,000	5	\$50,000	5	\$50,000
Total		382	\$233,200	460	\$267,000	665	\$320,000

Source: Peel CCI Strategic business plan 2020-2022.

Peel CCI advise that the impact of COVID-19 led to a slowdown in membership growth. This has made it difficult to realise targeted membership within the 2020-2022 horizon.

Peel CCI supplement membership income via the following sources:

Business networking and events: Ticket sales for Peel CCI run events including: the Alcoa Peel Business awards; Business after hours, Corporate golf days, The Great Chamber Soiree.

Mandurah road banner poles: Peel CCI administer 11 of the 16 road-side advertising flags on Mandurah road. The banner poles tend to contribute up to \$16,000 per annum in revenue. A further report will be presented to Council in due course once City officers have explored options available to Peel CCI for alternative options for advertising.

Train Station window advertising: Advertising space in Peel CCI's offices can provide an income of up to \$10,000 per annum.

Comment

Subsequent to the previous three-year sponsorship agreement's expiry in June, Peel CCI has sought an extension of the Business Membership Agreement between the City and Peel CCI. If approved by Council, the City will provide \$30,500 to Peel CCI for 2021/22. During this period, officers will work with Peel CCI to ensure that the updated Business Membership Agreement aligns with the City's broad economic direction under its 'Transform Mandurah' initiative.

As part of the new one-year funding arrangement, Peel CCI would be expected to provide the following documentation to the City:

- Strategic plan;
- Annual report;
- Annual budget and financial statements;
- Quarterly financials;
- Quarterly report on business activities;
- Acquittals and
- Business plan.

Peel CCI would also be required to offer an ex-officio position on its Board for the term of the funding agreement, to be filled by the City's Director of Strategy and Economic Development, or delegate.

In recognition of this new relationship, it has been agreed with the Peel CCI that under these arrangements, the City's membership agreement with the Peel CCI would be elevated from *Platinum Member* level to that of a *Platinum Partnership*, in line with the Peel CCI's new fee schedule.

Statutory Environment

N/A

Policy Implications

The City has placed considerable investment emphasis on economic development in recent years, with a strong focus on tourism, entrepreneurship, place making and small business support. Continued prudent investment in the Peel Chamber of Commerce and Industry would be aimed at strengthening its ability to support local business growth, which in turn would further strengthen Mandurah's local and regional economy.

Financial Implications

If approved by Council, the City will provide funding of \$30,500 to the Peel Chamber of Commerce and Industry for the 2021/22 period. These funds are included in the Economic Development (Transform Mandurah) 2021/22 operating budget.

Risk Analysis

If an extension of Business Membership Agreement funding is not approved by Council, the following risks apply:

- Economic risk – Peel CCI may have limited financial capacity to function, and thereby support its local business membership. This could in turn impact the sustainability of the local business community.
- Reputational risk – The Mandurah business community may perceive the City of Mandurah as not addressing the needs of the local business community.

Strategic Implications

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

Economic:

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

Organisational Excellence:

- Demonstrate regional leadership and advocate for the needs of our community.
- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.
- Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values.

Conclusion

The three-year Business Membership Agreement sponsorship package between the City and Peel CCI expired in June 2021. Council is requested to approve a rollover of the previous funding agreement, providing \$30,500 to Peel CCI for 2021/22.

If approved by Council, as part of the new funding arrangement, Peel CCI would be expected to provide:

- Strategic plan;
- Annual report;
- Annual budget;
- Quarterly financials;
- Quarterly report on business activities;
- Acquittals;
- Business plan and
- Ex-officio position on Peel Chamber of Commerce and Industry Board for the term of the funding agreement, to be filled by the City's Director of Strategy and Economic Development, or delegate.

NOTE:

- Refer **Attachment 16.1** **Letter from Peel CCI – City of Mandurah and Peel CCI Partnership**

RECOMMENDATION

That Council:

1. **Approves funding of \$30,500 for the financial year 2021/22 to Peel Chamber of Commerce and Industry, under an extension of the 2018/19-2020/21 Business Membership Agreement;**
2. **Under the terms of the funding arrangement, Peel Chamber of Commerce and Industry is to provide:**

- 2.1 **Strategic plan;**
 - 2.2 **Annual report;**
 - 2.3 **Annual budget;**
 - 2.4 **Quarterly financials;**
 - 2.5 **Quarterly report on business activities;**
 - 2.6 **Acquittals;**
 - 2.7 **Business plan and**
 - 2.8 **Ex-officio position on Peel Chamber of Commerce and Industry Board for the term of the funding agreement, to be filled by the City's Director of Strategy and Economic Development, or delegate.**
3. **Request a review of funding and options to support local businesses be presented back to Council by May 2022.**



ATT: Mr. James Campbell-Sloan
 Director of Strategy and Economic Development
 3 Peel Street
 Mandurah WA 6210

Peel Chamber of Commerce & Industry Inc.
 Mandurah Transit Station Office
 Cnr Galgoyl Rd & Allnut St
 PO Box 574,
 Mandurah WA 6210
 E: manager@peelcci.com.au

2nd September 2021

RE: City of Mandurah and Peel CCI partnership

Dear James,

With reference to our recent discussion on Thursday 5th August 2021 with myself and Peel CCI President Donna Cocking regarding the City of Mandurah's partnership with Peel CCI, I wish to provide you with more information regarding the history, benefits and demonstrated need for continuation. Please see below.

Both our organisations have held a positive, collaborative and, at times, robust working relationship and partnership for well over 10 years with the City of Mandurah becoming our first Platinum Partner as a result of the Discover Peel project in 2011. Since this time, the City has supported many of Chamber's various projects, programs and initiatives, some of which are on-going and some have since been completed. In 2017 the Chamber set out with a bold vision for business education as the highly successful Business Education and Training Series Framework project came to completion. This vision was the Peel Region's first multi-industry business conference; the Peel Future Proof Business Conference. Through the City of Mandurah's support, the Peel Future Proof Business Conference was huge success and a catalyst for the existing partnership we share to this day as per Council Report G.30/08/18 – Peel CCI Sponsorship.

Since this time, Peel CCI's collaboration and partnership with the City of Mandurah has not only greatly benefited the City and Chamber combined, but also the wider business community. To illustrate this point, please see below a brief summary of works and projects that have resulted from this partnership.

BENEFIT	INVESTMENT
Annual category sponsorship of the Alcoa Peel Business Excellence Awards program	\$3,500
Annual sponsorship of the CCIWA One on Many membership agreement.	\$12,000
Annual Platinum Partnership	\$10,000
Annual Christmas Retail Trading Hours extension consultation and support	\$4,000
Workplace access and inclusion consultation including business awards criteria adjustments	\$2,000
LGA Procurement consultation and representation	\$3,000
Safer Mandurah Business Breakfast event consultation and participation	\$4,000
General Council and Elected Member consultation and business representation when requested	\$2,000
Creation and management of numerous business surveys and intelligence gathering efforts pertaining to a variety of different topic and issues	\$5,000
Weekly inclusion and distribution of City of Mandurah material within our newsletters and social media platforms including notices, tender promotions, media statements etc.	\$4,000
Miscellaneous business advocacy, representation and troubleshooting efforts	Intangible
Various works in the CBD with the Boardwalk Group and the City Centre Precinct Team	Intangible
Chairing of or participation in various city events, forums and round table discussions.	\$2,000
Stats, business reports and data to various City officers	\$2,000
Various consultative and representative works across multiple City departments with officers	\$2,000
Majority of Peel Chamber business events being held within the City of Mandurah LGA resulting in Council Meetings	Intangible
General presentation, activation and on the ground assistance than any other Peel LGA.	Page 281

Given the above snapshot of works and collaboration, I trust you see first hand the value the Peel Chamber provides to the City of Mandurah and therefore do hope you see the value in continuing this partnership into the future.

Continuing from this, we are always seeking avenues to increase our partnership participation and further deliver on additional tangible outcomes pertaining to specific projects and requirements. Below listed are but a few beneficial projects we can partner on in the future.:

- Advertising opportunities for Peel CCI members on Digital and static display infrastructure within City buildings and around the CBD
- Relaunch of the highly successful BETSF Program and Training Voucher Scheme: Predetermined discount amount per business to participate in one or a suite of Peel Chamber & Partners (Profit and Not for Profit) Training - for example underwrite businesses take up for Mystery Shopping or Business Planning Bootcamp as an incentive to improve service and operation acumen benefiting the consumer, the business and the wider economic development aspiration.
- Assistance to rehome the Alcoa Peel Business Excellence Awards and other large capacity flagship events to the Mandurah and Peel Convention Centre (old Sailing Museum building currently on the market)

Given this, I wish to thank you sincerely for the City of Mandurah's ongoing support for the Peel Chamber of Commerce and Industry Inc. and we look forward to hearing your thought on this partnership moving forward in due course.

Please do not hesitate to contact me, personally, should you have any further queries.

Kind regards,



Andrew McKerrell
General Manager
Peel Chamber of Commerce & Industry Inc.

PLATINUM PARTNERS



PREMIER MEMBERS

