

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 22 August 2023 at 5.30pm

CASEY MIHOVLOVICH

Chief Executive Officer

10 August 2023

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

6. AMENDMENT TO STANDING ORDERS

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

7. 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.

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

10. PETITIONS

11. PRESENTATIONS**12. DEPUTATIONS**

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

13. CONFIRMATION OF MINUTES

13.1 Ordinary Council Meeting: 25 July 2023

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****19. REPORTS**

No.	Item	Page No	Note
1	2023 Western Australian Local Government Association Convention and Annual General Meeting: Nomination of Delegates	4-6	
2	Finance Report July 2023	7-32	Absolute Majority Required
3	Tender T13-2023 Electrical Services - Facilities	33-35	Confidential Attachment 3.1

4	Tender T13-2023 Electrical Services - Pole Lighting	36-38	Confidential Attachment 4.1
5	POL-RDS 08 Advertising in Road Reserves Policy Review Illuminated Street Signage	39-42	Confidential Attachment 5.2
6	Yalgorup National Park – Creation of a Northern Access Road	47-58	
7	Mandurah Southern Beaches Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) – Steering Committee	59-66	
8	Community Membership to Advisory Groups and Audit and Risk Committee	67-90	Confidential Attachment 8.2
9	Property Strategy (Stage 3) - Land Acquisitions & Implementation Plan	91-108	Confidential Attachment 9.1
10	Arts and Culture Strategy 2023-2028	109-162	
11	City of Mandurah - Place Enrichment Strategy 2023-2027	163-215	

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

23.1 Contract Management Improvements

24. CLOSE OF MEETING

1	SUBJECT:	2023 Western Australian Local Government Association Convention and Annual General Meeting: Nomination of Delegates
	DIRECTOR:	Chief Executive Officer
	MEETING:	Council
	MEETING DATE:	22 August 2023

Summary

The Western Australian Local Government Association (WALGA) will hold its 2023 Annual General Meeting (AGM), on Monday 18 September 2023 as part of the 2023 WA Local Government Convention. WALGA has requested Council to nominate two voting delegates to the AGM and two Proxy Voting Delegates.

Voting delegates may be either Elected Members or officers. Delegates must be registered with WALGA to be eligible to attend and represent their respective councils. Proxy voting is available for councils that are unable to be represented by two delegates.

Council is requested to approve the nominations of its Peel Zone delegates Mayor Rhys Williams and Deputy Mayor Caroline Knight to attend the 2023 WALGA AGM on Monday 18 September 2023 and appoint two Elected Members as Proxy Voting Delegates should either Voting Delegate be unable to attend.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.6/8/22 23 August 2022 Peel Zone delegates Mayor Rhys Williams and Deputy Mayor Caroline Knight be nominated as the City of Mandurah voting delegates and Councillors Amber Kearns and Councillor Jenny Green as proxy delegates to the 2022 Western Australian Local Government Association Annual General Meeting, to be held at Crown Perth on Monday 3 October 2022.
- G.11/8/21 24 August 2021 Peel Zone delegates Mayor Rhys Williams and Deputy Mayor Caroline Knight be nominated as the City of Mandurah voting delegates and Councillors Don Pember and Councillor Jenny Green as proxy delegates to the 2021 Western Australian Local Government Association Annual General Meeting, to be held at Crown Perth on Monday 20 September 2021.

Background

In preparation for the WALGA 2023 AGM, it is necessary to register the voting entitlements for delegates representing each Member Council. While delegates can be either Elected Members or officers, Council has traditionally appointed the Peel Zone of WALGA delegates as Council's voting delegates at the AGM. Mayor Rhys Williams and Deputy Mayor Caroline Knight are the current delegates to the Peel Zone.

Comment

To exercise Council's voting entitlements, Council must ensure that voting delegates are registered with WALGA. Member Councils are entitled to be represented by two voting delegates, with each delegate able to exercise one vote. Proxy voting is available to councils who are unable to send two delegates. To

exercise Voting Delegates and Proxy Voting Delegates, councils must have registered the Voting and Proxy Voting Delegates to the Chief Executive Officer of WALGA prior to Friday 8 September.

As part of the City's advocacy efforts to demonstrate regional leadership and advocate for the needs of the Mandurah community, it is important that Mandurah is represented at this event by the Mayor and Deputy Mayor, which is the largest event for the local government industry annually. It is requested that all costs associated with the registration for the Mayor, Deputy Mayor and Chief Executive Officer are included in the advocacy budget and does not form part of their training allowance.

Consultation

Nil

Statutory Environment

Nil

Policy Implications

Elected Member and CEO Training Professional Development, Travel and Events Council Policy includes a WALGA conference as an approved training and development activity.

An allowance over two-years of \$8,000 per Councillor, will cover costs associated with attendance at training and development activities. This includes any actual costs (including registration, accommodation, meals and travel) which has been incurred. An allowance over two-years of \$16,000 for the Mayor and CEO, will cover costs associated with attendance at training and development activities.

In accordance with the Council Policy, activities for advocacy "will not be included in the Elected Member or CEO Training and Professional Development allocation and will be determined as part of the annual budget. The amount is outside of the allocation mentioned within this policy and will cover all costs associated with the activity".

Financial Implications

During the 2023 WA Local Government Convention and Trade Exhibition, WALGA will be holding a number of events alongside this year's AGM including a breakfast event with a special guest speaker, political forum available to Mayors, Presidents and CEOs and a sundowner at the end of the day's proceedings. A special lunch for WALGA award recipients will also be held by invitation only. There is no charge for registration to the AGM only although, Local Government Registration for the Convention will be \$1,296 plus accommodation and additional sessions.

Risk Analysis

Nil

Strategic Implications

The following strategy 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 appoint the WALGA Peel Zone representatives as the two Voting Delegates for the WALGA 2023 Annual General Meeting. Council is requested to appoint two Elected Members as Proxy Voting Delegates should either Voting Delegate be unable to attend. Other Councillors may also attend the conference at a similar cost.

RECOMMENDATION

That Council:

- 1 Appoint Peel Zone delegates, Mayor Rhys Williams and Deputy Mayor Caroline Knight, as the City of Mandurah Voting Delegates to the 2023 Western Australian Local Government Association Annual General Meeting, to be held at Crown Perth on Monday 18 September 2023.**
- 2 Appoint two Elected Members as Proxy Voting Delegates should either Voting Delegate be unable to attend.**

Councillor_____

Councillor_____

- 3 Approve Mayor Rhys Williams, Deputy Mayor Caroline Knight and Chief Executive Officer to attend the WALGA WA Local Government Convention as part of the City of Mandurah's advocacy and the costs associated, will not be included in their Training and Professional Development allocation.**

2	SUBJECT:	Financial Report July 2023
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	22 August 2023

Summary

The Financial Report for July 2023 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.24/7/23 25/07/2023 Budget Adoption 2023/2024

Background

Nil

Comment

Financial Summary

The financial report for July 2023 shows an actual surplus for this period of \$106.7 million. Rates were raised at the end of July and although rates notices have not been issued the expected revenue has been recognised in July. This is considered a reasonable surplus at the current point in time and is sufficient to meet the City's obligations up to 30 June 2024. A summary of the financial position for July 2023 is detailed in the table below:

	Current Budget	YTD Budget (a)	YTD Actual (b)	Var. (b)-(a)	Var.% (b)-(a)/(a)
	\$ 000s	\$ 000s	\$ 000s	\$ 000s	%
Opening Funding Surplus / (Deficit)	600	600	4,558	3,958	660%
<u>Revenue</u>					
Revenue from operating activities	134,625	110,723	109,606	(1,117)	-1%
Capital revenue, grants and Contribution	17,707	1,476	177	(1,299)	-88%
	152,332	112,199	109,783	(2,416)	
<u>Expenditure</u>					
Operating Expenditure	(153,884)	(11,437)	(5,931)	5,506	-48%
Capital Expenditure	(46,802)	(4,605)	(2,550)	2,055	-45%
	(200,686)	(16,042)	(8,481)	7,561	
Non-cash amounts excluded from operating activities	33,870	2,878	157	(2,722)	-95%
Non-cash amounts excluded from investing activities	500	500	1,557	1,057	211%
Other Capital Movements	12,893	(395)	(870)	(475)	120%
Closing Funding Surplus / (Deficit)	(490)	99,740	106,704	6,963	7%

The following table highlights the status of the City's key capital projects for the 2023/2024 financial year:

Project	2023/ 24 Actuals Incl. CMT \$'000 s	2023/24 Annual Budget \$'000s	On Time / On Budget	Asset Classification	Comment
MARC Roof Repairs	5,480	3,860	The project completion date is expected to be early 2024. The annual budget will be adjusted as part of the EOFY Actuals Budget Adjustments.	<i>Buildings</i>	<i>Project status:</i> Works are progressing, with demolition well advanced, and are expected to be completed by early 2024.
Eastern Foreshore South Precinct	912	1,465	Completed The project's original date of completion was January 2022, and the project was substantially be completed in August 2022. The project remains within the budget allocated. The toilet block and surrounds are expected to be completed by early 2024.	<i>Parks</i>	<i>Project status:</i> <u>Estuary Pool</u> The Estuary Pool was opened to the public on 24 December 2021. <u>Eastern Foreshore South – Reserve Area</u> Carpark reconfiguration and paving is complete. The concrete seating wall and soft landscaping works are complete. Works to the southern end of the Eastern Foreshore area are complete. The Mobility Scooter Charging Station will be progressed as part of the toilet block and surrounds construction work. <u>Toilet Block</u> The construction tender has been advertised with demolition expected to commence in August

Eastern Foreshore North/Central Precinct	348	1,297	The project completion date is expected to be mid 2025. A concept design cost estimate has indicated that funds may need to be reallocated from within the Waterfront project to ensure all key elements are delivered.	<i>Parks</i>	<i>Project status:</i> Concept design including community engagement has been completed and the project is progressing on target for construction to commence after Crabfest in 2024.
Coodanup Foreshore	74	1,379	The Stage 1 and 2 completion date is expected to be June 2024.	<i>Parks</i>	<i>Project status:</i> Stage 1 and 2 procurements for the playground equipment, furniture, bike racks, drink fountains, concrete supply and installation is progressing. Site works including earthworks and demolition are expected to commence in late August.
RC Peel Street	62	1,712	The project completion date is expected to be June 2024.	<i>Roads</i>	<i>Project status:</i> Final site service relocation works due to be complete in August. Road works are expected to commence in late 2023 and be completed in June 2024.
Dawesville Community Centre	377	2,737	The project completion date is expected to be early 2025.	<i>Buildings</i>	<i>Project status:</i> Documentation for construction is being finalised with tenders for construction expected to be advertised in August and construction to commence in 2024.
Falcon Coastal Shared Path	61	1,161	The project completion date is expected to be early 2025.	<i>Roads</i>	<i>Project status:</i> Design presently being completed and community engagement to be undertaken in September. Stage 1 construction is expected to commence in early 2024.

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 2.1.

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.

2023/24 Budget Variations

- Trails Project

The Trails capital project had a budget of \$977,976 for 2022/23 that was carried over into 2023/24. Additional funding is required due to a contract variation to incorporate design and construction changes requested by the Principal to respond to stakeholder feedback from local paddling groups. The latest variation for \$23,386 is a result of a request by the City for enhancements to the infrastructure's design to improve users' safety and functionality. This is considered extremely important for an all-abilities paddle launch facility, especially given the potential mobility issues experienced by users and the potentially dangerous water environment in which the users' paddle activities occur.

This \$23,386 increase in the budget is proposed to be funded from the cancelled Hall Park (Leighton Place) Rock Protection capital project, which was transferred to the Asset Management Reserve in 2022/23 as part of the capital underspend as it was not identified as a carryover.

- 2023/24 Dawesville Channel SE Foreshore Upgrade

The 2023/24 Dawesville Channel SE Foreshore Upgrade was a duplicated capital project in the 2023/24 statutory budget. Capital project 501187 and 501253, 2023/24 Dawesville Channel SE Foreshore – Car Park Design were both included with a \$10,000 budget.

It is recommended that the \$10,000 from 2023/24 Dawesville Channel SE Foreshore Upgrade, project number 501187, be returned to the Asset Management Reserve.

Accounts Payable Invoice Review

The invoice review process completed prior to invoice payment has identified \$17,640 in invoices for the replacement of shade sails at Marina Chalets have been processed as maintenance transactions.

These purchases are capital in nature as the invoice value is greater than \$5,000, and the purpose of the works was to improve the asset's condition beyond the original condition and/or to lengthen the asset's life. To enable the capitalisation of these invoices, it is recommended that the budget for the value of these invoices be moved from the operating budgets to a new capital works project – Chalets Shade Sails.

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.

It is recommended that Council receive the Monthly Financial Report and the Schedule of Accounts.

NOTE:

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

RECOMMENDATION

That Council:

- 1 Receives the Financial Report for July 2023 as detailed in Attachment 2.1 of the report.
- 2 Receives the Schedule of Accounts for the following amounts as detailed in Attachment 2.2 of the report:

Total Municipal Fund	\$ 11,294,463.42
Total Trust Fund	\$ 0.00
	<u>\$ 11,294,463.42</u>
- 3 Approves the following budget variations for 2023/24 annual budget:
 - 3.1 Increase in capital expenditure of \$23,387* for Trails Project
 - To be funded from Asset Management Reserve
 - 3.2 Decrease in capital expenditure of \$10,000* for 2023/24 Dawesville Channel SE Foreshore Upgrade
 - To be returned to Asset Management Reserve
 - 3.3.1 Unbudgeted capital expenditure of \$17,640 * for Replacement of the Shade Sail at Marina Chalets
 - To be funded from Chalets Maintenance - Chalets operating budget \$17,639.50*

ABSOLUTE MAJORITY REQUIRED

Monthly Financial Report

July 2023



City of Mandurah

July 2023

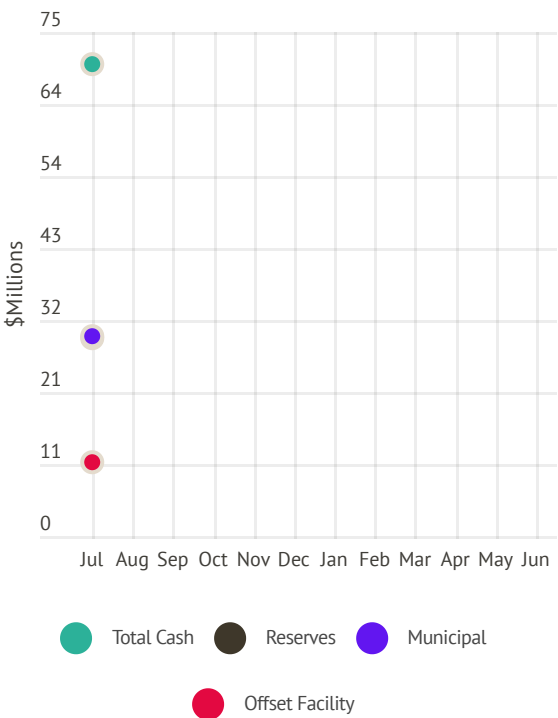
\$490k ▼

Estimated deficit at 30 June 2024 with proposed budget amendments

\$106.7 million ▼

Year to Date Actual Surplus

Investments



Loans

- Actual Principal Outstanding \$23.1M ▼
- Actual Principal Repayments Made \$441K ▲
- Actual Interest Paid \$69K ▲
- Actual New Loans Drawn Down \$0 —
- Amount of Interest Saved from Loan Offset Facility \$20K ▲

Rates Outstanding

- 24 Properties with >\$10K outstanding —
- 135 Properties \$3K to \$10K outstanding ▼
- 0 Properties commenced legal action in 23/24 —
- \$2.22M Rates Exemptions —

Sundry Debtors Outstanding

Current accounts due (\$32.0M) ▼

New Aged Debtor reporting functions being developed post Phase 2 implementation.

Budget Proposed Amendments

- Increase in capital expenditure for Trail's Project - \$23,387
- Decrease in capital expenditure for 2023/24 Dawesville Channel SE Foreshore Upgrade - \$10,000
- Unbudgeted capital expenditure for Replacement of Shade Sails at Marina Chalets - \$17,639.50

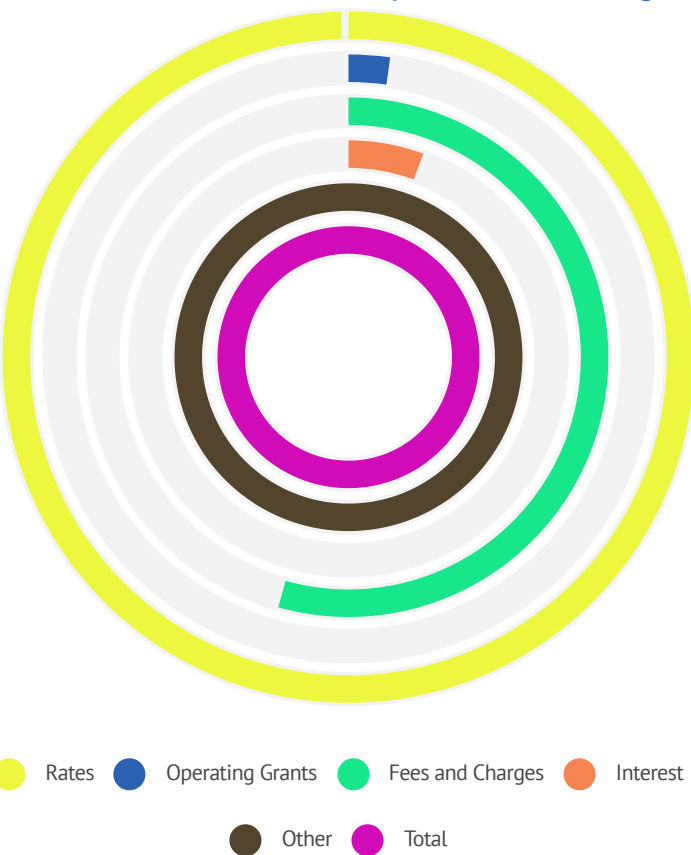
- 5 Tenders awarded during the month through CEO delegation ▼

- 2.2% Grants received for the 23/24 year ▲

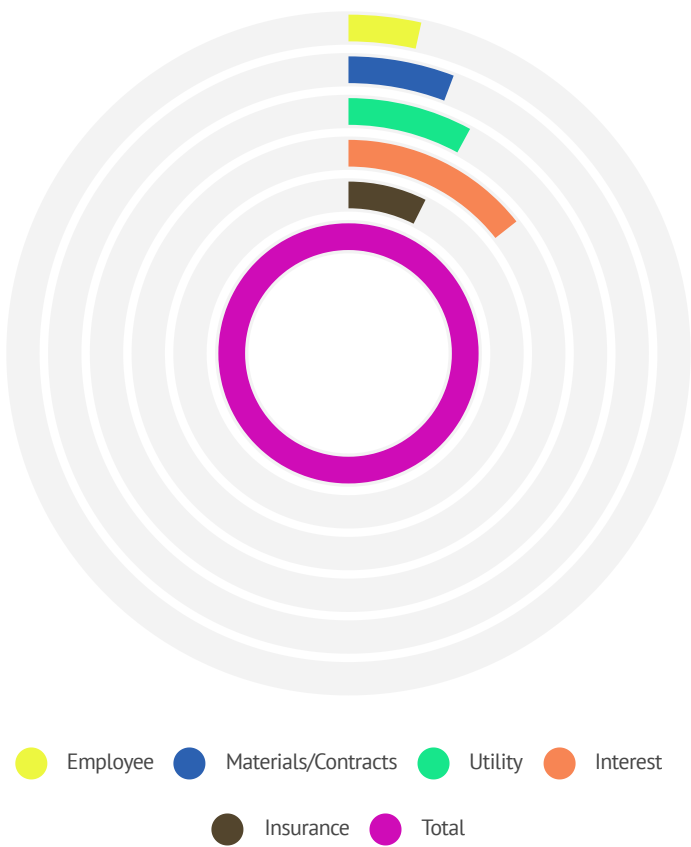
Summary

- Actual Rates Raised \$92.35M ▲
- Actual Rates Received \$5.50M (5.8% collected) ▲
- Actual Operating Revenue \$109.61M ▲
- Actual Capital Revenue \$176K ▲
- Actual Operating Expenditure \$5.93M ▲
- Actual Capital Expenditure \$2.55M ▲
- Actual Proceeds from Sale of Assets \$0 ▲

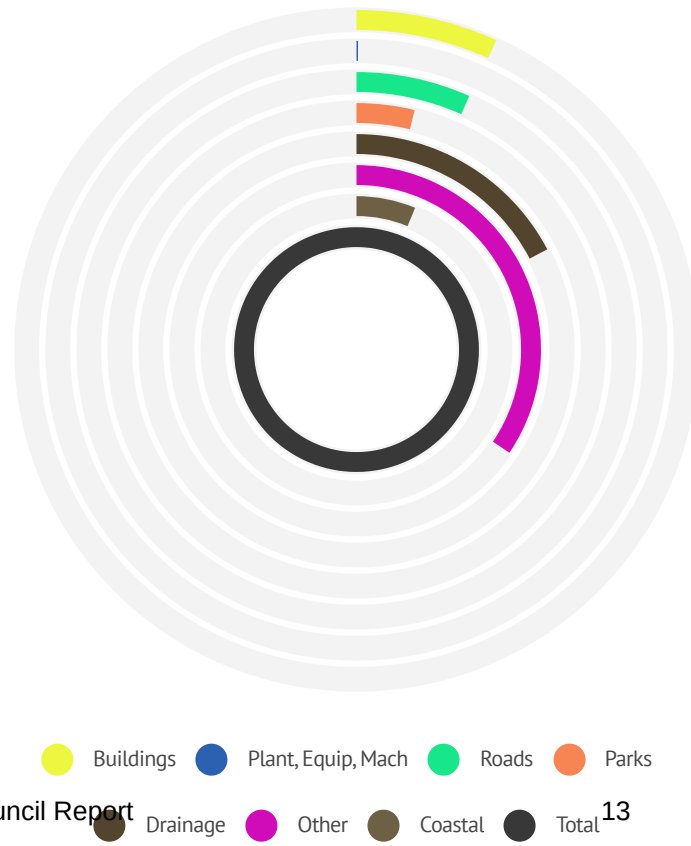
Year to Date Revenue Actuals Compared to Current Budget



Year to Date Expenditure Actuals Compared to Current Budget

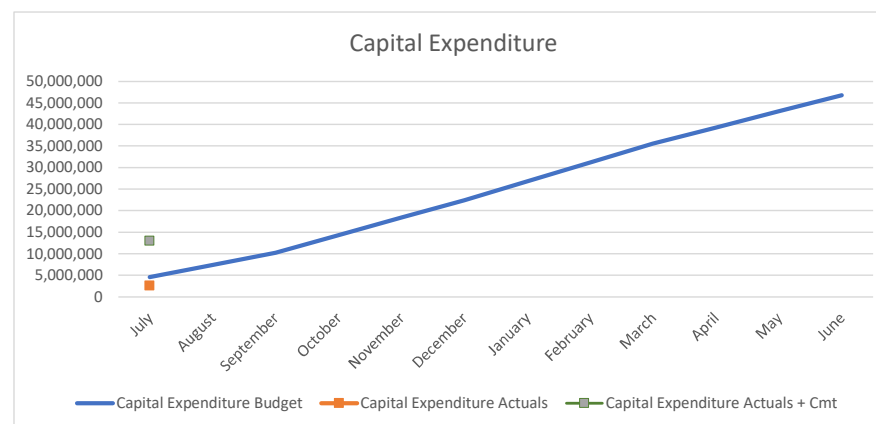
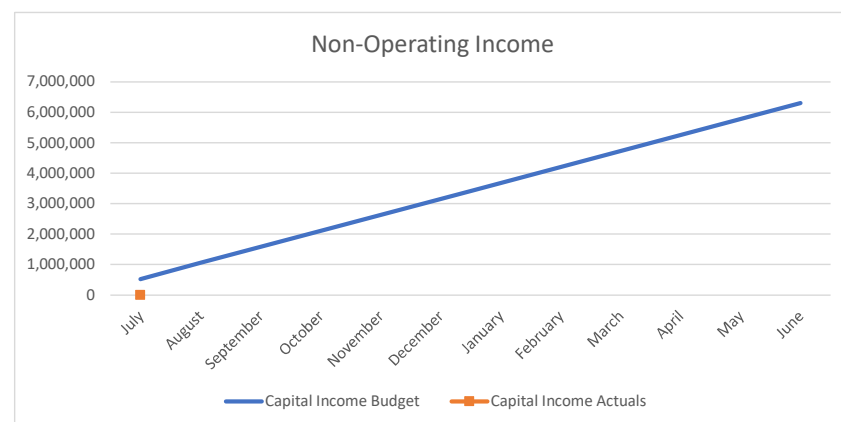
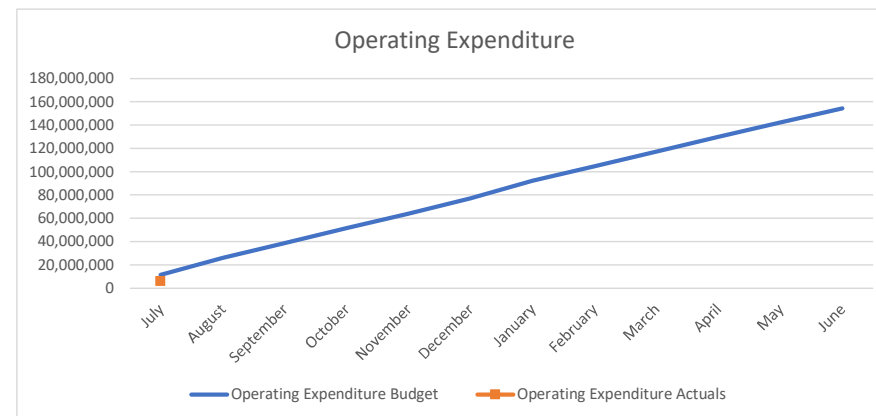
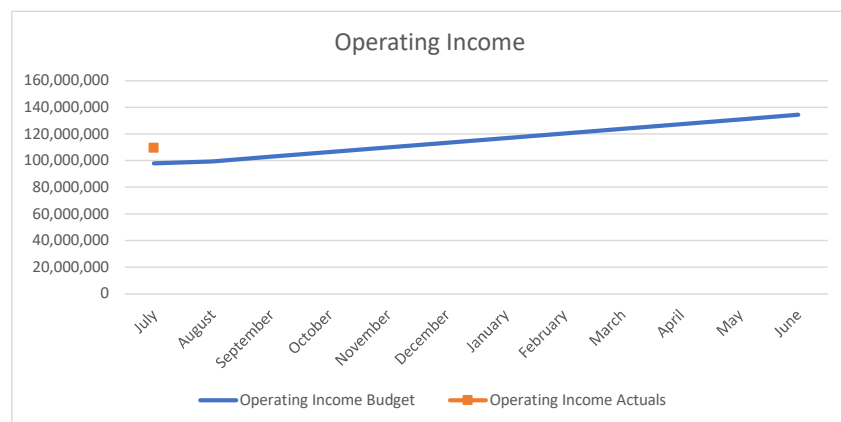


Year to Date Capital Actuals Compared to Current Budget



Council Report

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CITY OF MANDURAH
MONTHLY FINANCIAL REPORT
For the Period Ended 31 July 2023

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**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2023**

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)		600,000	600,000	4,558,412			
Revenue from operating activities							
Rates		92,674,404	92,154,800	92,350,699	195,899	0.21%	
Operating grants, subsidies and contributions		7,221,456	661,159	159,368	(501,791)	(75.90%)	▼
Fees and charges		30,922,352	17,576,863	16,808,310	(768,553)	(4.37%)	
Interest earnings		3,740,558	311,713	209,960	(101,753)	(32.64%)	▼
Other revenue		66,631	18,702	77,951	59,249	316.81%	▲
		134,625,401	110,723,237	109,606,288	(1,116,949)	-1.01%	
Expenditure from operating activities							
Employee costs		(55,360,569)	(2,693,613)	(1,911,478)	782,135	29.04%	▲
Materials and contracts		(58,118,717)	(5,195,832)	(3,348,249)	1,847,583	35.56%	▲
Utility charges		(4,627,517)	(385,626)	(365,466)	20,160	5.23%	
Depreciation on non-current assets		(33,084,683)	(2,878,207)	(28,850)	2,849,357	99.00%	▲
Interest expenses		(1,125,625)	(152,984)	(161,812)	(8,828)	(5.77%)	
Insurance expenses		(1,566,711)	(130,559)	(115,395)	15,164	11.61%	
		(153,883,822)	(11,436,821)	(5,931,250)	5,505,571	48.14%	
Non-cash amounts excluded from operating activities	1(a)	33,869,873	2,878,207	156,508	(2,721,699)	(94.56%)	
Amount attributable to operating activities		14,611,452	102,164,623	103,831,546	1,666,923	(1.63%)	
Investing activities							
Non-operating grants, subsidies and contributions		15,177,820	1,264,818	176,589	(1,088,229)	(86.04%)	▼
Proceeds from disposal of assets	4	2,529,095	210,758	-	(210,758)	(100.00%)	▼
Payments for property, plant and equipment	6	(46,801,717)	(4,605,131)	(2,550,175)	2,054,956	44.62%	▲
Amount attributable to investing activities		(29,094,802)	(3,129,555)	(2,373,586)	755,969	24.16%	
Non-cash amounts excluded from investing activities	1(b)	500,000	500,000	1,556,902	1,056,902	211.38%	
Amount attributable to investing activities		(28,594,802)	(2,629,555)	(816,684)	1,812,870	68.94%	
Financing Activities							
Proceeds from new debentures	7	7,442,854	-	-	0	0.00%	
Unspent Loans Utilised		1,427,938	-	-	0	0.00%	
Repayment of debentures	7	(4,316,708)	(359,726)	(441,439)	(81,713)	(22.72%)	▼
Payment of lease liability		(512,978)	(42,748)	(428,108)	(385,360)	(901.47%)	▼
Proceeds from new interest earning liability		645,000	53,750	-	(53,750)	(100.00%)	▼
Principal elements of interest earning liability		(551,074)	(45,923)	-	45,923	100.00%	▼
Transfer from reserves	8	14,884,557	-	-	0	0.00%	
Transfer to reserves	8	(6,126,704)	-	-	0	0.00%	
Amount attributable to financing activities		12,892,885	(394,647)	(869,547)	(474,901)	(120.34%)	
Closing Funding Surplus / (Deficit)	1(d)	(490,466)	99,740,422	106,703,727	6,963,305	6.98%	

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				
Movement in liabilities associated with restricted cash		785,190	-	63,453
Movement in pensioner deferred rates (non-current)		-	-	1,425
Movement in employee benefit provisions (non-current)		-	-	62,780
Add: Loss on asset disposals	4	-	-	0
Add: Loss on asset write offs		-	-	0
Add: Depreciation on assets		33,084,683	2,878,207	28,850
Total non-cash items excluded from operating activities		33,869,873	2,878,207	156,508

(b) Non-cash items excluded from investing activities

The following non-cash revenue and expenditure has been excluded from investing activities within the Statement of Financial Activity in accordance with Financial Management Regulation 32.

Adjustments to investing activities				
Movement in non current liabilities for transfers to acquire or construct non-financial assets to be controlled by the entity				
Movement in current liabilities for transfers to acquire or construct non-financial assets to be controlled by the entity associated with restricted cash		500,000	500,000	1,556,902
Total non-cash amounts excluded from investing activities		500,000	500,000	1,556,902

(c) 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 2023	Budget Closing 30 Jun 2024	Year to Date 31 Jul 2023
Adjustments to net current assets				
Less: Reserves - restricted cash		(59,187,157)	(50,429,303)	(59,187,157)
Less: Unspent loans		(310,134)	(310,134)	(1,738,072)
Less: Other receivables		-	-	(46,142)
Less: Prepaid Rates		(2,064,576)	-	
Less: Clearing accounts		-	-	(59,764)
Add: Borrowings	7	4,709,990	4,709,990	56,326
Add: Other liabilities		1,115,424	1,115,424	6,836,399
Add: Lease liability		1,034,492	1,034,492	486,592
Add: Provisions - employee		5,020,443	5,020,443	4,845,715
Add: Loan Facility offset		-	-	11,000,000
Total adjustments to net current assets		(49,681,518)	(38,859,088)	(37,806,103)

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

Current assets				
Cash and cash equivalents	2	82,277,523	69,363,563	58,608,410
Rates receivables	3	2,075,540	3,598,072	88,975,219
Receivables	3	3,849,699	493,585	32,041,447
Other current assets		1,123,961	1,638,336	2,974,025
Less: Current liabilities				
Payables		(11,352,821)	(17,243,936)	(21,036,335)
Borrowings	7	(428,980)	(4,709,990)	(56,326)
Interest earning liabilities		-	-	158,081
Unspent non-operating grant, subsidies and contributions liability		(6,979,480)	-	(6,994,480)
Lease liabilities		(525,226)	(1,034,492)	(486,592)
Provisions		(15,800,286)	(13,736,516)	(9,673,619)
Less: Total adjustments to net current assets	1(c)	(49,681,518)	(38,859,088)	(37,806,103)
Closing Funding Surplus / (Deficit)		4,558,412	(490,466)	106,703,727

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 Interest Earnings at Maturity Date	Institution	S&P rating	Deposit Date	Maturity Date	Term days
	\$	\$	\$	\$				
Cash on hand								
Westpac Municipal Bank Account (inc. Bonds Investments & Notice Savers)	14,218,619	Variable		Westpac	AA-	NA	NA	
	14,218,619							
Municipal Investments								
Muni 10 - 9652-46197	30,296	2.00%	150	ANZ	AA-	2/07/2023	1/10/2023	91
Muni 42 - 98-829-1441	6,248,165	4.65%	70,828	NAB	AA-	18/05/2023	16/08/2023	90
Muni 48 - B33713404.116	3,119,486	4.74%	36,830	CBA	AA-	22/05/2023	22/08/2023	92
Muni 49 - 97-760-7420	3,118,280	4.65%	35,736	NAB	AA-	22/05/2023	21/08/2023	91
Muni TD WBC 3 - 032-108 379151	3,039,321	5.20%	39,321	Westpac	AA-	4/07/2023	4/10/2023	92
	15,555,546							
Reserve Investments								
Reserve 42 - 36-976-7906	3,202,860	5.35%	83,222	NAB	AA-	19/06/2023	18/12/2023	182
Reserve 44 - 70-586-3025	3,154,343	5.05%	39,646	NAB	AA-	26/06/2023	26/09/2023	92
Reserve 45 - 70-568-6989	3,148,459	4.45%	68,712	NAB	AA-	27/03/2023	26/09/2023	183
Reserve 47 - B33713404.106	4,200,927	4.22%	43,759	CBA	AA-	17/07/2023	16/10/2023	91
Reserve 48 - B33713404.106	6,291,193	4.33%	132,960	CBA	AA-	17/04/2023	16/10/2023	182
Reserve TD WBC 1 - 032-108 267862	3,363,224	5.20%	43,511	Westpac	AA-	18/07/2023	18/10/2023	92
Reserve TD WBC 2 - 032-108 267897	3,073,722	5.20%	39,766	Westpac	AA-	18/07/2023	18/10/2023	92
Reserve TD WBC 3 - 032-108 267926	3,073,722	5.20%	39,766	Westpac	AA-	18/07/2023	18/10/2023	92
	29,508,451							
Total Municipal and Reserve Funds	59,282,617		674,206					

Interest revenue

Investment Interest Accrued	(13,108)
Investment Interest Matured	219,829
Rates Interest	3,239
	209,960

Interest Earned

\$209,960

	Amount	Interest rate on loans	Interest Saved	YTD Interest Saved
Loan Offset Facility				
Westpac	11,000,000	6.20%	19,738	19,738

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.

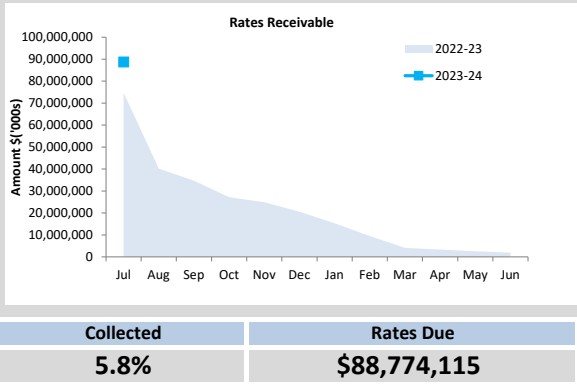
Total Municipal Cash	Unrestricted
\$70.28 M	\$40.77 M

Rates Receivable	30-Jun-23	31-Jul-22	31 Jul 23
	\$		\$
Opening Arrears Previous Years	2,028,200	2,028,200	1,925,935
Rates levied	87,363,981	86,543,902	92,350,699
Less - Collections to date	(87,466,245)	(13,884,691)	(5,502,520)
Equals Current Outstanding	1,925,935	74,687,411	88,774,115
Net Rates Collectable	1,925,935	74,687,411	88,774,115
% Collected	97.8%	15.7%	5.8%

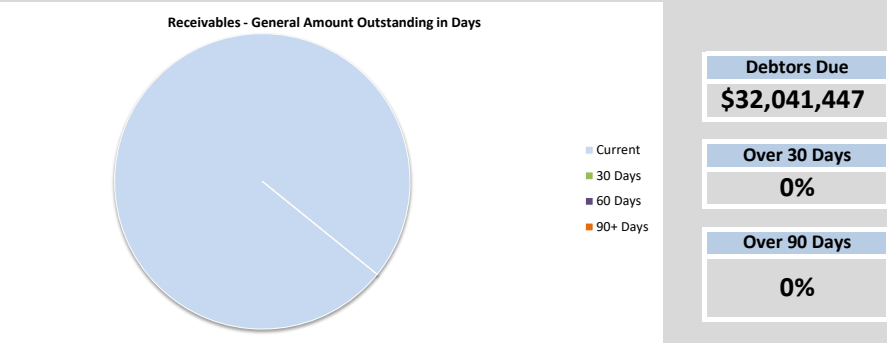
	31 Jul 22	31 Jul 23
- No. of Legal Proceedings Commenced for the financial year	0	0
- No. of properties > \$10,000 outstanding	27	24
- No. of properties between \$3,000 and \$10,000 outstanding	187	135
- Value of Rates Concession	68,587	47,360
- Value of Rates Exemptions	2,117,724	2,222,551

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.

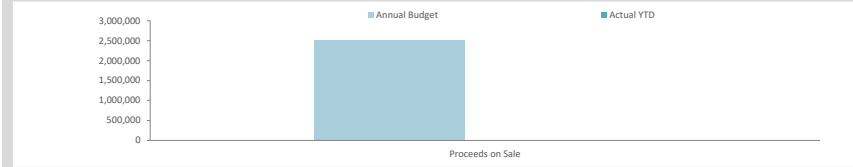


Receivables - General	31-Jul-23	Current	30 Days	60 Days	90+ Days	31 Jul 23
	\$	\$	\$	\$	\$	\$
Balance per Trial Balance						
Sundry receivable	1,223,351	930,183				930,183
Recreation Centres	122,915	197,441				197,441
Mandurah Ocean Marina	22,829	(122,786)				(122,786)
GST receivable	864,929	632,646				632,646
Allowance for impairment of receivables	(158,610)	(210,870)				(210,870)
Infringements	871,737	860,456				860,456
Pensioners rates and ESL deferred	77,625	8,470,510				8,470,510
Other Receivables	299,818	21,283,866				21,283,866
Total Receivables General Outstanding	3,324,595	32,041,447	0	0	0	32,041,447
Percentage		100%	0%	0%	0%	



Asset	Asset ID	Asset Owner	Budget				YTD Actual			
			Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)
			\$	\$	\$	\$	\$	\$	\$	\$
Land										
Land			1,000,000	1,000,000	0	0	0	0	0	0
					0	0				
Fleet Assets										
Fleet Assets		Replaced Assets	887,083	887,083	0	0	0	0	0	0
Carryover Fleet Assets		Replaced Assets	642,012	642,012	0	0	0	0	0	0
			2,529,095	2,529,095	0	0	0	0	0	0

KEY INFORMATION



Proceeds on Sale		
Annual Budget	YTD Actual	%
\$2,529,095	\$0	0%

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2023**

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

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

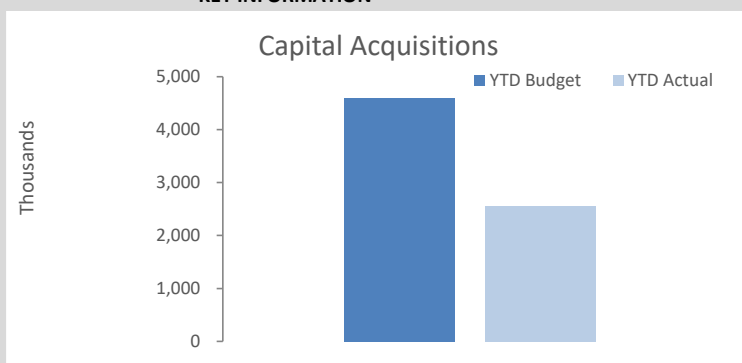
Tender code	Tender Description	Company Awarded to	Contract Term	Contract Amount
T05-2023	Eastern Foreshore Toilet Block Construction	Classic Contractors	Project Completion	\$773,996.58 (excl GST)
T12-2023	Provision of Turf Renovation Services	Turf Care WA Pty Ltd	Two (2) years with one (1) option for an additional two (2) years	\$1,200,000 (excl GST) for the term of the contract
T15-2023	Supply and Delivery of Irrigation Parts and Pipes	Total Eden Pty Ltd trading as Nutrien Water	Two (2) years with one (1) option for an additional two (2) years	\$960,000 (excl GST) for the term of the contract
RFQ03-2023	Supply and Delivery of a Drain Cleaning Unit	KOR Equipment Solutions Pty Ltd	One off purchase	\$776,576.50 (excl GST)
RFQ08-2023	Supply & Delivery of Three (3) New 8 Tonne Single Cab Tipping Trucks	Major Motors Pty Ltd ATF The Major Motors Unit Trust Trading as Major Motors	One off purchase	\$737,860.00 (excl GST)

Capital Acquisitions	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	YTD Actual Variance
	\$		\$	\$	\$
Buildings	11,570,935	11,570,934	1,078,993	781,351	(297,642)
Equipment	41,461	41,461	10,711	4,561	(6,150)
Machinery	5,880,134	5,880,134	490,011	-	(490,011)
Infrastructure - Roads	15,048,273	15,048,271	1,462,394	1,002,363	(460,030)
Bridges	-	-	-	20,716	20,716
Parks	12,905,737	12,905,736	1,412,440	489,347	(923,093)
Drainage	692,325	692,324	71,010	117,927	46,917
Coastal & Estuary	334,856	334,856	47,071	20,909	(26,162)
Other Infrastructure	328,001	328,001	32,501	113,001	80,500
Capital Expenditure Totals	46,801,721	46,801,717	4,605,131	2,550,175	(2,054,956)
Capital Acquisitions Funded By:					
	\$		\$	\$	\$
City of Mandurah Contribution	9,591,186	9,591,183	3,952,499	2,373,586	(1,578,913)
Capital grants and contributions	15,180,583	15,180,583	525,207	176,589	(348,618)
Borrowings	8,870,793	8,870,792	-	-	-
Other (Disposals & C/Fwd)	1,529,095	1,529,095	127,425	-	(127,425)
Cash Backed Reserves					
Building Reserve	389,407	389,407	-	-	-
Asset Management Reserve	8,082,620	8,082,620	-	-	-
Sustainability Reserve	50,000	50,000	-	-	-
Sanitation Reserve	570,616	570,616	-	-	-
Plant Reserve	2,537,422	2,537,422	-	-	-
Capital Funding Total	46,801,721	46,801,717	4,605,131	2,550,175	(2,054,956)

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
	\$46.8 M	\$2.55 M	5%
Capital Grant	Annual Budget	YTD Actual	% Received
	\$15.18 M	\$0.18 M	1%



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
Land							
Buildings							
750686	22-23 Enhancements to Reserve Changerooms	23,300	23,300	1,942	0	23,300	Construction complete.
750688	22-23 MPAC Internal Refurb	55,000	55,000	4,583	0	55,000	Construction to commence Q3.
750689	Works & Services Building Refurb	555,376	555,376	46,281	0	555,376	Construction to commence Q2.
750690	Install walls and roof to the Camera Deck at Rushton Main	15,500	15,500	1,292	0	15,500	Construction to commence Q3.
750694	Tims Thicket Waste Facility - Decommissioning	10,000	10,000	833	0	10,000	Construction to commence Q4.
750695	WMC - Upgrade Fire Fighting Infrastructure	150,000	150,000	12,500	0	150,000	Construction to commence Q3.
750696	MPAC - External Steelwork	85,000	85,000	7,083	0	85,000	Construction to commence Q3.
750702	Civic Building Roof Renewal	66,065	66,065	5,505	22,250	43,815	Design only.
750706	Mandurah Community Museum Roof & Gutters	34,326	34,326	2,860	0	34,326	Construction complete.
750708	MARC Sauna Expansion & Refurbishment	35,000	35,000	2,917	0	35,000	Construction to commence Q1.
750710	PBSLSC - External Steelwork Painting	30,000	30,000	2,500	0	30,000	Construction to commence Q1.
750712	Refurbishment of Billy Dower Youth Centre	45,000	45,000	3,750	0	45,000	Construction to commence Q3.
750655	MARC Leisure Pool Acoustics	307,400	307,400	25,617	0	307,400	Construction to commence Q2.
750647	Dawesville Community Centre	489,370	489,370	40,781	0	489,370	Refer to Financial Report, Key Capital Projects table.
750657	MPAC Internal Refurb	27,793	27,793	2,316	0	27,793	Construction 95% complete.
750660	WMC Tipping Shed	142,616	142,616	11,885	0	142,616	Construction to commence Q3.
750661	Works & Services Building Refurb	102,805	102,805	8,567	51,036	51,769	Construction 45% complete.
750679	Solar Plan 2021/22	45,260	45,260	3,772	0	45,260	Construction to commence Q1.
750678	ManPAC RVIF Lighting	266,755	266,755	22,230	0	266,755	Construction to commence Q1.
750681	MARC Roof Repairs	3,860,829	3,860,829	321,736	190,280	3,670,549	Refer to Financial Report, Key Capital Projects table.
750726	Changing Places Eastern Foreshore Mandurah	140,075	140,075	11,673	0	140,075	Construction to commence Q1.
750729	MPAC Fly Tower and Auditorium Facade Cladding and Roof	98,611	98,611	8,218	0	98,611	Design only.
750730	Falcon eLibrary Air Conditioning	144,643	144,643	12,054	5,925	138,718	Construction 85% complete.
750754	23-24 Administration Centre - HVAC Renewal Design	112,421	112,421	12,421	12,421	100,000	Construction to commence Q3.
750738	23-24 Automatic Transfer Switch for the MARC Generator	56,175	56,175	11,731	6,175	50,000	Construction to commence Q1.
750733	23-24 Cinema HVAC Replacement	224,710	224,710	24,710	24,710	200,000	Construction to commence Q3.
750732	23-24 Dawesville Community Centre	2,247,318	2,247,318	247,318	247,318	2,000,000	Construction to commence Q3.
750734	23-24 Enhancements to Reserve Changerooms (unisex amenities)	112,421	112,421	12,421	12,421	100,000	Construction to commence Q3.
750740	23-24 MPAC Flytower Roof and Cladding Renewal	168,597	168,597	18,597	18,597	150,000	Construction to commence Q2.
750735	23-24 MPAC Minor Renewal & Upgrade Works	337,131	337,131	37,131	37,131	300,000	Construction to commence Q3.
750737	23-24 Solar Plan	56,175	56,175	6,175	6,175	50,000	Construction to commence Q3.
750741	23-24 BR Avalon Foreshore Ablution Building Renewal (Design)	45,850	45,850	9,183	5,850	40,000	Construction to commence Q1.
750742	23-24 BR Billy Dower Youth Centre Flooring	41,561	41,561	4,561	4,561	37,000	Construction to commence Q3.
750743	23-24 BR EMCC - Mandurah Community Centre Flooring	129,247	129,247	14,247	14,247	115,000	Construction to commence Q3.
750744	23-24 BR EMCC - Tuart Avenue Building Flooring	59,528	59,528	6,528	6,528	53,000	Construction to commence Q3.
750745	23-24 BR Falcon Library Flooring	48,267	48,267	5,267	5,267	43,000	Construction to commence Q3.
750746	23-24 BR Falcon Library HVAC	56,175	56,175	6,175	6,175	50,000	Construction to commence Q2.
750747	23-24 BR Lions Club of Mandurah Flooring	20,179	20,179	2,179	2,179	18,000	Construction to commence Q3.
750748	23-24 BR Mandurah Bowling and Recreation Club Flooring	33,723	33,723	3,723	3,723	30,000	Construction to commence Q3.
750749	23-24 BR Mandurah Community Museum House Flooring	28,088	28,088	3,088	3,088	25,000	Construction to commence Q3.
750750	23-24 BR Rushton Park Stadium Flooring	157,335	157,335	17,335	17,335	140,000	Construction to commence Q3.
750751	23-24 BR Rushton Park North Pavilion Roof	393,307	393,307	43,307	43,307	350,000	Construction to commence Q3.
750752	23-24 BR Civic Centre HVAC & Roof (Design)	231,117	231,117	1,117	1,117	230,000	Construction to commence Q2.
750753	23-24 Site Main Switchboard Program	56,175	56,175	6,175	6,175	50,000	Ongoing Program 2023/24.
750756	23-24 MPAC HVAC Renewal (Design)	224,710	224,710	24,710	24,710	200,000	Construction to commence Q3.
750700	Administration Building - Foyer Upgrade	0	0	0	2,650	(2,650)	Project is required to be carried over to 2023/24 with budget to be adjusted as part of EOFY Actuals Budget Adjustments.

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
880012	Lakelands-Madora Bay Pedestrian Bridge	0	0	0	20,716	(20,716)	Project is required to be carried over to 2023/24 with budget to be adjusted as part of EOFY Actuals Budget Adjustments.
Parks							
700516	Yalgorup National Park	381,719	381,719	31,810	0	381,719	Consultant work underway.
700547	Tickner Reserve Playground	45,000	45,000	3,750	0	45,000	Construction to commence Q1.
700498	Tickner Reserve Final Stage	70,374	70,374	5,864	39,046	31,328	Construction 95% complete.
700545	Suncrest Meander Playground	35,000	35,000	2,917	0	35,000	Construction to commence Q1.
700535	St Ives Boardwalk	94,167	94,167	7,847	0	94,167	Construction to commence Q2.
700533	2022-23 South Harbour Paving Upgrades	64,046	64,047	5,337	0	64,047	Construction to commence Q2.
700536	Seascapes boardwalk, steps lookout node	282,503	282,503	23,542	0	282,503	Construction to commence Q1.
700566	Bruce Cresswell Reserve Stage 1 of 2	130,020	130,020	10,835	3,600	126,420	Construction to commence Q1.
700534	Riverside Boardwalk	93,901	93,901	7,825	0	93,901	Construction 95% complete.
700494	Pleasant Grove Foreshore	64,132	64,133	5,344	0	64,133	Construction to commence Q1.
700529	Observation Deck, Watersun Drive	87,000	87,000	7,250	0	87,000	Construction to commence Q1.
700521	Lakes Lawn Cemetery - Plinths and Irrigation Upgrade	33,528	33,529	2,794	0	33,529	Construction 95% complete.
700548	Karri Karri Pass Playground	45,000	45,000	3,750	0	45,000	Construction to commence Q1.
700523	Kangaroo Paw Park	34,492	34,491	2,874	32,042	2,449	Construction 95% complete.
700530	Falcon Bay Stage 5 of 5	377,929	377,929	31,494	0	377,929	Construction to commence Q1.
700518	Eastport Foreshore Upgrade	148,534	148,533	12,378	10,704	137,829	Construction to commence Q1.
700515	Mandurah Netball Feasibility Study - CSRFF	35,704	35,704	2,975	0	35,704	Feasibility study in progress.
700480	Central Irrigation Management System Renewal	90,000	90,000	7,500	0	90,000	Construction to commence Q1.
700478	Meadow Springs Golf Course Fence	40,000	40,000	3,333	0	40,000	Construction to commence Q3.
700544	Central Irrigation Management System	90,000	90,000	7,500	0	90,000	Construction to commence Q1.
700546	Bruce Cresswell Reserve Playground	49,800	49,800	4,150	0	49,800	Construction to commence Q1.
700549	Bortolo Reserve Playground	52,390	52,390	4,366	0	52,390	Construction to commence Q1.
700485	Bortolo Park Drainage Basin	23,228	23,228	1,936	0	23,228	Construction 95% complete.
700531	2022-23 Falcon Reserve Activation Plan - Implementation	27,990	27,990	2,333	1,976	26,015	Construction 80% complete.
700514	Bortolo Fire Track Water Infrastructure	18,877	18,877	1,573	0	18,877	Construction 90% complete.
700582	23-24 Bin Enclosures Upgrade	58,131	58,131	12,298	8,131	50,000	Construction to commence Q1.
700580	23-24 Blythwood Reserve	332,257	332,257	32,257	32,257	300,000	Construction to commence Q2.
700575	23-24 Coodanup Foreshore	1,379,218	1,379,218	219,218	74,218	1,305,000	Refer to Financial Report, Key Capital Projects table.
700577	23-24 Merlin Street Activation Plan - Implementation	417,234	417,234	47,234	47,234	370,000	Construction to commence Q3.
700583	23-24 North Mandurah Irrigation Water Supply	182,234	182,234	7,234	7,234	175,000	Construction to commence Q2.
700584	23-24 BMX/Pump Track Renewal	83,248	83,248	16,581	3,248	80,000	Construction to commence Q2.
700581	23-24 Wilderness Reserve	537,192	537,192	37,192	37,192	500,000	Construction to commence Q3.
700585	23-24 BW Henson St Beach Access	138,781	138,781	13,381	13,381	125,400	Construction to commence Q2.
700586	23-24 BW Warrungup Spring Reserve Boardwalk (Design)	27,699	27,699	18,810	17,699	10,000	Construction to commence Q1.
700587	23-24 BW Westview Parade Foreshore Boardwalk Renewal	25,243	25,243	12,522	12,522	12,721	Construction to commence Q2.
700593	23-24 Irrigation Renewal Program	90,435	90,435	15,435	435	90,000	Ongoing Program 2023/24.
700613	23-24 Parks and Reserves Signage New	40,998	40,998	4,331	998	40,000	Construction to commence Q1.
700594	23-24 PR BBQ Renewal Program	215,841	215,841	40,086	4,935	210,906	Ongoing Program 2023/24.
700595	23-24 PR Falcon Reserve	34,751	34,751	7,251	1,751	33,000	Construction to commence Q1.
700596	23-24 PR Parks Furniture Renewal	28,965	28,965	4,065	4,065	24,900	Construction to commence Q2.
700597	23-24 PR Performing Arts Centre - Retaining Wall	48,726	48,726	4,626	4,626	44,100	Construction to commence Q3.
700598	23-24 PR Quandong Reserve	89,636	89,636	2,636	2,636	87,000	Construction to commence Q3.
700599	23-24 PR Rushton Park	51,313	51,313	1,813	1,813	49,500	Construction to commence Q2.
700600	23-24 PR Synthetic Turf Renewal	42,186	42,186	186	186	42,000	Construction to commence Q2.
700601	23-24 PGR Abraham France	12,540	12,540	4,640	4,640	7,900	Construction to commence Q3.
700602	23-24 PGR Blythwood Reserve	54,826	54,826	4,826	4,826	50,000	Construction to commence Q2.
700603	23-24 PGR Coodanup Community Centre	39,064	39,064	4,764	4,764	34,300	Construction to commence Q3.
700604	23-24 PGR Floribunda Park Stage 1	36,702	36,702	4,702	4,702	32,000	Construction to commence Q3.
700605	23-24 PGR Montego Reserve	57,831	57,831	4,831	4,831	53,000	Construction to commence Q3.
700606	23-24 SF Catapillar Park	21,283	21,283	7,950	1,283	20,000	Construction to commence Q1.
700607	23-24 SF Floribunda Park	43,345	43,345	1,345	1,345	42,000	Construction to commence Q3.
700608	23-24 SF Keith Holmes Reserve	27,183	27,183	1,283	1,283	25,900	Construction to commence Q3.
700610	23-24 Drinking Fountain Renewal	26,000	26,000	0	0	26,000	Construction to commence Q2.
700611	23-24 FR Fisheries Boatshed (Soldiers Cove Terrace)	12,602	12,602	1,858	1,858	10,744	Construction to commence Q2.
700612	23-24 FR Island Point	91,330	91,330	2,530	2,530	88,800	Construction to commence Q2.
700588	23-24 FR Orion Reserve	10,858	10,858	1,858	1,858	9,000	Construction to commence Q2.
700589	23-24 FR Rushton Park - Tennis Centre	129,107	129,107	2,822	2,822	126,285	Construction to commence Q2.
700590	23-24 FR Sabina DR Foreshore & Madora Bay Karinga Foreshore	60,930	60,930	22,163	2,780	58,150	Construction to commence Q1.
700591	23-24 FR San Remo Beach & Eros Reserve	39,706	39,706	15,006	2,656	37,050	Construction to commence Q1.
700592	23-24 FR Watersun Beach	86,043	86,043	30,127	2,168	83,875	Construction to commence Q1.
930045	23-24 Major Public Artworks	90,000	90,000	90,000	0	90,000	Ongoing Program 2023/24.
700615	23-24 SF Badgerup Park	60,669	60,669	21,402	1,769	58,900	Construction to commence Q1.
700616	23-24 Missing Person Memorial Mandurah Upgrade	20,000	20,000	6,667	0	20,000	Construction to commence Q1.
700519	23-24 Bayville Channel SE Foreshore Upgrade Stage 1	825,136	825,136	75,136	75,136	750,000	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
Roads								
501130	City Centre Streetscape Upgrades		100,000	100,000	8,333	0	100,000	Design only.
501131	Dawesville Channel SE Foreshore Upgrade		141,150	141,150	11,762	0	141,150	Design only.
501135	Resurface of the Driveway to the Mandurah Tennis Club		16,327	16,327	1,361	0	16,327	Construction to commence Q2.
501136	Senior Citizens Carpark		100,000	100,000	8,333	37,404	62,596	Construction 95% complete.
501137	Torcello Mews Canal PAW Renewal		30,421	30,421	2,535	0	30,421	Construction 50% complete.
501139	WMC - Upgrade Recycling Area Stage 1		20,000	20,000	1,667	0	20,000	Construction to commence Q4.
501116	SP Pleasant Grove POS		38,707	38,707	3,226	0	38,707	Construction to commence Q1.
501142	SL Light pole replacement		104,198	104,198	8,683	0	104,198	Ongoing Program 2023/24.
501148	RR Olive Road		151,512	151,512	12,626	33,429	118,083	Construction 95% complete.
501169	RS Stock Road, Parklands		48,200	48,200	4,017	0	48,200	Construction to commence Q2.
501113	SP Halls Head PSP		773,890	773,889	64,491	167,381	606,508	Construction 40% complete.
501175	22-23 TM Discretionary Traffic Management		70,733	70,733	5,894	668	70,065	Construction 5% complete.
501127	Falcon Reserve Activation Plan - Stage 3		57,826	57,826	4,819	0	57,826	Construction 80% complete.
501089	RC Peel Street Stage 3		1,343,906	1,343,906	111,992	21,675	1,322,232	Construction 85% complete.
501181	TM Estuary Road Delineation		27,672	27,672	2,306	8,355	19,317	Construction 90% complete.
501182	SL Old Coast Road/McLarty Road/Leeward Road Ent		43,526	43,525	3,627	0	43,525	Construction to commence Q1.
501183	SL Lakes Road/Murdoch Drive		84,977	84,977	7,081	0	84,977	Construction to commence Q1.
501129	Trails Project		696,345	696,345	58,029	10,138	686,207	Consultant work underway.
500016	Smart Street Mall Upgrade		701,274	701,274	61,274	61,274	640,000	Construction to commence Q3.
501187	23-24 Dawesville Channel SE Foreshore Upgrade		20,829	20,829	10,829	10,829	10,000	Design only.
501247	23-24 Ormsby Terrace Car Park		68,037	68,037	48,037	48,037	20,000	Design only.
501248	23-24 Sutton Farm - Car Parking		113,680	113,680	43,680	43,680	70,000	Design only.
501188	23-24 WMC Road Reseal		49,100	49,100	9,100	9,100	40,000	Construction to commence Q3.
501191	23-24 CP Stewart Street		48,489	48,489	4,489	4,489	44,000	Construction to commence Q2.
501192	23-24 SP Falcon Coastal Shared Path - Stage 1		1,160,653	1,160,653	60,653	60,653	1,100,000	Refer to Financial Report, Key Capital Projects table.
501193	23-24 TM Clarice St		244,671	244,671	24,671	24,671	220,000	Construction to commence Q3.
501194	23-24 TM Mandurah Tce/Adonis Rd		70,455	70,455	12,795	12,795	57,660	Construction to commence Q2.
501195	23-24 TM Meadow Springs Drive Bridge		51,437	51,437	11,437	11,437	40,000	Design only.
501196	23-24 TM Wanjeep St		422,616	422,616	93,449	27,616	395,000	Construction to commence Q1.
501197	23-24 TM White Hill Road		570,743	570,742	99,631	40,743	530,000	Construction to commence Q1.
501199	23-24 RR Guillardon Tce/Karringa Rd		481,047	481,047	31,047	31,047	450,000	Construction to commence Q2.
501200	23-24 RR Mayfair Mews		309,729	309,729	16,729	16,729	293,000	Construction to commence Q2.
501201	23-24 RR Quarry Way		614,742	614,742	40,742	40,742	574,000	Construction to commence Q3.
501202	23-24 RR Tara St		161,193	161,193	36,193	11,193	150,000	Construction to commence Q1.
501203	23-24 RS Balwina Court		90,995	90,995	18,162	3,595	87,400	Construction to commence Q1.
501204	23-24 RS Castleward St		48,347	48,347	10,847	3,347	45,000	Construction to commence Q1.
501205	23-24 RS Dalby St		65,471	65,471	13,805	3,471	62,000	Construction to commence Q1.
501206	23-24 RS Leyburn Drv		224,216	224,216	40,883	4,216	220,000	Construction to commence Q1.
501207	23-24 RS Soldiers Cove Tce and Bolton St		146,427	146,427	29,760	6,427	140,000	Construction to commence Q1.
501208	23-24 RS Tara St		87,595	87,595	17,595	3,595	84,000	Construction to commence Q1.
501209	23-24 RS Thisbe Drv		102,182	102,182	4,182	4,182	98,000	Construction to commence Q2.
501210	23-24 RS Westbourne Pass		161,906	161,906	3,906	3,906	158,000	Construction to commence Q2.
501211	23-24 RS Cambridge Drv		307,903	307,903	8,903	8,903	299,000	Construction to commence Q2.
501212	23-24 RS Carter St		45,347	45,347	3,347	3,347	42,000	Construction to commence Q2.
501213	23-24 RS Charon Rd		196,092	196,092	4,092	4,092	192,000	Construction to commence Q2.
501215	23-24 RS Cuncel Cl		63,471	63,471	3,471	3,471	60,000	Construction to commence Q2.
501216	23-24 RS Dior Place		73,471	73,471	3,471	3,471	70,000	Construction to commence Q2.
501217	23-24 RS Everlasting Retreat		201,092	201,092	4,092	4,092	197,000	Construction to commence Q2.
501218	23-24 RS Glenroy Drv		37,347	37,347	3,347	3,347	34,000	Construction to commence Q2.
501219	23-24 RS Harvey View Drv		141,844	141,844	3,844	3,844	138,000	Construction to commence Q2.
501220	23-24 RS Hibiscuss Rise		43,347	43,347	3,347	3,347	40,000	Construction to commence Q2.
501221	23-24 RS Kelly St		45,347	45,347	3,347	3,347	42,000	Construction to commence Q2.
501222	23-24 RS Littleton St		220,216	220,216	4,216	4,216	216,000	Construction to commence Q2.
501223	23-24 RS Maria Pl		105,657	105,657	3,657	3,657	102,000	Construction to commence Q2.
501224	23-24 RS Mayfair Mews		112,657	112,657	3,657	3,657	109,000	Construction to commence Q2.
501225	23-24 RS Quarry Road		221,216	221,216	4,216	4,216	217,000	Construction to commence Q2.
501226	23-24 RS Rakoa St		153,906	153,906	3,906	3,906	150,000	Construction to commence Q2.
501227	23-24 RS Rouse Rd		144,844	144,844	3,844	3,844	141,000	Construction to commence Q2.
501228	23-24 RS Sandalwood Pde		163,906	163,906	3,906	3,906	160,000	Construction to commence Q2.
501229	23-24 RS Sedgemere Tce		103,657	103,657	3,657	3,657	100,000	Construction to commence Q2.
501230	23-24 RS Skud St		77,533	77,533	3,533	3,533	74,000	Construction to commence Q2.
501231	23-24 RS Spinaway Pde		26,285	26,285	3,285	3,285	23,000	Construction to commence Q2.
501232	23-24 RS Talbot St		60,409	60,409	3,409	3,409	57,000	Construction to commence Q2.
501233	23-24 RS Thomson St		217,427	217,427	5,427	5,427	212,000	Construction to commence Q2.
501234	23-24 RS Wines St		107,657	107,657	3,657	3,657	104,000	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
	501235	23-24 RC Peel Street Stage 4	1,712,021	1,712,021	199,521	62,021	1,650,000	Refer to Financial Report, Key Capital Projects table.
	501236	23-24 SF Street Furniture Renewal	51,803	51,803	5,969	1,803	50,000	Construction to commence Q3.
	501237	23-24 SP Apollo Place	34,313	34,313	5,813	5,813	28,500	Construction to commence Q3.
	501239	23-24 SP Guillardon Tce/Karinga Rd	29,820	29,820	7,820	7,820	22,000	Construction to commence Q2.
	501240	23-24 Signage Renewal Program	40,808	40,808	4,141	808	40,000	Ongoing Program 2023/24.
	501241	23-24 SL Street Lighting New Program	57,762	57,762	11,929	7,762	50,000	Ongoing Program 2023/24.
	501242	23-24 SL Street Lighting Renewal Program	107,762	107,762	16,096	7,762	100,000	Ongoing Program 2023/24.
	501243	23-24 TM Esperance Avenue Pedestrian Refuge	40,111	40,111	5,111	5,111	35,000	Construction to commence Q2.
	501244	23-24 TM Halls Head Parade & Leighton Road Intersection	75,370	75,370	10,370	10,370	65,000	Construction to commence Q2.
	501245	23-24 TM Samphire Cove ACROD Bay	24,436	24,436	7,770	4,436	20,000	Construction to commence Q1.
	501249	23-24 SP Caspar Road	120,551	120,551	23,884	4,551	116,000	Construction to commence Q2.
	501253	23-24 Dawesville Channel SE Foreshore - Car Park Design	17,659	17,659	7,659	7,659	10,000	Construction to commence Q2.
	501124	Emulsion tank with bunding	0	0	0	562	(562)	Overspend being investigated.
	501162	RS Hill Street, Halls Head	0	0	0	6,463	(6,463)	Project is required to be carried over to 2023/24 with budget to be adjusted as part of EOFY Actuals Budget Adjustments.
	501178	Merlin Street Reserve Southern Car Park	0	0	0	10,967	(10,967)	Project is required to be carried over to 2023/24 with budget to be adjusted as part of EOFY Actuals Budget Adjustments.
Drainage								
	600189	DR 130 Mandurah Terrace	25,000	25,000	2,083	0	25,000	Construction to commence Q3.
	600190	DR 30 George Street Drainage Improvement	44,799	44,799	3,733	0	44,799	Construction to commence Q2.
	600192	DR Cervantes Drive	20,522	20,522	1,710	0	20,522	Construction to commence Q2.
	600193	DR Colonial Court Drainage Upgrade - Stage 1	234,380	234,379	19,532	62,393	171,986	Construction 30% complete.
	600195	DR Hopetoun Bend Drainage Upgrade	50,264	50,264	4,189	0	50,264	Construction to commence Q2.
	600196	DR Loton Road/Ashley Terrace Intersection Stage 1	42,652	42,652	3,554	19,087	23,565	Construction 95% complete.
	600198	23-24 DR Mary Street (Stage 1) - Drainage Renewal	274,708	274,708	36,208	36,208	238,500	Construction to commence Q2.
	600186	DR Yeedong Road, Falcon - Stage 2	0	0	0	106	(106)	Overspend being investigated.
	600191	DR Baloo Crescent Drainage Upgrade	0	0	0	132	(132)	Overspend being investigated.
Coastal & Estuary								
	910075	Birchley Road Boat Ramp Jetty	74,826	74,826	6,235	0	74,826	Design only.
	910109	Cambria Island Abutment Walls Repair	57,121	57,121	4,760	0	57,121	Construction complete.
	911002	23-24 WR Seashells Seawall	41,356	41,356	12,022	9,356	32,000	Construction to commence Q1.
	911001	23-24 WR South Harbour Paving	161,553	161,553	24,053	11,553	150,000	Construction to commence Q1.
Equipment								
	820195	MARC Replacement Pool Inflatable	41,461	41,461	10,711	4,561	36,900	Ongoing Program 2023/24.
Plant & Machinery								
	770001	Replacement Light Passenger Vehicles	542,074	542,074	45,173	0	542,074	Ongoing Program 2023/24.
	770002	Replacement Light Commercial Vehicles	854,872	854,872	71,239	0	854,872	Ongoing Program 2023/24.
	770005	New - Light Passenger Vehicles	40,000	40,000	3,333	0	40,000	Ongoing Program 2023/24.
	770006	Trucks and Buses	1,734,741	1,734,741	144,562	0	1,734,741	Ongoing Program 2023/24.
	770008	Construction Vehicles	564,648	564,648	47,054	0	564,648	Ongoing Program 2023/24.
	770009	Parks and Mowers	879,368	879,368	73,281	0	879,368	Ongoing Program 2023/24.
	770010	New - Heavy Vehicles Plant and Equipment	872,731	872,731	72,728	0	872,731	Ongoing Program 2023/24.
	770020	Tim's Thicket Weighbridge	150,000	150,000	12,500	0	150,000	Ongoing Program 2023/24.
	770007	Trailers	18,000	18,000	1,500	0	18,000	Ongoing Program 2023/24.
	770011	Miscellaneous Equipment	78,500	78,500	6,542	0	78,500	Ongoing Program 2023/24.
	770012	New - Vehicle and Small Plant Program	145,200	145,200	12,100	0	145,200	Ongoing Program 2023/24.
Other Infrastructure								
	930042	23-24 Upgrade the WMC CCTV Server	8,000	8,000	0	0	8,000	Construction to commence Q2.
	930043	23-24 Christmas Decorations Program	170,001	170,001	20,001	20,001	150,000	Ongoing Program 2023/24.
	930044	23-24 CSRFF Program - Small Grants	150,000	150,000	12,500	0	150,000	Ongoing Program 2023/24.
	930040	22-23 Christmas Decorations Program	0	0	0	93,000	(93,000)	Project is required to be carried over to 2023/24 with budget to be adjusted as part of EOFY Actuals Budget Adjustments.
	700053	Lakelands DOS Sports Specific Infrastructure	169,317	169,317	14,110	0	169,317	Construction to commence Q3.
	700055	Eastern Foreshore South Precinct	2,762,166	2,762,166	230,180	2,675	2,759,491	Refer to Financial Report, Key Capital Projects table.
	700056	Western Foreshore Recreation Precinct	1,989,677	1,989,677	165,806	3,493	1,986,184	Refer to Financial Report, Key Capital Projects table.
Grand Total			46,801,721	46,801,717	4,605,131	2,550,175	44,251,543	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2023**

**FINANCING ACTIVITIES
NOTE 7
BORROWINGS**

Repayments - Borrowings

Information on Borrowings Particulars	1 July 2023	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Law, order, public safety									
Bortolo Fire Track Water Infrastructure	40,021	-	-	448	4,747	39,573	35,275	224	1,316
Community amenities									
Compactor Waste Trailers and Dolly [336]	65,156	-	-	5,406	61,341	59,750	3,814	316	1,371
Waste Water Reuse [349]	78,609	-	-	2,135	23,062	76,474	55,548	365	2,558
Halls Head Ablution Block [350]	52,442	-	-	1,423	15,369	51,019	37,073	243	1,707
Halls Head Recycled Water 2019/20	146,877	-	-	2,035	19,067	144,842	127,810	738	4,213
Ablutions 2020/21	-	-	-	-	-	-	-	-	0
Ablutions 2021/22	228,857	-	-	2,641	22,015	226,217	206,842	312	7,657
Recreation and culture									
Rushton Park Redevelopment [318(ii)]	54,125	-	-	7,946	57,475	46,179	-	262	735
Meadow Springs Recreation Facility [318(iii)]	40,657	-	-	5,969	42,207	34,688	-	196	540
Mandurah Football & Sporting Club [324]	-0	-	-	-	0	-	-	0	0
Mandurah Rugby Club [325]	-0	-	-	-	0	-	-	0	0
Bowling Club Relocation [326]	0	-	-	-	0	-	-	0	14
Ablutions - Netball Centre [329(i)]	0	-	-	-	0	-	-	0	4
Parks Construction [329(v)]	0	-	-	-	0	-	-	0	4
Halls Head Bowling Club upgrade [331]	202,117	-	-	3,717	36,485	198,401	165,632	941	6,979
Parks - Falcon Bay Reserve [333(i)]	-0	-	-	-	0	-0	-	0	0
MARC Redevelopment [338]	264,969	-	-	14,275	163,742	250,694	101,227	1,322	7,558
MARC Redevelopment Stage 1 [340]	257,181	-	-	7,566	82,535	249,615	174,646	1,193	8,257
MARC Redevelopment Stage 2 [341]	596,973	-	-	19,524	214,597	577,449	382,376	2,766	19,691
Eastern Foreshore Wall [344]	405,374	-	-	12,642	138,615	392,732	266,759	1,879	13,089
MARC Stage 2 [345]	600,606	-	-	18,187	198,343	582,419	402,263	2,785	19,901
Falcon Bay Seawall [351]	131,758	-	-	3,569	38,537	128,189	93,221	612	4,291
MARC Solar Plan [353]	113,559	-	-	2,084	20,108	111,475	93,451	529	3,928
Novara Foreshore Development [355]	227,595	-	-	4,188	40,210	223,407	187,385	1,084	7,862
Falcon Bay Foreshore Upgrades [356]	227,059	-	-	4,168	40,218	222,891	186,841	1,057	7,854
Mandjar Square Development [358]	280,642	-	-	5,187	50,313	275,455	230,329	1,306	9,771
Lakelands DOS [360]	1,387,697	-	-	28,038	286,902	1,359,659	1,100,796	6,456	49,554
Mandjar Square Stage 3 and 4	328,443	-	-	5,098	92,047	323,345	236,396	1,650	17,633
Falcon Seawall	620,830	-	-	9,733	45,597	611,097	575,233	3,119	9,243
Novara Foreshore Stage 3	132,591	-	-	2,056	18,201	130,535	114,390	666	3,735
Smart Street Mall Upgrade 2019/20	350,153	-	-	5,062	48,014	345,091	302,139	547	10,174
Falcon Bay Foreshore Stage 3 of 4	219,015	-	-	3,053	28,601	215,962	190,414	321	6,320
Mandjar Square Final Stage	219,002	-	-	3,053	28,601	215,949	190,401	408	6,319
Falcon Skate Park Upgrade	86,124	-	-	1,215	11,511	84,909	74,613	433	2,457
Westbury Way North side POS Stage 3	146,891	-	-	2,036	19,067	144,856	127,824	738	4,213
Eastern/ Western Foreshore 2020/21	912,751	-	-	11,393	106,458	901,358	806,292	998	24,486
Smart Street Mall 2020/21	905,433	-	-	11,182	102,559	894,250	802,874	875	23,933
Novara Foreshore Stage 4	84,550	-	-	1,022	9,290	83,528	75,260	426	2,182
Bortolo Reserve - Shared Use Parking and Fire Track Facility	248,388	-	-	3,067	27,894	245,321	220,494	297	6,546
Falcon Bay Upgrade - Stage 4 of 5	231,480	-	-	2,862	26,026	228,618	205,454	299	6,110
Enclosed Dog Park	17,065	-	-	206	1,876	16,859	15,189	86	440
South Harbour Paving Upgrade Stage 2	42,286	-	-	511	4,645	41,775	37,642	213	1,091
Falcon Skate Park Upgrade 2020/21	63,077	-	-	771	7,018	62,305	56,059	318	1,646
Eastern/ Western Foreshore 2021/22	1,377,800	-	-	16,047	135,130	1,361,753	1,242,670	1,364	46,982
Smart Street Mall 2021/22	568,125	-	-	6,606	55,516	561,519	512,608	611	19,309
Enclosed Dog Park 2021/22	165,729	-	-	1,899	15,838	163,830	149,891	249	5,508
Novara Foreshore Stage 4 2021/22	210,045	-	-	2,429	20,254	207,616	189,791	303	7,044
Falcon Bay Upgrade - Stage 4 of 5 2021/22	66,188	-	-	753	6,291	65,435	59,897	128	2,188
Parks and Reserves Upgrades 2021/22	446,783	-	-	5,185	43,590	441,598	403,193	465	15,160
Mandurah Library Re Roofing Project	106,264	-	-	1,214	9,779	105,051	96,485	159	3,870
Falcon Reserve Activation Plan Stage 3	400,211	-	-	4,478	47,465	395,733	352,745	419	12,757
Pleasant Grove Foreshore	59,031	-	-	661	7,001	58,370	52,030	84	1,807
Kangaroo Paw Park	307,570	-	-	3,441	36,478	304,129	271,092	343	9,570
Falcon Bay Stage 5 of 5	145,076	-	-	1,623	17,206	143,453	127,870	172	4,661
2022/23 South Harbour Upgrades	102,054	-	-	1,142	12,104	100,912	89,950	128	3,381
Upgrade of Playing Surface Peelwood Parade	-	-	-	-	-	-	-	-	0
Bruce Cresswell Reserve	196,103	-	-	2,194	23,258	193,909	172,845	212	6,399
Seascapes Boardwalk	200,105	-	-	2,239	23,733	197,866	176,373	234	5,918
Mandurah Community Museum Roof and Gutters	130,068	-	-	1,456	15,426	128,612	114,642	137	4,014
Stage 2 of Upgrades to Peelwood Reserve	-	-	-	-	-	-	-	-	0
Smart Street Mall Upgrade	58,748	-	-	658	6,968	58,090	51,780	83	1,707
Eastern Foreshore South Precinct	-	-	-	-	-	-	-	-	0
Western Foreshore Recreation Precinct	-	-	-	-	-	-	-	-	0
2022/23 Parks and Reserves Upgrades	390,205	-	-	4,366	46,279	385,839	343,927	412	13,025
2023/24 Parks & Reserves Upgrades			600,000	-	-	-	600,000		1,750
BR Rushton Park North Pavillion Roof			250,000	-	-	-	250,000		729
Coodanup Foreshore			1,200,000	-	-	-	1,200,000		3,500
Cinema HVAC Replacement			100,000	-	-	-	100,000		292
Smart Street Mall			400,000	-	-	-	400,000		1,167
Transport									

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2023**

**FINANCING ACTIVITIES
NOTE 7
BORROWINGS**

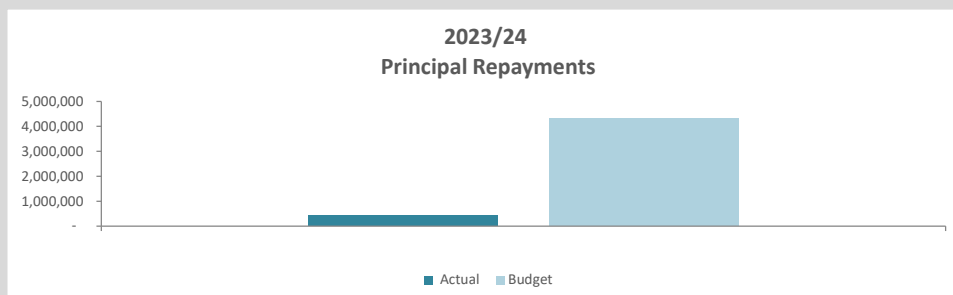
Repayments - Borrowings

Information on Borrowings Particulars	1 July 2023	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Drainage [318(iv)]	13,468	-	-	1,977	15,268	11,491	-	65	195
Road Construction [318(v)]	135,186	-	-	19,847	136,904	115,339	-	653	1,752
Road Construction [333(ii)]	-0	-	-	-	0	-0	-	0	-
New Pedestrian Bridge Construction [335]	125,775	-	-	10,611	123,259	115,164	2,516	609	2,545
New Road Construction [339]	204,350	-	-	10,168	116,617	194,182	87,732	1,021	5,615
New Road Construction [342]	320,256	-	-	9,762	106,764	310,494	213,492	1,485	10,380
WMC Tims Thicket [343]	52,113	-	-	1,523	15,895	50,590	36,219	242	1,685
Road Construction [346]	206,862	-	-	5,621	60,718	201,241	146,144	960	6,734
MARC Carpark [347]	157,187	-	-	4,270	46,123	152,917	111,064	730	5,117
MPAC Forecourt [348]	65,532	-	-	1,779	19,215	63,753	46,317	304	2,133
Mandurah Marina [352]	113,552	-	-	2,084	20,109	111,468	93,443	529	3,927
MARC Carpark [354]	170,326	-	-	3,126	30,157	167,200	140,170	793	5,891
Mandurah Foreshore Boardwalk Renewal [357]	254,393	-	-	4,672	45,269	249,722	209,125	1,184	8,803
New Road Construction [359]	723,964	-	-	14,169	145,037	709,795	578,927	3,369	24,991
Smoke Bush Retreat Footpath [361]	56,775	-	-	1,042	10,061	55,733	46,714	264	1,963
New Boardwalks 18/19	330,762	-	-	5,131	45,513	325,631	285,249	1,662	9,327
Coodanup Drive - Road Rehabilitation	66,321	-	-	1,027	9,100	65,294	57,221	333	1,868
Pinjarra Road Carpark	132,591	-	-	2,056	18,201	130,535	114,390	666	3,735
New Road Construction 2018/19	1,026,254	-	-	16,086	151,770	1,010,168	874,483	5,156	29,190
New Road Construction 2019/20	604,125	-	-	9,112	87,048	595,013	517,077	697	17,688
South Harbour Upgrade 2019/20	169,324	-	-	2,341	21,927	166,983	147,397	851	4,845
New Roads 2020/21	481,957	-	-	6,018	61,915	475,940	420,042	476	12,689
Carryover Roads 2020/21	457,080	-	-	5,282	44,030	451,798	413,050	523	15,314
Roads 2021/22	229,614	-	-	2,644	22,015	226,970	207,599	316	7,657
SP Halls Head PSP	200,105	-	-	2,239	23,733	197,866	176,373	234	5,762
Carparks 2021/22	152,434	-	-	1,749	14,586	150,686	137,848	223	5,073
RC Peel Street	111,058	-	-	1,243	13,172	109,815	97,887	129	3,370
Cambria Island Abutment Wall	54,949	-	-	621	5,194	54,328	49,756	65	1,806
Senior Citizens Carpark	12,006	-	-	135	1,424	12,000	10,582	67	352
Torcello Mews Canal PAW Renewal	100,053	-	-	1,120	11,866	100,000	88,186	117	2,855
MARC Carpark Additional and overflow	-	-	-	-	-	-	0	0	0
Halls Head Parade Car Park Stage 2a	50,026	-	-	560	5,933	50,000	44,093	280	1,582
RC Pinjarra Road Stage 4	500,263	-	-	5,597	59,332	500,000	440,932	487	14,924
Cambria Island Abutment Walls Repair	268,538	-	-	3,005	31,849	268,397	236,690	273	8,695
RC Pinjarra Road Stage 3	500,263	-	-	5,597	59,332	500,000	440,932	487	15,053
Halls Head Pde Beach Central CP Stage 2	97,261	-	-	1,089	11,535	97,210	85,726	151	3,051
Cambria Island Abutment Walls Repair	-	0	-	-	-	-	-	0	0
2023/24 Road Upgrades	-	-	950,000	-	-	-	950,000	-	2,771
2023/24 Road Reseal	-	-	1,600,000	-	-	-	1,600,000	-	4,667
2022/23 Capital Carryovers	-	-	2,342,854	-	-	-	2,342,854	-	0
Economic services					-			0	
Mandurah Ocean Marina Chalets Refurbishment	137,711	-	-	1,583	12,755	136,127	124,955	189	5,048
Other property and services									
IT Communications Equipment [318(i)]	10,673	-	-	1,567	11,937	9,106	-	52	153
Civic Building - Tuckey Room Extension	330,343	-	-	5,125	45,537	325,218	284,806	1,660	9,303
	23,563,914	0	7,442,854	441,439	4,316,708	23,138,773	26,699,742	68,785	744,627
Total	23,563,914	0	7,442,854	441,439	4,316,708	23,138,773	26,699,742	68,785	744,627
Current borrowings	4,316,708		7,442,854	441,439	4,316,708	56,326	4,316,708	68,785	744,627
Non-current borrowings	19,247,206					23,082,447	22,383,034		
	23,563,914					23,138,773	26,699,742		

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.



Principal

\$441,439

Interest Expense

\$68,785

Loans Due

\$23.14 M

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2023

OPERATING ACTIVITIES
NOTE 8
CASH RESERVES

Cash Backed Reserve

Reserve Name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Building	1,282,364	30,556	0	0	0	0	0	1,312,920	1,282,364
Parking	487,850	11,625	0	0	0	0	0	499,475	487,850
Asset Management	26,449,182	238,627	0	4,837,016	0	(11,434,826)	0	20,089,999	26,449,182
Cultural Centre	2,480	0	0	0	0	0	0	2,480	2,480
Property Acquisition	0	0	0	0	0	0	0	0	0
Sustainability	409,106	9,748	0	0	0	(100,000)	0	318,854	409,106
Waste Facilities Reserve Fund	5,028,905	119,830	0	184,460	0	0	0	5,333,195	5,028,905
Traffic Bridge	0	0	0	0	0	0	0	0	0
Interest Free Loans	145,562	0	0	0	0	0	0	145,562	145,562
CLAG	11,933	284	0	0	0	0	0	12,217	11,933
Mandurah Ocean Marina	180,368	4,298	0	0	0	0	0	184,666	180,368
Waterways	757,688	18,054	0	0	0	0	0	775,742	757,688
Port Mandurah Canals Stage 2 Maintenance	94,352	2,248	0	0	0	0	0	96,600	94,352
Mariners Cove Canals	85,967	2,048	0	0	0	0	0	88,015	85,967
Port Bouvard Canal Maintenance Contributions	270,586	6,448	0	0	0	0	0	277,034	270,586
Unspent Grants & Contributions	8,773,649	0	0	0	0	(1,282,917)	0	7,490,732	8,773,649
Long Service Leave	3,686,215	0	0	0	0	(964,133)	0	2,722,082	3,686,215
Bushland and Environmental Protection	1,524,730	36,332	0	200,000	0	0	0	1,761,062	1,524,730
Coastal Storm Contingency	261,937	6,241	0	0	0	0	0	268,178	261,937
Digital Futures	57,795	1,377	0	0	0	0	0	59,172	57,795
Decked Carparking	1,022,055	24,354	0	0	0	0	0	1,046,409	1,022,055
Specified Area Rates - Waterside Canals	111,730	2,662	0	0	0	(6,738)	0	107,654	111,730
Specified Area Rates - Port Mandurah Canals	277,919	6,622	0	65,040	0	0	0	349,581	277,919
Specified Area Rates - Mandurah Quay Canals	234,213	5,581	0	26,861	0	0	0	266,655	234,213
Specified Area Rates - Mandurah Ocean Marina	721,040	17,181	0	149,147	0	0	0	887,368	721,040
Specified Area Rate - Port Bouvard Canals	141,137	3,363	0	518	0	0	0	145,018	141,137
Specified Area Rate - Mariners Cove	5,083	121	0	811	0	0	0	6,015	5,083
Specified Area Rate - Eastport	44,336	1,056	0	853	0	0	0	46,245	44,336
Sportclubs Maintenance Levy	257,226	6,129	0	12,000	0	0	0	275,355	257,226
City Centre Land Acquisition Reserve	924,146	22,021	0	0	0	0	0	946,167	924,146
Lakelands Community Infrastructure Reserve	1,116,802	26,611	0	0	0	0	0	1,143,413	1,116,802
Plant Reserve	571,092	13,608	0	0	0	0	0	584,700	571,092
Workers Compensation Reserve	549,038	13,083	0	0	0	0	0	562,121	549,038
Restricted Cash Reserve	2,060,942	19,890	0	0	0	(1,095,943)	0	984,889	2,060,942
Transform Mandurah Funding Program Reserve	834,729	0	0	0	0	0	0	834,729	834,729
Mandurah Quay Seawall Reserve	0	0	0	0	0	0	0	0	0
Community Safety	500,000	0	0	0	0	0	0	500,000	500,000
Public Art Reserve	305,000	0	0	0	0	0	0	305,000	305,000
	59,187,157	649,998	0	5,476,706	0	(14,884,557)	0	50,429,304	59,187,157

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2023

NOTE 11
PROPOSED BUDGET VARIATIONS FOR COUNCIL APPROVAL

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

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
			Opening Surplus/(Deficit)				(490,466)
501129-6250-1045-61129	Trails Project		Capital Expenses			(23,387)	(513,853)
	Trails Project		Other: Transfer Out of Reserve		23,387		(490,466)
501187-6250-1045-61129	23-24 Dawesville Channel SE Foreshore Upgrade		Capital Expenses		10,000		(480,466)
	23-24 Dawesville Channel SE Foreshore Upgrade		Other: Transfer Out of Reserve			(10,000)	(490,466)
12000-5820-215061129	Chalets Maintenance - Chalets		Operating Expenses		17,640		(472,826)
New-6600-1045-61129	Replacement of Shade Sail - Marina Chalets		Capital Expenses			(17,640)	(490,466)
				0	51,027	(51,027)	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2023

NOTE 12
BUDGET AMENDMENTS APPROVED

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

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus/(Deficit)				(490,466)
				0	0	0	(490,466)

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2023

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 2023-24 year is 10.00%

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
Revenue from operating activities				
Operating grants, subsidies and contributions	(501,791)	(75.90%)	▼ Timing	Variance primarily due to budgeted grants/contributions not yet received. Will be monitored throughout the remainder of the year.
Interest earnings	(101,753)	(32.64%)	▼ Permanent	Investment interest lower in July due to rates being raised in August. Will increase as rates receipts are invested
Other revenue	59,249	316.81%	▲ Permanent	Favourable variance primarily due to unbudgeted reimbursements received.
Expenditure from operating activities				
Employee costs	782,135	29.04%	▲ Timing	Variance due to vacant positions not yet filled, to be monitored as the year progresses.
Materials and contracts	1,847,583	35.56%	▲ Timing	Reduction in expenditure due to Waste Alliance July 2023 not yet received
Depreciation on non-current assets	2,849,357	99.00%	▲ Permanent	Journals not yet processed due to take up of asset for 2022/23 yet to be finalised
Investing Activities				
Non-operating Grants, Subsidies and Contributions	(1,088,229)	(86.04%)	▼ Timing	Capital grants are recognised in line with capital expenditure.
Proceeds from Disposal of Assets	(210,758)	(100.00%)	▼ Timing	Sales of vehicles yet to be recognised
Capital Acquisitions	2,054,956	44.62%	▲ Timing	Refer to note 6.
Financing Activities				
Payment of lease liability	(385,360)	(901.47%)	▼ Timing	Varying repayment terms on lease agreements. Will be monitored throughout the remainder of the year.
Proceeds from new interest earning liability	(53,750)	(100.00%)	▼ Timing	Proceeds received from leasing company as dependent on timing of new lease take ups.
Principal elements of interest earning liability	45,923	100.00%	▼ Timing	Timing of take up of new liability agreements with leasing company.

3	SUBJECT:	Tender T14-2023 Electrical Services – Facilities
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	22 August 2023

Summary

The City of Mandurah (City) recently invited tenders for Tender T14-2023 Electrical Services – Facilities. As a result of the evaluation of tendered submissions, Council is now requested to accept, or decline to accept the tender.

Disclosure of Interest

Nil.

Previous Relevant Documentation

- G.20/8/18 28 August 2018 Electrical Services for Facilities

Background

This contract covers electrical maintenance, installation and related services for buildings, community facilities, and minor external electrical infrastructure within the City of Mandurah boundaries. The City owns and maintains 86 facilities, with a number of other external structures and electrical items such as barbecues.

Comment

The Request for Tender (RFT) for the T14-2023 was advertised on 24 May 2023 editions of the 'West Australian' and 'Coastal Times' newspapers, on the Tenderlink tender portal and the Public Notice section of the City of Mandurah website.

The RFT sought the provision of Electrical Services – Facilities for a period of three (3) years with one (1) option to extend for an additional two (2) years to a total possible term of five (5) years.

The RFT closed at 2:00pm on 22 June 2023. Six submissions were received. In accordance with Regulation 18 (1) no tenders were received after the closing deadline. Submissions were received from the following respondents:

Entity Name	Business Address	ABN Number	ACN Number
Hoskins Investments Pty Ltd ATF M R Hoskins Family Trust T/A AE Hoskins Building Services (AE Hoskins)	38 Mumford Place, Balcatta WA 6021	14 941 679 801	078 593 950
DNA Electrics & Co Pty Ltd (DNA Electrics)	19 Tindale Street, Mandurah 6210	11 659 153 116	659 153 116
Dodds Electrical Contracting Pty Ltd (Dodds Electrical)	2/14 Thornborough Road Greenfields	88 606 071 747	606 071 747
KDB Electrical Pty Ltd (KDB Electrical)	231 Secret Harbour Boulevard Secret Harbour WA 6173	77 648 975 017	648 975 017
Murray District Electrical Propriety Limited as the Trustee	1774 Pinjarra Road, Pinjarra WA 6208	63 095 858 181	116 868 690

for the Badenhorst Family Trust T/A MDE Electrical (MDE Electrical)			
Northlake Electrical Pty Ltd (Northlake Electrical)	U1/33 Cutler Road, Jandakot WA 6164	96 009 251 174	009 251 174

The weighted qualitative criteria which is contained in the **Confidential Attachment 3.1** 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.

The price submitted was entered into the Evaluation Matrix as shown in the **Confidential Attachment 3.1** where a final analysis considering competitiveness and combined qualitative and price ranking was conducted in order to determine whether the submission represented best overall value for money for the City.

Recommended Tenderer

Murray District Electrical is recommended as the successful Respondent.

Murray District Electrical submitted a compliant response that was convincing and credible. The response demonstrated in the criteria of Key Personnel and Resources that they have sufficiently experienced personnel who are appropriately qualified and skilled in relation to the scope of works. Overall, the Tenderer's response was considered to be low risk.

Referees reports were consistently positive, with no concerns noted issues identified from an operational or contractual perspective.

Statutory Environment

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

18. Rejecting and accepting tenders

- (5) *The local government may decline to accept any tender.*

Policy Implications

Policy POL-CPM 02 – *Procurement*.

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

City of Mandurah Instrument of Delegations

- Council is required to consider this tender due to the value being over \$3 million.

Financial Implications

Estimated total contract expenditure based on the schedule of rates \$2,929,619.00 for the term of the contract. The estimated contract value is based on estimated expenditure per annum of \$585,923. The expenditure relating to these services is included in the annual budget and Long Term Financial Plan.

Risk Analysis

The overall risk of appointing the preferred tenderer is considered low, Murray District Electrical demonstrates capacity to deliver the services.

Strategic Implications

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

Environment:

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

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 recently invited tenders for electrical services for facilities. As a result of the evaluation of tendered submissions, Council is now requested to accept, or decline to accept the tender.

NOTE:

- Refer ***Confidential Attachment 3.1*** ***Evaluation Report Tender T14-2023***

RECOMMENDATION

That Council accepts Murray District Electrical Pty Ltd as the Trustee for the Badenhorst Family Trust T/A MDE Electrical as the successful tenderer for Tender T14-2023 for the Electrical Services for Facilities for a period of three (3) years with one (1) option to extend for an additional two (2) years for the Schedule of Rates offered exclusive of GST offered as the most advantageous.

4	SUBJECT:	Tender T13-2023 Electrical Services - Pole Lighting
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	22 August 2023

Summary

The City of Mandurah (City) recently invited tenders for T13-2023 Electrical Services - Pole Lighting. As a result of the evaluation of tendered submissions, Council is now requested to accept, or decline to accept the tender.

Disclosure of Interest

Nil.

Previous Relevant Documentation

- G.21/8/18 28 August 2018 Electrical Services Pole Lighting

Background

This contract covers electrical maintenance, installation and related services for street, park, reserve and other external pole lighting infrastructure within the City of Mandurah boundaries. The City owns and maintains over 1,500 street lights, 36 sports light poles, and a large number of other pole, bollard and ground lighting infrastructure in parks, reserves, and car parks.

The works include an enhanced service for existing lights including condition inspections of lights and poles, and asset reporting. The works also include lighting assessments for new light requests, and LED changeover services. The works include poles associated with CCTV with respect to the electrical supply, however not the CCTV cameras or associated devices.

Comment

The Request for Tender (RFT) for the T13-2023 was advertised on 24 May 2023 editions of the 'West Australian' and 'Coastal Times' newspapers, on the Tenderlink tender portal and the Public Notice section of the City of Mandurah website.

The RFT sought the provision Electrical Services – Pole Lighting for a period of two (2) years with one (1) option to extend for a further two (2) years.

The RFT closed at 2:00pm on 22 June 2023. Two submissions were received. In accordance with Regulation 18 (1) no tenders were received after the closing deadline. Submissions were received from the following respondents:

Entity Name	Business Address	ABN Number	ACN Number
Murray District Electrical Propriety Ltd as the Trustee for the Badenhorst Family Trustee T/A MDE Electrical (MDE Electrical)	1774 Pinjarra Road, Pinjarra WA 6208	63 095 858 181	116 868 690
Northlake Electrical Pty Ltd, (Northlake Electrical)	U1/33 Cutler road, Jandakot WA 6164	96 009 251 174	009 251 174

The weighted qualitative criteria which is contained in the **Confidential Attachment 4.1** 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.

The price submitted was entered into the Evaluation Matrix as shown in the **Confidential Attachment 4.1** where a final analysis considering competitiveness and combined qualitative and price ranking was conducted in order to determine whether the submission represented best overall value for money for the City.

Recommended Tenderer

Murray District Electrical is recommended as the successful Respondent.

Murray District Electrical submitted a compliant response that was convincing and credible. The response demonstrated good capability, capacity and experience relevant to, or understanding of, the requirements. Overall, the Tenderer's response was considered to be low risk.

Referees reports were consistently positive, with no concerns noted issues identified from an operational or contractual perspective.

Statutory Environment

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

18. Rejecting and accepting tenders

- (5) *The local government may decline to accept any tender.*

Policy Implications

Policy POL-CPM 02 – *Procurement*.

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

City of Mandurah Instrument of Delegations

- Council is required to consider this tender due to the value being over \$3 million.

Financial Implications

Estimated total contract expenditure based on the schedule of rates of \$3,648,000 for the term of the contract. The estimated contract value is based on estimated expenditure per annum of \$912,000. The expenditure relating to these services is included in the annual budget and Long Term Financial Plan.

Risk Analysis

The overall risk of appointing the preferred tenderer is considered low, Murray District Electrical demonstrates capacity to deliver the services.

Strategic Implications

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

Environment:

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

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 recently invited tenders for electrical services pole lighting. As a result of the evaluation of tendered submissions, Council is now requested to accept, or decline to accept the tender.

NOTE:

- Refer ***Confidential Attachment 4.1*** ***Evaluation Report Tender T13-2023***

RECOMMENDATION

That Council accepts Murray District Electrical Propriety Ltd as the Trustee for the Badenhorst Family Trustee T/A MDE Electrical as the successful tenderer for Tender T13-2023 for the Electrical Services – Pole Lighting for a period of two (2) years with one (1) option to extend for a further two (2) years for the Schedule for Rates exclusive GST offered as the most advantageous.

5	SUBJECT:	POL-RDS 08 Advertising in Road Reserves Policy Review Illuminated Street Signage
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	22 August 2023

Summary

Council approval is sought to amend POL-RDS 08 Advertising in Road Reserves Policy ("the Policy") that currently permits the installation and operation of illuminated street signage in road reserves. As part of the previous review of the Policy, City officers noted that a review of illuminated street signage would be completed prior to expiry of the current contract for that service which is 31 December 2023.

The City currently generates revenue through the contracting of this service and the signage provides an opportunity for advertising by local business and agencies. Signage of this nature can add to roadside clutter and visual pollution and may impact future wayfinding options for the City.

The City is working through recommendations in relation to wayfinding and City entry demarcation. Alternative options are being explored to provide useful directional information which may include the integration of improved technology and art into wayfinding. On completion of the current strategic planning work a further review of the Policy will be completed.

Disclosure of Interest

Nil

Previous Relevant Documentation

G.4/2/21 - POL-RDS 08 Advertising in Road Reserves Council Policy

Background

On 23 February 2021, Council endorsed POL-RDS 08 Advertising in Road Reserves Council Policy ("the Policy") as provided in *Attachment 5.1*. The purpose of this Policy included:

The purpose of the Advertising in Road Reserves Policy (Policy) is to ensure a strategic approach to signage for commercial uses, which addresses road and pedestrian safety, the public versus private interests, reduces visual pollution, ensures advertising is consistent with the City of Mandurah (the City) plans and policies and ensures signage contributes to the amenity of the City.

In preparation of the Policy two Council workshops were held in August and October 2020 to seek input from Elected Members on the development of the proposed Policy. A questionnaire was also circulated to provide input from Elected Members on the development of the Policy. A further workshop was held with Elected Members in February 2021 to provide guidance to City officers.

The Policy currently includes provisions referring to the use of bench seats and illuminated street signage. The City currently contracts the installation, management and maintenance of illuminated street sign advertising to Claude Outdoor. The signs include street name signs, as well as an advertising space which is internally illuminated. There are currently 33 of these signs located within City and Main Road, road reserves.

Figure 1. Provides examples of the signage.



The current contract with Claude Outdoor expires 31 December 2023. The City receives revenue based on the number of signs installed from this contract, with income received for 2021/22 and 2022/23 provided in *Confidential Attachment 5.2*.

City officers have considered the signage as an advertising option to local businesses compared to the clutter and visual impact in the street environment. In addition, there is further work currently being undertaken through the City Centre Master Planning, Place Enrichment and other strategies that will explore opportunities to improve wayfinding and entry statement demarcation. The City also has other matters to consider regarding the use of technology and how art will be integrated into wayfinding.

The illuminated street signs provide an opportunity for local businesses to advertise in a manner that they would not normally have access to, as business signage is generally restricted to the premises on which the business is being conducted. The signs do also provide an opportunity to direct a road user to the location of the business.

Currently the signs include advertising from approximately 23 businesses and agencies with nine signs being unutilised.

Council has addressed the use of illuminated street signs through the adoption of POL-RDS 08 Advertising in Road Reserves Policy as provided in *Attachment 5.1*. The proposal recommended to Council is the removal of illuminated street signs within the Policy recognising the visual impact, the use of commercial advertising on the City's road reserves and changes likely in the future around the City's approach to wayfinding.

Comment

The City is currently completing a range of work that will determine its future direction regarding wayfinding, entry statement demarcation, the use of technology in wayfinding and opportunities to utilise art to support wayfinding.

The City's contract for illuminated street signs is due to expire on 31 December 2023. City officers are of the view that at the current time the City should not retender this service pending a review of how signage in the road reserve of this nature fits into the City's future planning.

MEAG Comment

This item does not have any impact on the natural environment and therefore has not been referred to Mandurah Environmental Advisory Group for comment.

Consultation

It is recommended that City officers engage with businesses and organisations currently using the signage.

Statutory Environment

Nil

Policy Implications

POL-RDS 08 Advertising in Road Reserves Policy ("the Policy") will be amended as noted in *Attachment 5.1* deleting reference to illuminated street signage.

Financial Implications

Staff resources will be required if Council decide to tender, procure and manage this form of signage. Staff resources are also required to consider and approve the installation or removal of signs and assigns resources to trim and remove vegetation around these signs.

The City will be required to ensure that savings are found to offset the reduced revenue as part of the 2023/24 budget review.

Some streets that are currently provided with directional signage by this method may require new street signage installation which can be undertaken within the existing budgets.

Risk Analysis

There are 23 signs that are currently being utilised. The contract of the businesses advertising is up until 31 December 2023. The current businesses will no longer be able to advertise on the road reserve and will have to provide their own signage within their own property if Council support the proposed amendments of the Policy.

The small number of businesses using the signage means the risk of any potential increase in illegal signage in the public domain requiring additional enforcement is minimal.

Strategic Implications

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

Economic:

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

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

Social:

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

Conclusion

On undertaking a review of the provision of illuminated street signage City officers recommend changes to the Advertising in Road Reserves Council Policy to reflect that commercial advertising signage will not be provided in the City of Mandurah road reserves.

NOTE:

- Refer ***Attachment 5.1***
Confidential Attachment 5.2
Proposed Amendments to POL-RDS 08
Advertising in Road Reserves Policy
2021-22 and 2022-23 Revenue from Current
Illuminated Street Sign Contract

RECOMMENDATION

That Council:

1. Approves amendments to ***POL-RDS 08 Advertising in Road Reserves Policy as noted in Attachment 5.1.***
2. Note the City will not seek to retender for the delivery, maintenance and management of illuminated street signage at the current time.
3. Supports the City officers to engage with existing businesses currently utilising the illuminated signage to discuss their future advertising and wayfinding options.

Advertising in Road Reserves Policy

POL-RDS 08

Objective:

The purpose of the Advertising in Road Reserves Policy (Policy) is to ensure a strategic approach to signage for commercial uses, which addresses road and pedestrian safety, the public versus private interests, reduces visual pollution, ensures advertising is consistent with the City of Mandurah (the City) plans and policies and ensures signage contributes to the amenity of the City.

Whilst this Policy does not address the requirements for signage located within private property or crown land not vested in the City or signage used by the City of Mandurah for its own messaging, the Policy is consistent with the objectives of the City's Local Planning Policy LPP2 Signage and relevant local laws.

Statement:

1. Scope

This Policy applies to commercial advertising on ~~illuminated street signs and~~ bench seats located in road reserves in the City of Mandurah.

Advertising on ~~illuminated street signs and~~ bench seats should be aligned with the following:

- City of Mandurah Public Health and Wellbeing Plan 2020 – 2023;
- City of Mandurah Strategic Community Plan 2020 - 2040; and
- Council Alcohol Management Policy POL-PBH 04.

1.1 Advertising Permitted

Advertising will be used primarily for the purposes of wayfinding for the following:

- Local businesses, person or entity that have the relevant approvals to operate out of an established premises within the district of Mandurah; and
- Shopping Centres, Commercial or Industrial Precincts.

1.2 Advertising Prohibited

The following advertising is prohibited:

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

There will be no option for the City to advertise in a road reserve using illuminated street signs.

~~2. Illuminated Street Signs~~

~~2.1 Purpose of illuminated signs~~

~~Illuminated Street Signs are to be utilised primarily for the purposes of wayfinding.~~

Advertising in Road Reserves Policy

POL-RDS 08



2.2 Location

~~Illuminated Street Signs must only be installed at approved locations across the City (refer to Annexure 1).~~

~~The following conditions relate to the locations for Illuminated Street Sign applications in the City:~~

- ~~• Wayfinding signage must be located within a 2 kilometre radius to the business or entity to which they relate. Note: the distance may be extended to a maximum of 5.0 kilometres where the Illuminated Street Sign relates to a large shopping centre, commercial or industrial precinct.~~
- ~~• A maximum of two (2) signs may be erected at any one road intersection if the location is suitable and only where the road is divided by a traffic island.~~

2.2 Placement

~~The following conditions relate to the approval of the placement of Illuminated Street Signs:~~

- ~~• Signage should not restrict or cause interference with necessary sight lines required for safe vehicular and pedestrian movement or conflict with the residential amenity.~~
- ~~• Signage should have regard and consider the streetscape and amenity impact of the immediate environment.~~
- ~~• Placement of signage should consider the extent of signage congestion or clutter presently existing within streetscapes, and the potential impact and effectiveness of the Illuminated Street Signs in such an environment.~~

~~Applications received by the City for the installation of an Illuminated Street Signs within City road reserves must comply with any relevant requirements set out by Main Roads Western Australia.~~

2.3 Display

~~The following conditions relate to the display of Illuminated Street Signs:~~

- ~~• All Illuminated Street Signs must be illuminated internally.~~
- ~~• Display must include business names only and must not contain images that are non-compliant with section 1.2 of this Policy.~~
- ~~• Illuminated panels must indicate the names of the streets to which they relate, and indicate a message relating to distance, with arrows pointing in the appropriate direction where applicable.~~
- ~~• The City of Mandurah logo may be installed at the top of each Illuminated Street Sign, if requested by the City.~~
- ~~• Rotating static displays/multi display will not be permitted.~~
- ~~• Wayfinding for any one Business or other entity is limited to a maximum of two locations.~~
- ~~• Wayfinding signage for Shopping Centres, Commercial or Industrial Precincts is limited to a maximum of four locations.~~
- ~~• Wayfinding signage is only allowable to a business, person or entity that has an established premise and has the applicable approvals to operate the business from the premises.~~

2.3 Sustainability

- ~~• To reduce the impact that the Illuminated Street Signs have on the environment, the power source must be using a renewable energy source, unless approved by the Director Built and~~

Advertising in Road Reserves Policy

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~~Natural Environment. This condition comes into effect for any new installations once Council has approved the Policy.~~

3. Bench Seats

3.1 Purpose of Advertising

Bench seats are for the primary purpose of providing an affordable option for businesses to advertise their location. Bench seat advertising must be used for the purposes of wayfinding.

3.2 Location and placement

The following conditions relate to the location and placement of signage on bench seats:

- Advertising will be permitted on a limited number of bench seats in locations determined by the City of Mandurah. The total number of bench seats available throughout the City for commercial advertising is 30.
- Placement of advertising is only allowed at bench seats located at bus stops.
- Wayfinding signage must be located within a 2 kilometre radius to the business or entity to which they relate.

Wayfinding for any one business, person or other entity is limited to a maximum of two locations. Signage should have regard and consider the streetscape and amenity impact of the immediate environment.

3.3 Advertising

The following conditions relate to the display of bench seats:

- Advertising must include business names only and must not contain images that are non-compliant with section 1.2 of this Policy.

4. Other conditions

The City may impose additional conditions on any approval or contract relating to illuminated signs or bench seat advertising provided that it does not conflict with this Policy.

5. Commercial infrastructure prohibited

Advertising on banner poles, bus shelters and bins is not permitted for commercial purposes.

6. Advertising and Signage Generally

All signage must be in accordance with the City's Planning Policy LPP2 Signage and relevant local laws.

Responsible Directorate:	Built and Natural Environment
Reviewer:	Technical Services
Creation date and Reference:	23 February 2021, Minute G.4/2/21

Advertising in Road Reserves Policy

POL-RDS 08



Last Review: -

Amendments			
Version #	Council Approval Date, Reference	Date Document In force	Date Document Ceased
1	23 February 2021, Minute G.4/2/21	24/02/2021	-

6	SUBJECT:	Yalgorup National Park – Creation of a Northern Access Road
	DIRECTOR:	Business Services / Strategy & Economic Development / Built & Natural Environment
	MEETING:	Council Meeting
	MEETING DATE:	22 August 2023

Summary

In November 2020, Council endorsed the Recreational Master Plan for the Yalgorup National Park. Amongst the key actions, the plan identified the need for improved Beach Access Management, the importance of a northern access road, and advocacy for Government funding for future eco-tourism development.

In March 2021, the WA State Government committed \$2 million towards the first stage of Yalgorup National Park Eco-Tourism Development Project to undertake detailed planning, construct the northern access road, and commence development of tourism infrastructure within the park.

In collaboration with the Department of Biodiversity Conservation & Attractions (DBCA), the managing agency for the park, the new northern access road into the park has been aligned to traverse through privately owned Lot 100 on Plan 23024 to meet up with the northern boundary of Lot 123 of the National Park, as a natural extension of Quail Road which currently ends at the north-eastern boundary of Lot 100.

As there is an existing portion of dedicated (unmade) road reserve at the immediate north of Lot 100 which is no longer required for use as a road, and which equates to a similar area required for the new road, the City of Mandurah (the City) has negotiated with the private landowner of Lot 100 to have this unmade section of road closed and amalgamated into their property under a Crown land exchange for the required portion of new road from their lot.

As the portion of road proposed to be closed also provides legal road access for privately owned Lot 101, the City has also negotiated with the landowners of Lots 100 and 101 for a private land swap between their properties to create the new legal road access for Lot 101.

Additionally, the remainder of the unmade road reserve that extends from the closed section across to the ocean, which will no longer be accessible once the subject section of road is closed, is also required to be closed, with it proposed to be amalgamated into the National Park.

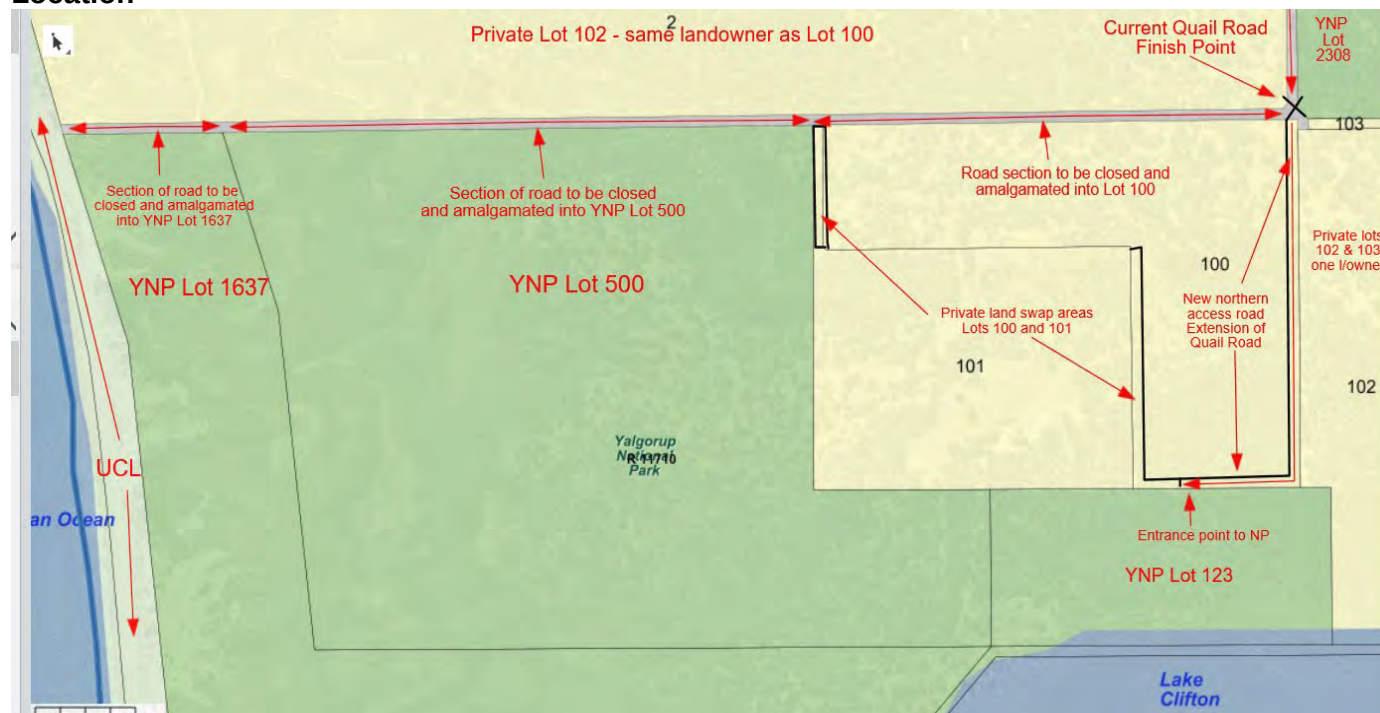
The new road and boundary amendments for Lots 100 and 101 will be created under a Western Australian Planning Commission (WAPC) subdivision process to be actioned by the City.

City officers seek Council endorsement to the land tenure changes associated with creating the new road, including the road closures, the subdivision process, and the terms and conditions of the Crown and private land exchanges.

Disclosure of Interest

Nil

Location



Property Details

Applicant:	City of Mandurah
Owner:	Lot 100 – Silent Owner / Lot 101 – Silent Owner
Scheme No 3 Zoning:	Rural
Peel Region Scheme Zoning:	Rural Open Space
Lot Size:	Lot 100 – 37.9696ha / Lot 101 – 29.5419ha
Topography:	Generally flat until undulating to the west.
Land Use:	Lot 100 – Vacant; Lot 101 – Existing Heritage House

Previous Relevant Documentation

- G.20/11/20 24/11/2020 Council endorsed the Yalgorup National Park Recreational Master Plan as a DBCA working document that will outline future investment opportunities within Yalgorup National Park.

Background

In September 2020, Elected Members conducted a site visit of Yalgorup National Park (YNP) to provide an opportunity to discuss beach access management issues and recreational master plan development opportunities with DBCA and City officers. It was during this visit that the option of establishing a northern road access into the park as an extension of Quail Road was identified to make this section of the park more accessible and to support private landholders in their eco-tourism ventures.

In November 2020, Council formally recognised the importance of advocating for the project, and in 2021 local members successfully obtained grant funding as a WA State Election commitment towards Stage 1 of the project, being the detailed planning, construct the northern access road, and to commence development of tourism infrastructure within the park.

The new road is proposed to be created under a Crown land exchange arrangement through privately owned Lot 100 for a section of unused unmade road reserve which will be amalgamated into the private landowner's property. Other land tenure amendments are also required to be actioned because of the proposal, as outlined in the report below.

Comment

Project Overview

The Yalgorup National Park Eco-Tourism initiative which is a joint venture by the City and the Department of Biodiversity, Conservation & Attractions (DBCA), will identify, plan and deliver infrastructure for the sustainable development of eco-tourism opportunities on land holdings immediately adjacent to, and within, the Yalgorup National Park (YNP). The project, will enable the growth of the local tourism product leading to improved economic and employment outcomes, and recreational opportunities and includes the following:

- Detailed design of the following activation elements:
 - o Accommodation options (eg. campgrounds, glamping) and locations
 - o **A northern access road**
 - o Beach access and visitor amenities
 - o Trails (walk/cycle) and recreational/cultural activities
- Construction of the following activation elements
 - o **A northern access road**
 - o Beach access and visitor amenities
 - o Trails (walk/cycle) and recreational/cultural activities.
- Development of a Business Case/Model for the management of the NP and the activation elements.

Grant Funding

The City has received funding of \$2,000,000 in total for Stage 1 of the YNP eco-tourism project, of which \$825,000 has been allocated for the construction of the road. The City has also budgeted matching funds of \$825,000 towards the construction of the road (total \$1,650,000), to be expended as shown below:

Northern Access Road

Road Design & Land Administration Costs*	\$ 50,000
Road Construction	\$1,600,000

The Financial Assistance Agreement for the project executed between the City and the Department of Primary Industries and Regional Development (DPIRD) specifies that practical completion of the new road is required by 30 November 2023, however, due to the extensive consultation requirements, including with the landowners, the DBCA and for site investigations as detailed below, an extension will be required and City officers are taking the appropriate actions to seek approval for this.

Selected Location and Design of the New Road

It has been determined that the most suitable location for the new northern access road is as an extension of existing dedicated Quail Road, which currently ends at the northern boundary of freehold Lot 100, traversing through Lot 100 to link up with the northern boundary of YNP Lot 123.

Rather than undertake the process to compulsorily acquire the land from Lot 100, under which compensation would likely be payable to the landowner, City officers identified a more viable option of a land swap with Lot 100 for an unmade section of dedicated road reserve that abuts their property, which land area is approximately the same as the area required for the new road.

The section of road proposed to be closed has never been constructed and remains in its original state of vegetation. When the subject Lots 100 and 101 were created in 1998, the road reserve satisfied provision of legal road access for these lots.

Lot 100 will retain legal road access from the existing truncated end of Quail Road, however, a replacement legal road access for Lot 101 is required. Whilst the landowners of Lot 101 currently access their property through a track through Lot 100 under a private arrangement, they must still be provided with legal road access. City officers and the landowners have negotiated a suitable area to be achieved through a private land swap between Lots 100 and 101, leading off the southern end point of the new road reserve. *Refer Attachment 6.1. which reflects the proposed areas being exchanged.*

The landowners of Lots 100 and 101 have a vested interest in the new road, due to their intention to engage in eco-tourism activities upon their lots, which will benefit from the new road.

Freehold Lot 2 (94) Quail Road (owned by the same landowner as Lot 100) also abuts the road reserve proposed to be closed but they are not impacted by the road closure as their legal road access is off Quail Road.

The new road alignment (*as reflected on the attached Annexure 6.1*) has now been confirmed, with a number of factors, including the following, considered as part of this process:

1. The most logical, viable extension of an existing road in the area.
2. Identification of a cost-effective method of securing the road land.
3. A suitable road end point and access point into the National Park, noting advice by traditional owners of strong objection to any public road or access track entering the park, therefore the access gate to the park will be located at the end of the new road and straddle the boundary rather than enter the park.
4. Provision/amendment of fire break areas.
5. Avoidance of any amendment to the NP which requires greater consultation and legislative actions.

Equal areas have been designed for both the Crown and private land exchanges to result in no loss of land for any party. Once the feature survey is completed on site, there may be some minor variances to the length and breadth of the road reserve, but the intent is that the total land area will remain the same.

Construction of the Road

The City will manage the construction of the new road within the following scope:

1. The new road reserve section will be designed as such:
 - o 6m wide road with shoulders / drainage run off.
 - o Alignment to, where possible, avoid any unnecessary clearance of vegetation including any significant trees (particularly the large Balga grass tree) identified through the cultural heritage assessment.
 - o Design within the road reserve to include an alignment for a 2m wide walking trail (future development as part of the Peel Harvey Trails project and future eco-tourism activities).
 - o Speed – 60km/hr (in line with existing section of Quail Road).
2. There is also the requirement to formalise and seal a current unsealed portion (measuring approximately 800 metres) from the northern extent of Lot 2 to the current southern extent of the road reserve/end point of Quail Road.
3. Critical success factors for the delivery of the northern access road include:
 - a. No significant delays in vegetation removal due to requirement to meet State or Federal environmental legislation (i.e EPBC Act approval, or State Native Vegetation Clearing).
 - b. No services located in the existing or soon-to-be road reserve that would require further investigation/removal/upgrade or relocating. This may include any private infrastructure such as private power lines, telephone wire etc. *Note: City officers have already carried out a Before You Dig whereby no public infrastructure has been identified in this location, however, private infrastructure may be present.*

- c. There will be limited time for stakeholder engagement, as such the City will need to be firm on receiving comments on the first round of engineering plans for comment.

City officers will manage the subdivision and land tenure amendment process on behalf of the City and the landowners.

Land Transactions Required

City officers have received advice from both the Department of Planning, Lands & Heritage (DPLH) and the City's solicitors on the process that is required to amend the land tenure, as follows:

1. Road Closure / Amalgamation of road land into Lot 100. This is a Crown land transaction comprising of:
 - a. A road closure process in accordance with section 58 of the *Land Administration Act 1997 (LAA)*. City to advertise the proposal in the local paper for a period of 35 days to provide the public with the opportunity to comment and/or object / Council endorsement must be obtained, and all objections must be considered by Council.
 - b. A land exchange agreement between the Crown and the landowner, in accordance with sections 11 and 87 of the LAA, for the amalgamation of the closed section of road into the landowner's property in exchange for the newly created road reserve through their property.
 - c. To facilitate the process, DPLH will undertake referrals, as well as obtain a current market valuation of the two sections of land and if there is any variance that requires recompense, advise accordingly. Once approved, the City is required to nominate a surveyor (to be engaged through its standard procurement process) and make payment of the Department's Complex Document Preparation Fee for the Land Exchange Deed which is to be executed by the Crown and the landowner.
2. Closure of the balance section of road reserve leading across to the ocean for amalgamation into the National Park. This is a Crown land transaction which entails:
 - a. Referrals to DBCA, DPLH internal land use planning divisions and South-West Settlement team and an administrative referral to DMIRS where they are obligated to respond within 120 days.
 - b. Subject to no major objections/concerns raised through stakeholder consultation, DPLH would request the Minister for Environment's consent to amend a Class 'A' Reserve pursuant to section 45(2) of the Land Administration Act 1997 (LAA).
 - c. Survey work will be required to reflect the amendment. The costs of which will be entirely covered by the proponent (i.e., the City).
 - d. DPLH to advertise Minister for Land's intention to act under section 45(2)(a) via the West Australian Newspaper. Advertising must be no less than 30 days prior to the Minister for Lands acting under section 45(2). Costs of advertisement also be paid for by proponent.

City officers are concerned that the additional requirements to amalgamate this section of land into the National Park may delay the creation of the new road, however, DPLH has advised City officers that the land transactions required should be achievable in the timeframe required by the City, however, should delays be experienced, they can consider separating the transactions. This would likely though mean additional survey costs to create two separate plans, however this cost would not be significant.

3. WAPC Freehold subdivision to create the new road, amalgamate the closed road land into Lot 100, and action boundary realignments of Lots 100 and 101 to create new legal road access for Lot 101, as follows:

- a. *Where all parties are agreeable to the transaction, creation of the road may be actioned via a freehold subdivision process in accordance with section 168 of the Planning & Development Act 2005.*
- b. *The City is to undertake the freehold subdivision process on behalf of the landowners for the dedication of the new road and the boundary adjustments/land exchange between lot owners. Undertaking the subdivision prior in time will resolve any landlock issues for Lot 101 and allow boundary adjustments/land exchange and road ceding to be undertaken on one Deposited Plan (DP) as a one step process. The Road closure and Amalgamation is to be conditioned up to be 'subject to ceding of the road land'.*

Note that the Deposited Plan to legally amend the land at Landgate can only be actioned once the road has been constructed and the surveyor has measured the final areas on the ground.

Valuations and Compensation

As the land areas for the Crown land exchange have been designed to equal the same, it is anticipated that the valuation of each section of land will be the same. However, this will be determined by a current market valuation by the Valuer General's Office which DPLH are in the process of obtaining.

In terms of the private land areas being swapped, it is the responsibility of the individual private landowners to seek independent valuations if they wish. The landowners have not expressed any desire to have this undertaken and have indicated they are agreeable to the swap of land without any exchange of funds between them.

Land Exchange Agreement with Private Landowners

In order to formalise both the Crown and private land exchange arrangements with the landowners, the City's solicitors have recommended that the City should enter into a formal agreement with them to:

- *Document the individual commitments of the City and the landowners for the entire proposal.*
- *Include the obligation on Lot 100 owners to maintain access for Lot 101 owners until land processes have been completed and the road has been constructed.*
- *Permit the City early access to Lot 100's land to carry out survey works and construct the road.*
- *Include provisions confirming there is no entitlement to compensation for ceding of the road land.*
- *Outline that the City will pay all costs for the proposal, including but not limited to DPLH fees, Landgate Fees, WAPC subdivision costs, survey, legal fees and make good, etc.*
- *Include any other commitments the City has made to the landowners, ie. realignment of gates and fences, revegetation, etc.*

If the landowners are agreeable, City officers propose to secure the agreements via caveat on each of the landowner's property titles, as recommended by the City's solicitors to ensure that the agreement will travel with the land should the land change ownership.

Unallocated Crown land (UCL)

There is a strip of Unallocated Crown Land (UCL), in some sections up to 200m wide, comprising beach, beach dunes and small portions of park vegetation, that traverses the entire western boundary of the National Park, which is still held under the management of the Crown and needs to be vested either to the DBCA (where deemed to form part of the park) or the City (where deemed to be beach that should be managed by the City).

Not having management of this land restricts what the City and the DBCA can undertake upon it, including the application of some legislation. However, until the Beach Access Management design plan has been finalised (currently being undertaken as part of the detailed planning process, anticipated by early 2024) and it has been determined which portions of the land should be managed by DBCA and which should be managed by the City, this cannot be progressed.

The land tenure amendment will be actioned by the Crown, however, there are survey costs for an independent surveyor to survey the land to prepare a deposited plan over which the new management orders can be created, with these costs proposed to be covered by the State through future funding provided for the delivery of the project.

City officers advise that this matter will be brought to Council for endorsement as part of the Yalgorup National Park detailed plan.

Environmental Assessment

As part of the Yalgorup National Park detailed planning process, an Environmental Values Assessment has been undertaken. One of the key considerations in the selection of the alignment for the new northern access road is that it follows an existing property boundary that incorporates a firebreak providing a partial cleared space within the new proposed road reserve. As mentioned in the road construction section above, the final road design plan will be created such to avoid any unnecessary clearance of vegetation, however it is to be acknowledged that some vegetation will obviously need to be cleared due to it still being a vegetated area.

Once the final road design plan has been prepared, City officers will:

1. Obtain the appropriate State and Federal environmental approvals for the clearance of native vegetation, in accordance with the relevant legislation.
2. Take the matter to the Mandurah Environment & Heritage Group (MEAG) for their comments.

Aboriginal Cultural Heritage Assessment

In addition to the Environmental Values Assessment, the Yalgorup National Park Working Group (YNPWG) has also engaged an experienced consultant to undertake a cultural heritage assessment and survey as part of the Yalgorup National Park Ecotourism Development detailed planning process with the works commissioned by DBCA in partnership with City of Mandurah.

The survey and consultation with traditional owners included the entirety of the area required to facilitate the development of the new northern access road with the report stating that;

"No new archaeological or ethnographic sites were identified during the survey. Traditional Owners said that they supported the proposed upgrades and extension to Quail Road because improved access would deliver the public to a location from which they can explore Yalgorup National Park on foot, in a way that harmonised with the natural environment."

"Traditional Owners admired the cultural heritage values of the Study Area inherent in the plants, animals, water, topography, and geology. They advised that large dead trees (especially those with suitable holes for bird nesting) and a large Balga observed during the surveys should be preserved during the proposed upgrades to and extension of Quail Road."

Consultation

Consultation to date has already occurred with the following parties:

- Private landowner, Lot 100 Old Coast Road, Bouvard (and Lot 2 (94) Quail Road, Bouvard)
- Private landowner, Lot 101 Old Coast Road, Bouvard
- Private landowner, Lots 102 & 103 Quail Road, Bouvard
- DBCA – collaborated with the City on the road alignment.
- DPLH – confirmed legislative requirements, processes, and timeframes.
- The City's solicitors – confirmed legislative requirements, processes, and provided legal advice on private land exchange agreements.

The general public will also be given the opportunity to comment and/or object when the City advertises the road closure. As the Act specifies that Council must consider all objections, should any objections be received, a further report will be provided to Council.

Statutory Environment

Land Administration Act 1997

- *Section 58 – Closing Roads – (outlines the process where a Local Government requests a road closure.)*
 - (1) *may, subject to subsection (3), request the Minister to close the road.*
 - (2) *must in accordance with the regulations prepare and deliver the request to the Minister.*
 - (3) *must not resolve to make a request until a period of 35 days has elapsed from the publication in a newspaper and the local government has considered any objections.*
- *Reg 9 Land Administration Regulations 1998 – must include with the request:*
 - (a) *written confirmation they have resolved to make the request; and*
 - (b) *sketch plans showing the location of the road and the proposed future disposition of the land; and*
 - (c) *copies of any submissions relating to the request, and the local government's comments on those submissions.*
- *Section 11 – Minister may acquire land in the public interest – (Crown land exchange process:)*
 - (1) *may acquire an estate by exchange and may make or receive any payment because of any difference in value between the pieces of land exchanged.*
 - (2) *must, after consulting the Valuer-General, determine the value of any estate to be acquired by exchange.*
- *Section 45 – Certain land subject to Conservation and Land Management Act 1984, Minister's powers as to – (Outlines process to amalgamate the balance section of road land into YNP:)*
 - (2) *may, with the consent of the Minister to whom the administration of the Conservation and Land Management Act 1984, add Crown land to such a reserve.*
 - (5) *must not less than 30 days before acting in relation to a reserve referred to in that subsection, advertise such intention so to act in a newspaper circulating throughout the State.*
- *Section 87 – Sale etc. of Crown land for amalgamation with adjoining land – (Amalgamation process for Crown land section into private landowner's property)*
 - (2) *the Minister may, with the consent of that holder and on payment to the Minister of the price as the case requires, convey that parcel and amalgamate it with the adjoining land.*

Planning & Development Act 2005 (WAPC subdivision process)

- *Section 135, 138 & 145 Subdivision provisions - A person is not to – (a) subdivide any lot without the approval of the Commission.*
- *Section 168 – Road, creation of etc. on subdivision etc.*
 - (1) *All land on a diagram or plan of survey of a subdivision deposited with the Authority that is shown as a new road is dedicated as a road.*
 - (2) *The local government within the district in which the dedicated road is situated has the care, control and management of the road.*

Local Government Act 1995 –

- *s. 5.42 Delegation of some powers and duties to CEO*
- *s. 6.12 Power to write off debts.*
- *A write off given under this delegation may only be granted to a maximum value of \$100,000 per occurrence.*

Policy Implications

Not Applicable

Financial Implications

Funding Breakdown

DIPRD Grant Funding	\$ 825,000
City of Mandurah (LTFP)	\$ 825,000
Total	\$1,650,000

Proposed Allocation:

Road Construction	\$1,600,000
Land Administration Costs*	\$ 15,000
Road Design Costs	\$ 35,000
Total	\$1,650,000

*Land Administration Costs

- DPLH Fees:
 - o Land Exchange Deed – Complex Document Preparation Fee - \$1,427 incl. GST
 - o Advertising under section 45(2) for amalgamation of road into YNP – At cost (\$1,000)
- Legal Fees:
 - o Land Exchange Agreement for Lots 100 and Lot 101 – approximately \$4-\$6K.
 - o Transfer of land document preparation and Application for New Titles for each lot - \$3,000
- City advertising road closure – at cost – approximately \$400.

Risk Analysis

Whilst all parties are very keen to progress the proposal, as there are significant benefits to the landowners as well as the City, there are some risks associated with the proposal, as follows:

1. Should the State Government's grant funding timelines not be extended to a date by which the City can facilitate the road construction, the City would need to source the entirety of the funds for this element of the project – estimated at an addition \$825,000.
2. There may be issues identified once construction of the road is commenced (ie. environmental, cultural) or with services, or other factors that may delay the project, and additional costs may need to be sourced.
3. The legislative timeframes to amend the land tenure are out of the control of the City and can be very unpredictable, therefore the project may be delayed due to this.
4. Any delays may lead to disenchantment by the private landowners, who have their own deadlines for development on their properties, which may also impact on future projects between the City and the landowners, one of which is significant.

Strategic Implications

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

Economic:

- Promote and foster investment aimed at stimulating sustainable economic growth.
- Facilitate and advocate for sustainable local job creation, and industry growth and diversification.
- Actively partner and engage with business and industry to support Mandurah's entrepreneurial capacity and capability.
- Establish and leverage opportunities with key stakeholders to achieve sustainable economic outcomes with due consideration to environmental impacts.

Social:

- Promote a positive identity and image of Mandurah based on its unique lifestyle offering.
- Provide a range of social, recreational, and cultural experiences for our residents and visitors to enjoy and take pride in.
- Provide diverse and sustainable places and spaces that enable people to lead an active lifestyle.

Environment:

- Advocate for and partner with key stakeholders to ensure environmental impacts are considered in all planning, strategy development and decision making.
- Partner and engage with our community to deliver environmental sustainability outcomes.

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

City officers have designed and negotiated a suitable location for the new 'northern access road' recognised by Council as an important access route to support the eco-tourism development of YNP and the surrounding private landholdings.

The private landowners of Lots 100 and 101 who are impacted by land amendments on their properties to facilitate the implementation of the new road have agreed to the proposal, with all costs to be borne by the City. Associated land amendments have also been considered and will be actioned as part of the proposal.

Council is therefore requested to endorse the creation of the new road in the proposed location, and the associated road closures, Crown and private land exchanges, and WAPC subdivision processes required to facilitate this.

NOTE:

- Refer ***Attachment 6.1 Land Tenure Modifications***

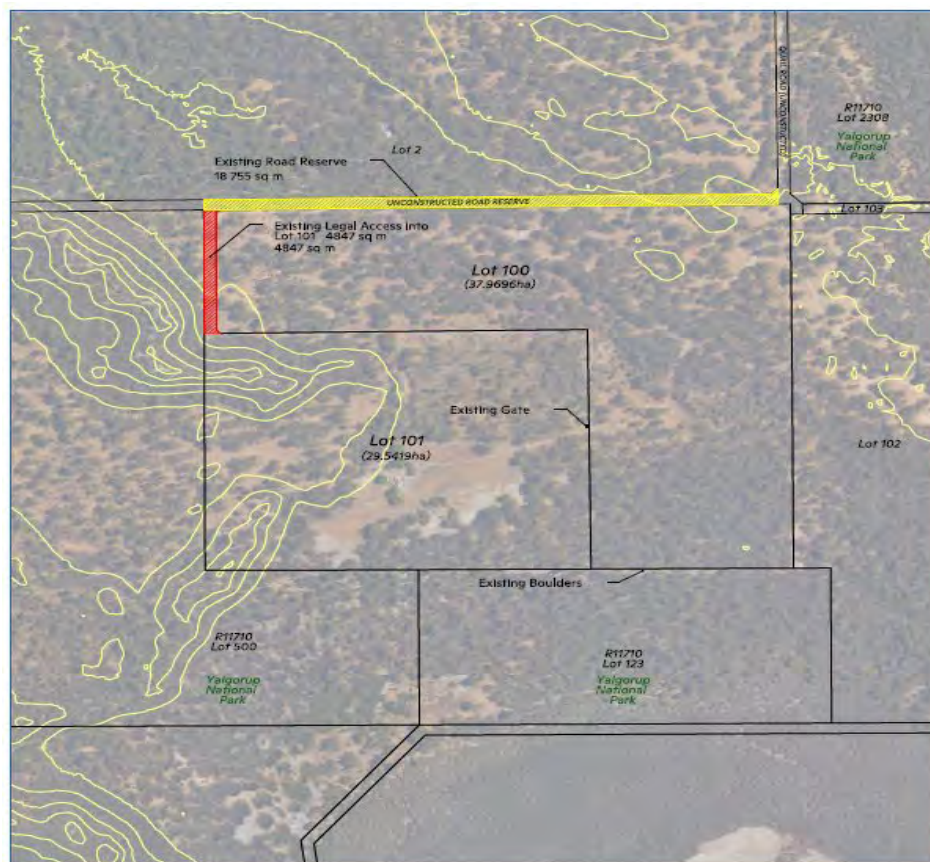
RECOMMENDATION

That Council:

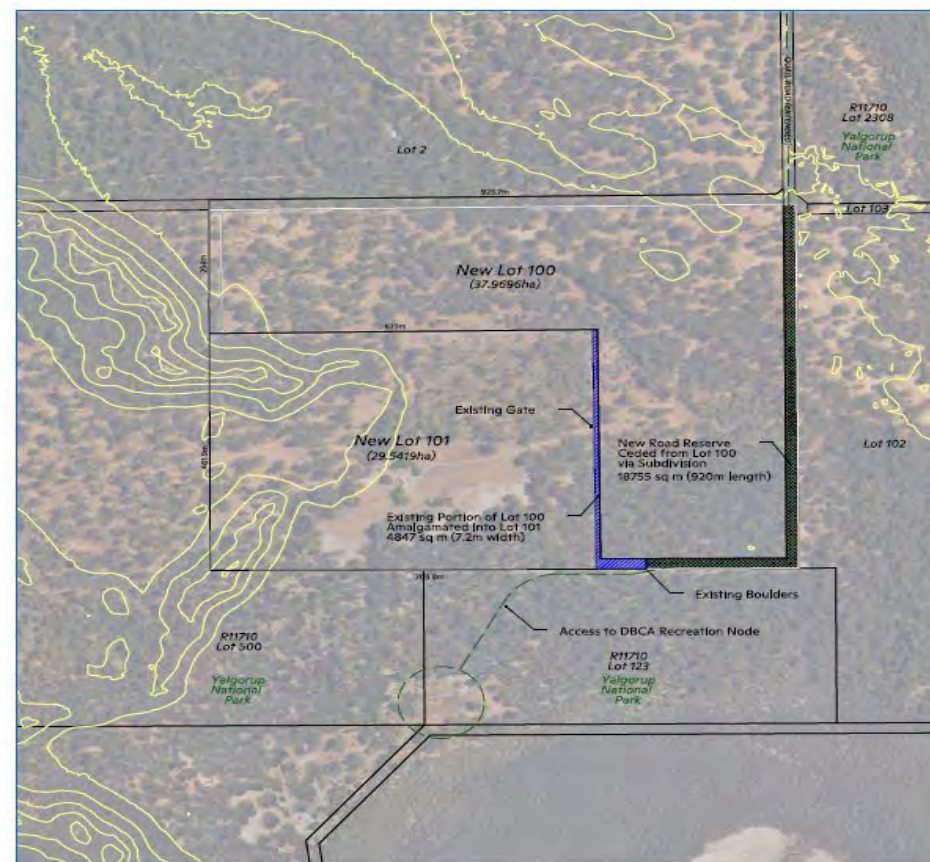
1. Endorses the creation of the new 'northern access road' to Yalgorup National Park through freehold Lot 100 on Plan 23024 (*reflected on Attachment 6.1*), as an extension of Quail Road, Bouvard under a Crown land swap for a portion of unconstructed road ('the subject road') that abuts Lot 100 at the north.
2. In accordance with section 58 of the *Land Administration Act 1997*, request the Minister for Lands to approve the closure of the subject road (*as highlighted in yellow on Attachment 6.1*), subject to the advertising of the proposed road closure in a local newspaper for no less than 35 days, and Council to consider any objections received during that period, if any.
3. Requests the Minister for Land to approve the amalgamation of the closed road land into the adjoining freehold Lot 100 on Plan 23024, under a Crown land exchange agreement, for the new dedicated 'northern access road' (*as hachured in black on Attachment 6.1*).
4. Requests the Minister for Land to approve the closure of the balance section of the subject road for amalgamation into the adjoining Lots 500 and 1637 of Yalgorup National Park.

- 5. Authorises City officers to undertake a WAPC subdivision process to create the new road, amalgamate the closed road into Lot 100, amalgamate the balance section of road into Yalgorup National Park lots, and action the private property boundary realignments.**
- 6. Acknowledges that a valuation for the Crown land exchange with Lot 100 will be undertaken by the Valuer-General's Office.**
- 7. Acknowledges that all costs associated with the northern access road proposal are to be paid by the City of Mandurah under the existing Yalgorup National Park Eco-Tourism Development Project budget.**

Attachment 6.1



Existing



Proposed

*All Areas Shown Are Approximate Only
Subject to Detailed Design and Survey*

Yalgorup National Park Land Tenure Modifications



7	SUBJECT:	Mandurah Southern Beaches Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) – Steering Committee Representation
	DIRECTOR:	Built and Natural Environment
	MEETING:	Council Meeting
	MEETING DATE:	22 August 2023

Summary

Following completion of the Northern Beaches Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) in 2022, and development of the associated implementation Action Plan in 2023, the City has commenced planning for the next CHRMAP incorporating Mandurah Southern Beaches CHRMAP.

The City has partnered with the Department of Planning, Lands and Heritage (DPLH) through the Coastal Management Plan Assistance Program (CMPAP) to fund the development of the Mandurah Southern Beaches CHRMAP, which will be developed over the next 2 years.

Council is requested to nominate an Elected Member to represent the community on the Mandurah Southern Beaches CHRMAP Steering Committee.

Disclosure of Interest

Nil

Location

The Southern Beaches CHRMAP study area is shown in Figure 1 below. It covers approximately 33km of the City's southern coastline and includes the coastal management zone adjoining the southern boundary of the study area covered by the Mandurah Northern Beaches CHRMAP at Roberts Point, Halls Head, through to White Hill beach, Lake Clifton, at the City's most southern boundary.



Figure 1 – Southern Beaches CHRMAP Study Area

Previous Relevant Documentation

- G.13/07/23 25 July 2023 Council adopted the Northern Beaches CHRMAP Action Plan.
- G.10/11/22 22 November 2022 Council adopted the Northern Beaches CHRMAP.

Background

In accordance with the State Planning Policy 2.6 – State Coastal Planning Policy (SPP 2.6), areas at risk of being affected by coastal hazards require the preparation of a Coastal Hazard Risk Management and Adaptation Plan (CHRMAP).

A Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) is a strategic planning document that identifies the coastal values along a given coastline, assesses the threats to those values across a planning horizon of 100 years presented by coastal erosion and inundation, and then articulates a coastal adaptation pathway designed to protect coastal values from anticipated impacts. The CHRMAP process involves a thorough community engagement process throughout its development to try and ensure planned coastal adaptation along a given coastline has broad community support. The CHRMAP process provides a mechanism for coastal managers to make informed decisions on short, medium and long term management actions.

During 2019 to 2023, City officers undertook a CHRMAP process for the Mandurah's Northern Beaches defined as the section of coastline extending from Madora Bay through to Roberts Point, Halls Head. Council adopted the Mandurah Northern Beaches CHRMAP at its meeting in November 2022, with a recommendation for City officers to develop and present a short-term Action Plan in 2023. In July 2023, Council adopted the Action Plan that lists all the actions required to mitigate short-term intolerable risks identified within the Mandurah Northern Beaches CHRMAP, as well as actions that will assist with mitigating medium to long-term intolerable risks. Concurrent to the preparation of the Action Plan, City officers commenced planning for the next CHRMAP process being Mandurah's southern beaches.

In April 2023, City officers prepared and submitted an application for grant funding via the Department of Planning, Lands and Heritage (DPLH) CoastWA Coastal Management Plan Assistance Program (CMPAP) to part fund the Mandurah Southern Beaches CHRMAP.

Comment

On 29 June 2023, the City received notification that it had been successful in its application for grant funding under the 2023/24 CMPAP. The grant approval has been offered subject to the terms and conditions outlined in the Funding Agreement and the CHRMAP is to be completed within 2 years of the grant being awarded. The grant funding approval is subject to the following:

1. Funding Agreement to be signed by the Chief Executive Officer (CEO)
2. Preliminary Project Milestones detailing a list of measurable and achievable milestones
3. Steering Committee Membership.

The Funding Agreement has been reviewed by City officers and was subsequently signed by the CEO on 13 July 2023.

The Funding Agreement, Preliminary Project Milestones (Attachment 7.1) and proposed Project Steering Committee were submitted to DPLH on 21 July 2023.

The Funding Agreement 'Special Conditions of Contract' outline the following with respect to the Steering Committee:

- (i) *The Applicant must form a Steering Committee consisting of no less than two (2) representatives of the Applicant, minimum of one (1) Commission Representative, and minimum of one (1) Community Representative*
- (ii) *The Steering Committee is to meet as required to perform its functions set out in Schedule 3.*

On the above basis, the following Project Steering Committee group has been proposed:

Name	Organisation
Manager Marina and Waterways (Chair)	City of Mandurah
Executive Manager Natural Environment	City of Mandurah
Senior Planner Strategic Land Use Planning	City of Mandurah
<i>Elected Member City of Mandurah (to be appointed at August Council meeting – 22/08/23) (Community Representative)</i>	Council – City of Mandurah
Principal Policy Planner	Department of Planning, Lands and Heritage
Principal Planning Officer	Department of Planning, Lands and Heritage
Senior Coastal Engineer	Department of Transport (Coastal Engineer)
Coastal Adaptation Coordinator	Peron Naturaliste Partnership
Coordinator Marina and Waterways -	City of Mandurah
Coastal Engineer Marina and Waterways	City of Mandurah
Coordinator Environmental Engagement	City of Mandurah

The Steering Committee Functions outlined in Schedule 3 of the Funding Agreement are as follows:

1. FUNCTIONS

The Steering Committee is to perform the following functions:

- a) Deliver guidance and oversight on, and make decisions in relation to, all aspects of the Project, including but not limited to:
 - Reviewing Scope of Works
 - Assessment of Tenders (through recommendations of the Tender Assessment Panel)
 - Provide discussion on the methodology for each milestone (as required)
 - Make recommendations on the project objectives and outcomes
 - Reviewing project deliverables including the Community and Stakeholder Engagement Plan, chapter reports, draft and final CHRMAP
 - Attend meetings as required.
- b) The Steering Committee is to provide guidance and oversight however in the event of a dispute, the City of Mandurah have the final decision.
- c) Minutes and agendas are to be prepared for each meeting, as set out in Clause 3 (b) (iv).

2. ROLES

The role of the Steering Committee is to provide technical coastal and planning skills to the City and ensure the project progresses in line with milestone reports and progress reports.

Statutory Environment

Creation of the Mandurah Southern Beaches CHRMAP is aligned with the statutory requirements for local governments related to coastal management as described within State Planning Policy 2.6 - Coastal Planning.

Policy Implications

Nil

Financial Implications

\$280,000 for the Southern Beaches CHRMAP has been included in the 2023-24 Budget. The DPLH have approved a grant of \$140,000 to contribute to the project based on a 50/50 funding arrangement with the City.

Risk Analysis

The CHRMAP takes a risk-based approach to both vulnerability and implementation and details can be viewed in the State Government CHRMAP Guidelines (July 2019).

Strategic Implications

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

Social:

- 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.

Environment:

- Advocate for and partner with all levels of Government and other agencies to ensure environmental impacts are considered in all strategy development and decision making.
- Protect and manage our local natural environment and ensure that our actions to manage land-based assets don't adversely impact our waterways.
- Partner and engage with our community to deliver environmental sustainability outcomes.

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

Conclusion

The City is continuing to be strategic and proactive in the management of the City's waterways, foreshores and coastline. Following completion of the Northern Beaches CHRMAP in 2022, and development of the

associated implementation Action Plan in 2023, the City has commenced planning for the Southern Beaches CHRMAP.

The City has partnered with the DPLH through the Coastal Management Plan Assistance Program (CMPAP) to fund the Mandurah Southern Beaches CHRMAP, which will be developed over the next 2 years. Council will be regularly updated as the project progresses and in particular prior to community engagement and at the draft and final CHRMAP stages.

NOTE:

- Refer ***Attachment 7.1 Mandurah Southern Beaches CHRMAP – Preliminary Project Milestones***

RECOMMENDATION

That Council appoint _____ as the Elected Member representative to the Southern Beaches Coastal Hazard Risk Management and Adaptation Plan Steering Committee as the community representative.

COASTAL MANAGEMENT PLAN ASSISTANCE PROGRAM

Preliminary Project Milestones

Applicant	City of Mandurah				
Project Title	Mandurah Southern Beaches CHRMAP				
No.	Milestone	Activities / Deliverables	Start Date	Projected Date for Completion	CMPAP Payment schedule
1	CMPAP PAYMENT 1 Funding Agreement signed by applicant and WAPC	Return signed Funding Agreement to DPLH	Jul-23	Aug-23	50%
2	Preliminary Project Milestones	- Complete preliminary project milestones with draft start dates and projected completion dates - Review and approval by DPLH	Jul-23	Aug-23	
3	Confirm Steering Committee membership	Return completed template to DPLH	Jul-23	Aug-23	
4	First Steering Committee meeting	- Agree on Terms of Reference - Discuss preliminary draft Scope of Works	Aug-23	Sept-23	
5	Scope of Works & advertise request for tender (NB: Must be submitted within 60 days of signing the Funding Agreement)	- Prepare draft Scope of Works - Review and approval by DPLH - Advertise request for tender (recommend minimum 4 weeks)	Sept-23	Oct-23	
6	Appoint consultant (NB: Consultant must be appointed within 2 months of the Scope of Works being approved)	- Assessment of tender submissions - Prepare and sign contract agreement	Oct-23	Nov-23	
7	Inception meeting with consultant (2 nd Steering Committee meeting)	2nd Steering Committee meeting (with Consultant) - Site visit	Dec-23	Dec-23	

8	Review and finalise Project Milestones	Review and finalise project milestone start dates and projected completion dates	Dec-23	Jan-24	
9	Community Engagement Strategy (NB: Must be completed within 2 months of consultant being appointed)	Review by Steering Committee	Jan-24	Feb-24	
10	CMPAP PAYMENT 2 First CMPAP Progress Report	(use template provided by DPLH)	Feb-24	Feb-24	20%
11	Establish the Context (refer to CHRMAP Guidelines)	Chapter report for Steering Committee review	Mar-24	Apr-24	
12	Risk Identification & Vulnerability Assessment (refer to CHRMAP Guidelines)	Chapter report for Steering Committee review	Apr-24	Aug-24	
13	Risk Evaluation & Risk Treatment (refer to CHRMAP Guidelines)	Chapter report for Steering Committee review	Aug-24	Sept-24	
14	Implementation Plan & Monitoring and Review (refer to CHRMAP Guidelines)	Chapter report for Steering Committee review	Sept-24	Dec-24	
15	CMPAP PAYMENT 3 Draft CHRMAP (NB: Must be completed within 12 months of consultant being appointed)	- Draft CHRMAP comprising chapter reports - Review by Steering Committee - Draft CHRMAP approved by Council for public advertising	Dec-24	Feb-25	20%
16	Second CMPAP Progress Report	(use template provided by DPLH)	Feb-25	Feb-25	
17	CHRMAP advertised for public comment	(recommend minimum 6-8 weeks)	Feb-25	Mar-25	
18	Final CHRMAP	- Review of public submissions and update Draft CHRMAP - Review by and accepted by Steering Committee	Mar-25	May-25	
19	Council endorsement of Final CHRMAP		Jun-25	Jul-25	
20	Publication of Final CHRMAP on applicant's website		Jul-25	Jul-25	

21	CMPAP PAYMENT 4 ▪ CMPAP Completion Report ▪ Financial statement	(use templates provided by DPLH)	Jul-25	Jul-25	10%
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Declaration (by Grantee)	
Name:	
Position:	Manager Marina and Waterways
Name of organisation:	City of Mandurah
Signature:	
Date:	21 July 2023
Sign off by DPLH's Representative	
Name:	
Comments:	
Signature:	
Date:	

8	SUBJECT:	Community Membership to Advisory Groups and Audit and Risk Committee
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	22 August 2023

Summary

Community member appointments to Advisory Groups established by Council expire on the Local Government Election Day, Saturday 21 October 2023. Council is requested to extend the memberships to the Access and Inclusion Advisory Group, Mandurah Environmental Advisory Group, Youth Advisory Group and Reconciliation Action Plan Steering Groups (Advisory Groups) until 31 January 2024. This will enable the City of Mandurah (the City) to undertake a review of the Advisory Groups, prior to undertaking advertising for members.

Council is requested to:

- Approve minor amendments to the Access and Inclusion Advisory Group, Mandurah Environmental Advisory Group Youth Advisory Group and Reconciliation Action Plan Steering Group Terms of Reference (refer Attachment 8.1)
- Extend the appointment of Community Members to Advisory Groups for a further three months expiring 31 January 2024 (refer Confidential Attachment 8.2); and
- Note that the Audit and Risk Committee external membership will be advertised in September 2023 and presented to Council for consideration, following the Local Government Election 2023.

Disclosure of Interest

Nil

Previous Relevant Documentation

- | | | | |
|---|------------|------------|---|
| • | G./8/09/22 | 27/09/2022 | Appointment of Community Representatives to Access and Inclusion Advisory Group |
| • | G.5/10/21 | 26/10/2021 | Appointment to Audit and Risk Committee |
| • | G.13/11/21 | 26/11/2021 | Appointment to Advisory Groups, Working Groups, Panels and External Agencies |
| • | 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

Prior to the Local Government Election in October 2021, the City advertised for community members to the various advisory groups. Following the advertising period Officers undertook an evaluation process and made recommendations to Council for appointment of members.

At the Council Meeting of 26 November 2021, Council appointed community members to the Access and Inclusion Advisory Group, Mandurah Environmental Advisory Group, Reconciliation Action Plan Steering Group, and Youth Advisory Group. A further report was presented to Council on 27 September 2022 requesting the appointment of additional four members to the Access and Inclusion Advisory Group.

Comment

Advisory Groups

The community membership of Advisory Groups is currently aligned with the Local Government Election (21 October 2023). In previous years City Officers have commenced advertising prior to the election period, with appointments to the Advisory Groups being considered by Council following the Local Government Election. To enable a review of the Terms of Reference for each Advisory Group it is recommended that all current community members are extended to the Advisory Groups until 31 January 2024. During this time the Advisory Groups will be reviewed to determine the governance arrangements, roles and responsibilities, including how the groups can be structured to further support the achievement of the Strategic Community Plan.

Council should note that there are advisory groups that do not have community members. These groups will be reviewed and presented to Council following the Local Government Election.

The City greatly values roles of the Advisory Groups and the contribution of these community members, as such City Officers will be undertaking consultation with the Advisory Groups to obtain insight into how the groups can operate more effectively. In addition, City Officers will undertake consultation across the local government sector prior to presenting options to Councillors in late 2023. Once Council has adopted the Advisory Groups, advertising will commence, and the tenure will be aligned to the Local Government Election 2025.

Council should note that appointments to an advisory group does not bind the Council to any decision that is made by that advisory group or steering group. These groups are not a committee of Council and do not have any authority to make any decision on behalf of Council.

Nominations and appointment of membership of Elected Members to the Advisory Groups, committees and other groups, will be presented to Council following the Local Government Election 2023 (21 October 2023) in November 2023.

Council is requested to consider adopting the minor amendments to the Advisory Group Terms of Reference (refer to Attachment 8.1 with amendments highlighted). The minor amendments include the expiry of the membership to 31 January 2024. Noting that a full review of the Advisory Groups will be undertaken between November 2023 and January 2024 and be presented Council for consideration.

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

Advisory Group	Purpose of the Group	Number of community members
Access and Inclusion Advisory Group	The purpose of this 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	Recommending that Council extend the membership of all community members.

Mandurah Environmental Advisory Group	The purpose of this group is to advise Council on general environmental issues, consistent with the intent of the City's Community Charter and Strategic Plan.	Recommending that Council extend the membership of seven out of eight community members, noting that one member has recently resigned.
Youth Advisory Group Terms of Reference	The purpose and objective of this 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.	Recommending that Council extend the membership of all 10 community members, noting that seven have resigned since being appointed by Council.
Reconciliation Action Plan Steering Group	The purpose of the Steering Group is to develop, action and review the City of Mandurah Reconciliation Action Plan	Recommending that Council extend the membership of all community members.

Audit and Risk Committee

The Audit and Risk Committee plays a key role in guiding and assisting a local government to fulfil its corporate governance responsibilities, including the functions outlined in regulation 16 of the *Local Government (Audit) Regulations 1996*. The current Audit and Risk Committee Terms of Reference is available in Attachment 8.3.

As part of the Local Government Reform, the *Local Government Amendment Act 2023* introduced provisions to provide for remuneration of allowances and fees for independent committee members. Independent committee members are those committee members who are not council members or local government employees. The *Local Government Regulations Amendment Regulations (No. 2) 2023* (Amendment Regulations) provide for reimbursement for committee meeting attendance, however, will not come into effect until 2024 following Salaries and Allowances Tribunal (SAT) fee determination. Following the determination by SAT, Council will be required to decide whether to apply the fee to the independent committee member as determined by SAT, or alternative fee if the Council has a set fee within the range determined by SAT for meetings of that type.

The Department of Local Government, Sport and Cultural Industries advised that Council may need to resolve to pay that fee once the relevant provisions commence and as such, the City is not in a position to anticipate the resolution of a future Council. Further advice from West Australian Local Government Association advised that the release of the SAT fee determination could occur at any time during 2024 and that currently there is no expected release date. Although there is no indicative date for the SAT fee determination to come into effect, it will come into effect at some time in 2024 and during the term of the independent committee member. Based on this advice, City Officers recommend that the independent committee member advertisement be advertised with the following statement "*Current fees and disbursements may be subject to legislative changes during the term of this appointment.*"

Council should note that the City will commence advertising for an independent member focusing on applications with experience and qualifications in any or all of the following:

- Internal audit;
- Risk management;
- Financial management/reporting;
- Understanding of complexities associated with the City of Mandurah.

The adoption of the Audit and Risk Terms of Reference and the appointment of the independent member and Elected Members to the Committee will be determined by Council following the Local Government Election 2023.

Consultation

City Officers have contacted members of the Advisory Groups regarding their interest in remaining a member until 31 January 2024. Only members of the Audit and Risk Committee are paid.

Statutory Environment

Local Government Act 1995

Regulation 16 of the *Local Government (Audit) Regulations 1996* states:

An audit committee has the following functions —

- (a) to guide and assist the local government in carrying out —*
 - (i) its functions under Part 6 of the Act; and*
 - (ii) its functions relating to other audits and other matters related to financial management;*
- (b) to guide and assist the local government in carrying out the local government's functions in relation to audits conducted under Part 7 of the Act;*
- (c) to review a report given to it by the CEO under regulation 17(3) (the CEO's report) and is to —*
 - (i) report to the council the results of that review; and*
 - (ii) give a copy of the CEO's report to the council;*
- (d) to monitor and advise the CEO when the CEO is carrying out functions in relation to a review under —*
 - (i) regulation 17(1); and*
 - (ii) the Local Government (Financial Management) Regulations 1996 regulation 5(2)(c);*
- (e) to support the auditor of the local government to conduct an audit and carry out the auditor's other duties under the Act in respect of the local government;*
- (f) to oversee the implementation of any action that the local government —*
 - (i) is required to take by section 7.12A(3); and*
 - (ii) has stated it has taken or intends to take in a report prepared under section 7.12A(4)(a); and*
 - (iii) has accepted should be taken following receipt of a report of a review conducted under regulation 17(1); and*
 - (iv) has accepted should be taken following receipt of a report of a review conducted under the Local Government (Financial Management) Regulations 1996 regulation 5(2)(c);*
- (g) to perform any other function conferred on the audit committee by these regulations or another written law.*

Policy Implications

Nil

Financial Implications

The management of the Advisory Groups is included in the Annual Budget adopted by Council. There are no payments made to members of the Advisory Groups.

Risk Analysis

There is a risk that Advisory Groups may 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 8.1 | Terms of Reference Advisory Groups |
| | Confidential Attachment 8.2 | Extension of Community Members to Advisory Groups |
| | Attachment 8.3 | Audit and Risk Terms of Reference |

RECOMMENDATION

That Council:

1. Approve the minor amendments to the Terms of Reference for the Access and Inclusion Advisory Group, Mandurah Environmental Advisory Group, Youth Advisory Group and Reconciliation Action Plan Steering Group until 31 January 2024 as per Attachment 8.1.
2. Approve the extension of community representation to the Access and Inclusion Advisory Group, Mandurah Environmental Advisory Group, Youth Advisory Group and Reconciliation Action Plan Steering Groups until 31 January 2024 as per Confidential Attachment 8.2.
3. Notes that a further report will be presented to Council on the Advisory Groups Terms of Reference prior to the nomination process commencing.
4. Notes that a further report will be presented to Council following the Local Government Election 2023 for the appointment of the Audit and Risk Committee independent member and the adoption of the Audit and Risk Terms of Reference.



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
23/11/2021	Oct 2023	Adopted new Terms of Reference for AIAG, MEAG and YAG	Manager Governance Procurement and Land	Governance Services	Council G.13/11/21

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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 31 January 2024 and appointments of all members will be made by Council following a nomination process.

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 31 January 2024 and appointments of all members will be made by Council following a nomination process.

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 31 January 2024 and appointments of all members will be made by Council following a nomination process.

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.

Reconciliation Action Plan (RAP) Steering Group

1. Purpose

The purpose of the Reconciliation Action Plan (RAP) Steering Group is to develop, action and review the City of Mandurah RAP.

2. Objectives

The following objectives govern the activities of the City of Mandurah RAP Steering Group:

- Develop relationships between the City of Mandurah and Mandurah's Aboriginal community
- Develop a RAP for the City of Mandurah
- Provide strategic direction for the delivery of the RAP
- Regularly review progress on the delivery of the RAP
- Prepare an annual RAP report to Council and Reconciliation Australia

3. Membership

The RAP Steering Group shall comprise the following:

- Mayor
- Elected Members
- CEO Mark Newman
- Director Place and Community (ex officio)
- Executive Manager Community Development
- Aboriginal community members selected through the Expression of Interest process and ability to add new members via RAP Steering Group approval.

Members shall serve for the term of the City of Mandurah Reconciliation Action Plan. The duration will depend on the RAP framework adopted, but will be 2-3 years.

Proposed new members can be presented to members at a RAP steering group meeting and a quorum will determine endorsement of new member.

4. Spirit

The RAP Steering Group will continue in the spirit of:

Understanding – particularly of cultural issues

- Building on improvements already seen at the City of Mandurah
- Working towards cohesion in the group

Inclusion – bringing the wider community along on the journey

- Engaging widely

Achievement – develop short, medium and long term plans

- Facing political challenges
- Keeping the process moving forward

Commitment – to the process and the plan and to each other

The RAP Steering Group may review a person's membership should their behaviour not align with these values.

5. Structure

A three tiered approach to meetings will be adopted, as follows:

- a. Strategic Meetings - RAP Steering Group

These meetings are designed primarily to oversee the delivery of the RAP from a strategic perspective. Key directional and strategic discussions are held and decisions are made at these meetings. All RAP Steering Group members are required to attend. A minimum of four strategic meetings will be held per year.

b. Operational Meetings

These meetings may include Aboriginal representatives, City management, operational staff and relevant guests, depending on project needs. The Mayor, CEO and Elected Members will be updated and may attend as required. These meetings will involve a greater focus on operational issues and specific projects. Operational meetings will be held according to project needs. Examples of operational meetings are: dual naming committee, internal RAP action group, education pack action group.

c. Elders and Leaders Meetings

An Aboriginal Elders and Leaders meeting will be held at least once per year to share how the RAP is progressing. Elders and leaders will be invited to give their input and provide a cultural lens over RAP implementation. The City will ensure that there is representation from both male and female leaders at these meetings.

d. **Chair**

The Chair will ensure that the RAP Steering Group meetings are conducted appropriately and in a timely manner and that meeting protocols are observed. The Chair will be elected by the RAP Steering Group and serve for the duration of the RAP (2-3 years). In the Chair's absence, a proxy will be elected by the RAP Steering Group.

e. **Administration**

Administration support will be provided by a City of Mandurah staff member. The role of the administrator will include:

- Preparing and disseminating meeting agenda and relevant information to the RAP Steering Group members
- Taking minutes of strategic meetings and distributing to RAP Steering Group members
- Advising members of meeting dates, time and location
- Locating and storing research and other documents as determined by the RAP Steering Group
- Budgetary oversight

f. **Agenda**

Any member of the RAP Steering Group can request that an item relating to the core business of the group be placed on a meeting agenda by contacting the secretary no later than 1 week prior to a meeting.

g. **Quorum**

A quorum will consist of a minimum of six group members, and at least 50% Aboriginal representation.



Audit and Risk Committee Terms of Reference

Document Control

Effective date	Next review due	Amendment Details	Prepared by	Endorsed by	Approved by
October 2019	October 2021	Expanded description of Committee function, purpose, membership and role of City staff, plus recognition of the new role of the Office of the Auditor General	Manager Governance Services	Chief Audit Executive	Council
May 2020	October 2021	Removal of the ability for Audit and Risk Committee to approve the appointment of any internal audit service provider.	Manager Governance Services	Chief Audit Executive	Council
October 2021	October 2023	Minor amendments including reference to regulations and Code of Conduct.	Manager Governance, Procurement and Land	Chief Audit Executive	Council
TBA	October 2023	Minor amendment to position title and amendment to the committee member entitlements	Executive Manager Governance Services	Chief Executive Officer	Council

1. Committee's authority and purpose

Authority

In accordance with section 7.1A of the *Local Government Act 1995* (**the Act**), the Council of the City of Mandurah (**the City**) has established an Audit and Risk Committee (**the Committee**). The Committee will operate in accordance with all relevant provisions of the Act, the *Local Government (Audit) Regulations 1996* and the *Local Government (Administration) Regulations 1996*.

As prescribed in Section 16 of the *Local Government (Audit) Regulations 1996*, the Committee is to provide guidance and assistance to Council on matters relevant to its terms of reference. This role is designed to facilitate informed decision-making by Council in relation to its legislative functions and duties that have not been delegated to the Chief Executive Officer (CEO).

The Committee is a formally appointed Committee of the Council and is responsible to the Council. The Committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

Purpose

The purpose of the Committee is to:

- Provide advice and assistance to Council as to the carrying out of the function of the City in relation to annual audits of the City's financial statements (**external audit**);
- Monitor and receive reports concerning the development, implementation and on-going management of a City-wide risk management plan;
- Monitor and receive reports concerning the development, implementation and on-going management of the City's internal audit function;
- Review the annual Compliance Audit Return and report to Council the results of that review; and
- Receive, consider and review reports from the CEO under regulation 17 of the *Local Government (Audit) Regulations 1996* and report to Council the results of its review.

2. Committee's responsibilities

The Committee is to:

- Meet with the City's external auditor at least once in every year and provide a report to Council on the matter discussed and the outcomes of those discussions;
- Support Council in fulfilling its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, internal and external audit functions and ethical accountability;
- Examine reports of the external auditor after receiving a report from the CEO on the matter, and:

- Determine if any matter raised requires action to be taken by the City;
- Ensure that appropriate action is taken in respect of those matters; and
- Review the report prepared by the CEO in respect of any matters raised in the report of the external auditor and presenting the report to Council for adoption.
- Approve the following:
 - Internal Audit Charter;
 - Internal Audit Manual;
 - Strategic and Operational Internal Audit Plans; and
 - Recommendations arising from internal audit services.
- Review the level of resources allocated to internal audit and the scope of the functions authority;
- Receive and review reports of internal audits, review the extent to which management reacts to matters raised by those internal audits, and monitor the implementation of action plans developed in response to those matters;
- Review the City's annual Compliance Audit Return and report the results of that review to Council; and
- Receive and review biennial reports from the CEO regarding the appropriateness and effectiveness of the City's risk management, internal controls and legislative compliance.

3. Committee membership

Composition

The Committee shall comprise of up to seven members, consisting of:

- Six Elected Members; and
- One external independent member.

The Council can appoint one or more deputies to the Audit and Risk Committee at any time.

Members of the Committee shall be appointed by Council in accordance with section 7.1A of the Act, which states:

- *The members of the audit committee are to be appointed by the local government and at least 3 of the members, and the majority of the members, are to be council members.*
- *A CEO is not to be a member of an audit committee and may not nominate a person to be a member of an audit committee or have a person to represent the CEO as a member of an audit committee.*
- *An employee is not to be a member of an audit committee.*

The Council shall appoint one of the five Elected Members as Committee Chairperson.

The tenure of members' appointment to the Committee must be compliant with Section 5.11 of the Act, being up to two years terminating on the day of the Ordinary Council elections, at which time all Elected Members will be eligible for reappointment.

Committee members who are Elected Members must declare conflicts of interest in accordance with section 22 of the *Local Government (Model Code of Conduct) Regulations 2021*, in a written notice given to the CEO before the meeting or at the meeting immediately before the matter is discussed.

Appointment of external independent persons will be made following a public advertisement. The evaluation of potential members will be reviewed by the CEO and appointments will be approved by Council on the basis of the potential member's experience and qualifications in any or all of the following:

- Internal audit;
- Risk management;
- Financial management/reporting;
- Understanding of complexities associated with the City of Mandurah.

An external independent member will be a person 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 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 CEO before or at the relevant Committee meeting.

Termination of appointment

Council may terminate the appointment of any member prior to the expiry of their term, if:

- The Committee Chairperson considers that the member is not making a positive contribution to the Committee.
- The member is found to be in breach of the Council's Code of Conduct for Elected Members, Committee Members and Candidates or a serious contravention of the Act.
- A member's conduct, action or comments bring the City of Mandurah into disrepute.

Committee member entitlements

All Committee members will be provided with appropriate training and professional development to be determined by the Committee and provided that adequate funds are available in the City of Mandurah budget for this purpose.

External independent member may apply for a reimbursement of expenses up to the value of \$3,000 per annum.

4. Role of City staff

The following will be issued with a standing invitation to attend Committee meetings, in order to provide advice and guidance to the Committee:

- CEO;
- Executive Leadership Team;
- Chief Audit Executive (CAE) (or some other person as determined by the CEO to act as the CAE);
- Executive Manager Governance Services; and
- Representative of the Office of the Auditor General.

The Internal Auditor will be invited to present reports as and when required by the Committee. Internal audit services providers or specialists may be presented to present to the Committee as required.

Other staff may be invited to attend meetings to discuss specific issues or reviews as and when required.

Such attendees may take part in the discussions and business of the meetings, but have no voting rights.

A Minute Officer will be appointed by the CEO to assist the Committee as follows:

- Arranging meetings, preparing agendas, preparing minutes;
- Taking action to implement Committee decisions as guided by the City's Governance section in relation to:
 - Obtaining information for the next or future meeting;
 - Preparing a paper for the next or future meeting;
 - Coordinating relevant staff of the City to provide advice at the next or a future meeting;
 - Promulgating decisions e.g. reporting, providing or seeking advice on significant correspondence of all kinds.
- Preparing background notes;
- Providing advice to the Chairperson, Committee Members and Committee users on Committee policy and process matters; and
- Maintaining appropriate Committee records in an accessible form.

5. Committee meetings

Quorum

As prescribed by Section 5.19 of the Act, the quorum for Committee meetings shall be at least 50% of the number of offices of the Committee (whether vacant or not).

In the Chairperson's absence, Committee members who are present will select a Chairperson for that particular meeting.

Frequency

Meetings will be scheduled where necessary to allow the Committee to discharge its functions up to ten times per year.

Agenda

An agenda will be distributed at least 72 hours prior to the meeting, along with the minutes of the previous meeting, reports and other attachments or information to be addressed.

Public Attendance at Meetings

The Committee meeting will be open to the public.

In accordance with Section 5.23 of the Act, the Committee may close to members of the public the meeting or part of the meeting, if the meeting or the part of the meeting deals with a number of aspects as defined by Section 5.23 of the Act.

Voting

Voting is in accordance with Section 5.21 of the Act.

Minutes and matters arising

All meetings shall be minuted by the Minute Officer, and minutes shall be approved by the Committee at the next Committee meeting.

Reporting

Recommendations of each Committee meeting shall be presented to the next ordinary meeting of the Council.

Confidentiality

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

9	SUBJECT:	Property Strategy (Stage 3) - Land Acquisitions & Implementation Plan
	DIRECTOR:	Strategy and Economic Development
	MEETING:	Council Meeting
	MEETING DATE:	22 August 2023

Summary

In September 2022, Council endorsed Stage 1 of the Property Strategy through the adoption of 7 Guiding Principles, to support consistent decision-making for the management of the City's freehold land assets.

These Guiding Principles were then considered throughout a review of the City's freehold land assets to complete the Property Strategy ('the Strategy'), with high-level actions for the future land-use, management, and disposal of freehold land assets.

The Strategy was adopted by Council in November 2022 noting that officers would present the third and final stage of the Strategy (Land Acquisitions and Implementation Plan) for consideration by Council following progression of the City Centre Parking Plan (CCPP) and the City Centre Master Plan (CCMP).

It is now considered that the draft CCPP and CCMP have significantly and sufficiently progressed to enable the completion of the Land Acquisition Priority List Review and the Property Strategy Implementation Plan.

Council is requested to consider its ongoing approach and support for future land acquisitions with respect to City Centre and Conservation property acquisitions in adopting Confidential Attachment 9.1 – Land Acquisition Priority List Review and approve the key actions to deliver the Property Strategy outcomes as outlined in Attachment 9.2 - Property Strategy Implementation Plan.

Disclosure of Interest

Nil

Previous Relevant Documentation

- | | | |
|------------|------------------|--|
| G.16/11/22 | 22 November 2022 | Council adopted the Property Strategy (Strategy Report) as a guide to the future land use, management, and disposal of freehold land assets. |
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| G.12/9/22 | 27 September 2022 | Council adopted the 7 Guiding Principles for inclusion in the Property Strategy, to ensure a consistent approach to decision making for the acquisition, management, and disposal of the City's freehold land assets. |
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| G. 5/6/22 | 28 June 2022 | Council was requested to consider its approach towards future land purchases through the Bushland Protection Strategy. Reducing the \$500,000 allocated to the Acquisition Reserve Fund each year to be reduced to \$200,000, with the remaining \$300,000 redirected to boost operational bushland maintenance budgets. |
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| G.16/12/21 | 14 December 2021 | Council approved that the City should commence negotiations with landowners of lot 7 Dunkeld Drive in line with the City's Bushland Acquisition objectives. |
|------------|------------------|---|

- G. 27/7/21 27 July 2021 Council approved the Disposal of Land 400 - 404 Allnutt Street Mandurah.
- SP, 4/5/20 12 May 2020 Council endorsed the transfer of \$5 million from the Building Reserve (\$1m), City Centre Land Acquisition Reserve (\$2m), and Property Acquisition Reserve (\$2m) for the purposes of the Restart Mandurah Funding Program in response to the State of emergency caused by COVID-19.
- G.19/6/19 11 June 2019 Council supported the review of the City of Mandurah Policy Manual and to revoke the Land Asset Policy along with 35 other policies no longer required.
- G.13/5/19 28 May 2019 Council supported the purchase of Lot 6 (176 Lakeside Parkway, Herron) via the Bushland Acquisition Program.
- G.30/8/17 22 August 2017 Council approved the advertising and if no submissions received, disposal of land at Lot 12 (No. 73) Davey Street, Mandurah to Juniper (Uniting Church Homes) for a sale price of \$315,000 (excluding GST). (Settled 14/12/17)
- G.11/5/17 9 May 2017 Council approved the disposal of residential premises at Lot 1471 (No. 35) Truarn Street, Mandurah to the Department of Housing for \$260,000 + GST. (Settled 30/06/17)

Background

In September 2022, Council adopted the newly developed Property Strategy - Guiding Principles to support a consistent approach to decision-making in undertaking a review of the Council's Property Strategy, adopted in November 2022.

The purpose of the review was to deliver high-level actions for the future land-use, management, and disposal of the City's freehold land assets.

The Implementation Plan of the key Strategy Actions, however, was proposed as a stage 3 delivery, along with a review of the priority land acquisitions. This was due to the acknowledgment that the City Centre Parking Plan (CCPP) and City Centre Master Plan (CCMP), running parallel to the Property Strategy review, may have implications for the City's Land Acquisition Priority List and subsequently the Property Strategy Implementation Plan.

It is now considered that the draft CCPP and CCMP have made significant and sufficient progress to enable the completion of the draft Land Acquisition Priority List and the draft Property Strategy Implementation Plan.

Comment

Within the Property Strategy ('the Strategy') there were a number of strategy actions that supported the Council's approach to optimise the City's freehold land assets with consideration of the highest land use and investment value.

It is acknowledged that the City is one of the primary land holders in the City Centre, with the majority of City Centre land owned by the City currently vacant or used for carparking. As a result, activation of the City Centre is also partially dependent on the City's vision and management of its own land assets.

The Strategy outlines the financial benefit that may be achieved by exploring options to leverage a revenue stream from its freehold land assets, either through sale, ground-lease, or alternate investment options. The Property Strategy Implementation Plan reflects this through an action to prioritise City Growth sites for potential economic development opportunities within the City Centre and seeks to mobilise these sites when the property market is deemed appropriate.

Further to this, there are a number of freehold sites that the City may achieve success in redesigning and retrofitting for improved water sensitive urban design (WSUD) outcomes, again for capital gain through disposal or for an improved community outcome, where required.

However, whilst this WSUD outcome may be considered somewhat profitable in the long run, it is not considered a high priority and will be explored further in the latter stages of Implementation.

Full details of the Property Strategy Implementation Plan can be viewed in Attachment 9.2.

The Strategy identified a number of sites suitable for disposal through sale or lease, in addition to sites with a recommendation to get 'development ready', with the view to dispose of the sites once appropriate works were undertaken. For many of these sites the resources required to move forward and have the sites sale ready is minimal and can commence immediately following approval of the Implementation Plan.

This is an opportunity for the City to leverage a potential land sale or lease revenue that can be redirected into future priority projects for Mandurah's economic benefit, reducing reliance on rates funding.

The Strategy additionally recommended that the City should continue to seek, manage, or invest in property that meets a financial or conservation value, where appropriate to do so, hence the undertaking of the Land Acquisition Priority List review, initially developed in 2018.

Aside from a timely review, the Land Acquisition Priority List was largely undertaken with reference to the adoption of Guiding Principle 7 of the Property Strategy, to ensure that sites on the list have been justified through strategic planning, where the acquisition of the land is required to meet a strategic objective.

Full details of the Property Strategy Land Acquisition Priority List can be viewed in Confidential Attachment 9.1.

Consultation

N/A

Internal Consultation

The Property Strategy Land Acquisition Priority List and Implementation Plan have been prepared in collaboration with the Property Strategy Project Team, which includes:

- Financial Services
- Strategic Planning and Urban Design
- Statutory Planning and Lands
- Governance and Legal Property Services
- Built Environment and Technical Services
- Natural Environment and Bushland Management
- Transform Mandurah

Statutory Environment

The City is obliged to act within the statutory constraints imposed by the *Local Government Act 1995*. Specific provisions constraining local government activities in property dealings include the following:

Section 3.58 requires that a local government can only dispose of property by public auction, public tender, or otherwise by giving Local public notice of the proposed disposition, describing the property concerned, giving details of the proposed disposition and the names of all parties concerned, noting the consideration to be received and the market value of the disposition as determined by a valuation carried out not more than 6 months before the proposed disposition. Submissions are invited giving no less than 2 weeks after notice, and any submission must be considered by Council before the disposition is made.

Section 3.59 requires that before a local government undertakes a major land transaction (currently defined as any transaction where the amount is the lesser of \$10 million in value or 10% of the operating expenditure incurred by the local government from its municipal fund in the last completed financial year) it must prepare and advertise a business plan that details include details of the expected effect on the provision of facilities and services by the local government, and on other persons providing facilities and services in the district, its expected financial effect on the local government and on matters referred to in the local government's Annual Plan, and the ability of the local government to manage the transaction.

Section 3.60 provides that *A local government cannot form or take part in forming, or acquire an interest giving it the control of, an incorporated Company or any other body corporate ... unless it is permitted to do so by regulation.*

Section 6.21(2) provides that a local government may only borrow against the security of its General Fund, thus preventing entry into normal property financing arrangements such as limited-recourse funding or giving mortgage security over property to finance its development.

Taken together, these provisions severely constrain the ability of the City to act in a normal and prudent commercial fashion to maximise the financial and strategic development opportunities in its property portfolio. That is not to say, however, that such outcomes cannot be achieved with well-considered strategies that operate within the statutory framework.

Policy Implications

A Land Asset Policy was endorsed along with the 2018 Property Strategy, however, was later revoked by Council in June 2019 (G.19.6.19) due to fact that the Property Strategy largely covered the policy content, there for making the Policy redundant.

The Strategy adopted by Council in November 2022 clearly outlines the City's position on the management of its land assets with no need for a separate policy.

Financial Implications

The Property Strategy Implementation Plan identifies an estimated budget allocation of \$204,000 over the first 4 years. All of which can be achieved within existing operational budgets, with the exception of \$70,000 across years 2 and 3 that will be subject to consideration by Council in future LTFP deliberations.

Future capital budget needs for possible works to make individual sites 'development ready' will be determined following completion of further planning and exploration works and will again be subject to consideration by Council in future LTFP deliberations. Any future land acquisitions will be funded through either the City Centre Land Acquisition Reserve or the Environmental Protection Reserve, as appropriate.

Reserve Fund	Current value Closing balance 30/06/2023	Capped	Annual Allocation
City Centre Land Acquisition Reserve	\$924,000	\$3million	\$200,000 (Proposed)
Environmental Protection Reserve	\$1million	\$2million	\$200,000

The City Centre Land Acquisition Reserve had reached \$3,000,000 prior to the COVID 19 pandemic, therefore the annual allocation of \$200,000 was ceased. Funds from this reserve were endorsed by Council to be redirected to the Restart Mandurah Funding Program at the commencement of the COVID-19 pandemic.

It is proposed that Council consider in future LTFP deliberations a proposal to recommence a land acquisition allocation of \$200,000 per annum into the City Centre Land Acquisition Reserve, with the cap remaining at \$3,000,000.

Risk Analysis

The Property Strategy Implementation Plan is a direct reflection of the adopted Property Strategy (November 2022). The Strategy provides high-level guidance on the acquisition, management, and disposal of the City's freehold land assets, and reflects the aspirations of Council with clear guidance for officers as a strategic planning tool.

In the absence of clear, high-level actions the City would be at risk of making reactive and inconsistent decisions, specifically with regard to land asset disposals or acquisitions.

The adoption of a revised Land Acquisition Priority List in particular will ensure the City seeks to acquire sites of strategic significance.

As is current practice, the CEO is authorised by Council to initiate discussions with landowners identified as priority land acquisitions, subject to these sites being placed on the open market or the landowner having contacted the City. This approach will again be recommended for the revised Land Acquisition Priority List and in doing so will mitigate the risk of losing a strategically significant property to another buyer whilst waiting for Council approval to proceed.

Strategic Implications

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

Economic:

- Promote and foster investment aimed at stimulating sustainable economic growth.
- Facilitate and advocate for sustainable local job creation, and industry growth and diversification.
- Establish and leverage opportunities with key stakeholders to achieve sustainable economic outcomes with due consideration to environmental impacts.

Social:

- Provide diverse and sustainable places and spaces that enable people to lead an active lifestyle.

Environment:

- Advocate for and partner with key stakeholders to ensure environmental impacts are considered in all

- planning, strategy development and decision making.
- Protect and manage our local natural environment ensuring our actions don't adversely impact our waterways.

Organisational Excellence:

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

Conclusion

With consideration that the Council should seek to maintain a sustainable land asset portfolio for the long-term future, Council needs ensure that it is proactive in managing its portfolio and seek to maximise its land use and investment value.

As one of the major landowners in the City of Mandurah, Council has a responsibility to become active in mobilising its freehold land assets to stimulate economic growth opportunities, or as a short-term outcome, to realise revenue from selected land assets through disposal via sale or long-term lease and subsequent land rates, where sale revenue can be allocated to deliver key strategic (Transform Mandurah) projects.

With consideration of the current property market, it is recommended that the Council explore opportunities for its City Growth sites, as identified in the Property Strategy Implementation Plan, and seek to prioritise and possibly market sites with consideration of its current development potential and strategic value.

Furthermore, the Property Strategy has highlighted key actions the City's officers can undertake to rationalise some of its land assets, to dispose of land assets with no further strategic value or to prepare land assets to achieve a higher investment value.

This requires the Council to not only allocate resources into the management and disposal of its properties, but to continue to seek opportunities to acquire strategically significant land in the City Centre to meet future objectives, or to acquire sites that offer opportunities for environmental conservation and future development off-sets as required.

With the ongoing fluctuations of the property market and the building industry, the City's officers will need to continue to monitor the risks and implications for the Land Asset Portfolio and must remain in a position to act upon opportunities to acquire, maintain or dispose of land assets when appropriate to do so.

NOTE:

- Refer **Confidential Attachment 9.1** *Property Strategy - Land Acquisition Priority List Review*
Attachment 9.2 *Property Strategy - Implementation Plan*

RECOMMENDATION

That Council:

- 1. Adopt Confidential Attachment 9.1, Property Strategy - Land Acquisition Priority List Review, as a guide to the Council's strategic acquisition of freehold land assets into the future.**
- 2. Approve Attachment 9.2, being the Property Strategy Implementation Plan.**
- 3. Authorise the Chief Executive Officer to initiate discussions with landowners whose properties are included on the Land Acquisition Priority List, subject to these sites being placed on the open market or the landowner engaging in discussions with the City. Noting that the decision to proceed with the purchase will require a resolution of Council, detailing the terms and conditions of the purchase.**

Property Strategy Implementation Plan

The Property Strategy - Stage 2 was adopted by Council in November 2022 with 3 key Actions as outlined below:

- | | |
|---------------------------|--|
| Strategy Action 1 | Develop an Assessment Criteria to ensure a less subjective evaluation of the highest and best use of a property with regard to social, environmental, financial, and cultural benefits. |
| Strategy Action 2 | Review the City's current land acquisition list with respect to Guiding Principle 7 of the Property Strategy. |
| Strategy Action 3: | Develop an Implementation Plan for all Strategy Recommendations to outline the prioritisation, planning, implementation, and budgeting for the recommended actions for the City's freehold land assets. |

Recommendations have been presented below with consideration of the City's Strategic Plan and Corporate Business Plan structure.

Strategy Action 1 **Develop an Assessment Criteria to ensure a less subjective evaluation of the highest and best use of a property with regard to social, environmental, financial, and cultural benefits.**

Action 1

Develop an Assessment Criteria to ensure a less subjective evaluation of the highest and best use of a property with regard to social, environmental, financial, and cultural benefits.									
Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility
Develop an assessment criteria to ensure a less subjective evaluation of the highest and best use of a property with regard to social, environmental, financial, and cultural benefits.	To ensure that a critical evaluation is undertaken to ensure freehold land assets are being used to the highest and best value.	Within existing operational budget	Finance (\$'000)	Internal (staff and project costs)				1. Assessment Criteria (Property Values Assessment) is Complete. 2. Implement	Transform Mandurah
			Additional FTE	Nil	Nil	Nil	Nil		
Implement the Property Values Assessment as a management tool for the City to ensure critical analysis of land assets is undertaken and land is being used for its highest and best use.	To ensure that a critical evaluation is undertaken to ensure freehold land assets are being used to the highest and best value.	Within existing operational budget	Finance (\$'000)	Internal (staff and project costs)				1.Evaluation panel is convened, and sites assessment are undertaken as required on an ongoing basis.	Strategic Planning and Urban Design
			Additional FTE	Nil	Nil	Nil	Nil		

Strategy Action 2 Review the City's current land acquisition priority list with respect to Guiding Principle 7 of the Property Strategy.

Action 2.1

Review the City's current land acquisition list with respect to Guiding Principle 7 of the Property Strategy.									
Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility
Review the City's current land acquisition priority list with respect to Guiding Principle 7 of the Property Strategy.	To ensure that the City seeks to acquire land of strategic value and to meet strategic planning objectives.	Within existing operating budget	Finance (\$'000)	Complete				1. Land Acquisition Review Complete	Transform Mandurah
			Additional FTE	Nil	Nil	Nil	Nil		
Seek to acquire new land assets to achieve strategic planning objectives as outlined in the City's Land Acquisition Priority List as and when they come onto the market.	To meet the strategic objectives of the City's Planning in areas of environmental protection and City Centre Master Plan.	Within existing Reserve Funds City Centre Land Acquisition Reserve (Current budget \$1.7M, capped at \$3M). Consider in future LTFP deliberations a proposal to recommence a land acquisition allocation of \$200K per annum into the City Centre Land Acquisition Reserve, capped at \$3M.	Finance (\$'000)	As required, funding to be sourced from existing Reserves				1. Sites successfully acquired as and when they become available.	Strategic Planning and Urban Design (to initiate and coordinate) Work packages allocated as appropriate to: Statutory Planning and Lands Legal Property
			Additional FTE	Nil	Nil	Nil	Nil		

Action 2.2

Advocate for the State Governments acquisition of regionally significant conservation sites ,and for sites 15 and 16 of the Land Acquisition Priority List through active engagement with the State Government.

Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility
Engage with DPLH to explore the Departments appetite to acquire sites 15 and 16, and identified conservation sites of the Land Acquisition List, to meet strategic planning objectives. Align DPLH engagement with action 3.3.	To progress towards achieving a long-term strategic objective in areas of environmental protection and aligned to the City Centre Master Plan.	Within existing operating budget	Finance (\$'000)	Internal (staff costs)				1.Acquisition and protection of one or more identified sites.	Strategic Planning and Urban Design
			Additional FTE	Nil					

Strategy Action 3: Develop an Implementation Plan for all Strategy Recommendations to outline the prioritisation, planning, implementation, and budgeting for the recommended actions for the City's freehold land assets.

Action 3.1

Actively seek future economic development opportunities for City Growth sites 1 – 5 of the Property Strategy.

Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility		
Consider City Growth sites 1-5 for potential economic development opportunities. Prioritise sites for disposal via EOI for ground lease or direct sale subject to market interest and strategic alignment opportunities with the City Centre Master Plan and Strategic Community Plan. Step 1 – Prioritise sites in order of preferred development and function. Step 2 – Actively market site/sites for disposal to achieve desired visionary outcome for the City Centre as and when market and/or timing is appropriate.	To meet the City’s economic development objectives.	Step 1- Within existing operating budget	Finance (\$’000)	Internal (staff costs)				1.The successful ground lease or sale of 1 or more City Growth sites.	Transform Mandurah		
			Additional FTE	Nil							
		Step 2: Within existing operating budget Funds required to be determined in step 1 works.	Finance (\$’000)	Internal (staff and project costs)					Transform Mandurah Statutory Planning and Lands Legal Property		
			Additional FTE	Nil	Nil	Nil	Nil				

Action 3.2

Undertake planning work for sites to be explored for improved Water Sensitive Urban Design (WSUD) outcomes for potential sale or improved community outcomes. Sites include: **Sites: 31, 32, 40 – 52 and 82.**

Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility
Establish if and how the identified freehold land assets can be better utilised or cleared of incumbrance with an alternate stormwater management approach or improved water sensitive urban design outcomes, with the possibility for alternate use of site with consideration of cost benefit analysis. Step 1- Undertake a desktop review and prioritisation. Step 2- Undertake detailed analysis, including cost benefit analysis.	To achieve a higher and better use of sites through social or financial value.	Step 1- Within existing operating budget	Finance (\$'000)			Internal (staff costs)		1. Concept Plan development and cost estimates for sites suitable for modification	Engineering Services
			Additional FTE			Nil			
		Step 2: Subject to LTFP review Funds required to be determined in step 1 works and subject to LTFP review.	Finance (\$'000)				Internal (staff and project costs)	2. Scheduling and budgeting of required capital works through relevant business units and the LFTP.	Engineering Services
			Additional FTE				Nil		

Action 3.3

In line with the outcomes of the City Centre Master Plan, explore a land exchange opportunity with the State Government within the Civic and Cultural Precinct to support opportunities for mixed-use (community, cultural and residential) functions in the precinct.

Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility
Engage with DPLH to prepare a joint scope for the Valuer General to seek property valuations in order to explore land exchange options further. Align DPLH engagement with action 2.2.	To progress towards achieving a long-term strategic objective of the City Centre Master Plan	Within existing operating budget	Finance (\$'000)			20		1.Valuation acquired through Valuer General.	Transform Mandurah
		Engage external property consultant to support process.	Additional FTE			Nil			
City to prepare a Land Exchange Proposal, subject to the outcome of the property valuations.	To progress towards achieving a long-term strategic objective of the City Centre Master Plan	Within existing operational budget	Finance (\$'000)			20		1. Land Exchange Proposal finalised.	Transform Mandurah
		Engage external property consultant to support process.	Additional FTE			Nil		2. Land Exchange Proposal submitted.	

Action 3.4

Undertake planning and implementation actions to ensure all Sale sites in the Property Strategy are 'development ready'. Sites include:

Site 49; Site 69; Site 78; Site 79; and Site 82. * Note these sites will create a revenue through disposal.

Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility
Site 49 – 15 Sutherland St Site needs to be divided into 2 blocks to retain the drainage and enable the disposal of the rear portion of the block to the encroaching neighbour	To make site development ready to recognise a strategic objective.	Within existing operating budget	Finance (\$'000)	5				1.Block is successfully subdivided and sold to encroaching neighbour.	Statutory Planning and Lands
		Will result in a cost neutral exercise.	Additional FTE	Nil					
Site 69 – 14 Ivanhoe Cr Site needs to be divided into 2 blocks to retain the drainage and enable the disposal of the rear portion of the block to the encroaching neighbour	To make site development ready to recognise a strategic objective.	Within existing operating budget	Finance (\$'000)	5				1.Block is successfully subdivided and sold to encroaching neighbour.	Statutory Planning and Lands
		Will result in a cost neutral exercise.	Additional FTE	Nil					
Site 78 – Reserve Drive Make site sale ready. Site to marketed as one property, along with the onsite building (MBDC).	To make site development ready to recognise a strategic objective.	Within existing operating budget	Finance (\$'000)	8				1.Block is ready for disposal.	Transform Mandurah
		Will result in a cost neutral exercise.	Additional FTE	Nil					Strategic Planning and Urban Design
Site 79 Peel/Anstruther North – Prepare site plan that identifies appropriate site access prior to marketing site for sale.	To make site development ready to recognise a strategic objective.	Within existing operating budget	Finance (\$'000)	8				1.Complete site plan	Strategic Planning and Urban Design
		Will result in a cost neutral exercise.	Additional FTE	Nil				2. Site marketed for disposal	Statutory Planning and Lands

Site 82 Banksia Street Explore and confirm drainage on small portion of site. Cede road reserve, subdivide sites and connect services to both in readiness for disposal or land exchange opportunity, should one arise. Step 1 – Determine existing drainage infrastructure on the site as a first priority. Step 2- Engage a planning consultant to undertake a full opportunities and constraints assessment to inform the development ready options. Step 3 – Undertake land rationalisation action as required (cede road and subdivide). Undertake site works and planning actions as required to make the site development ready.	To make site development ready to recognise a strategic objective.	Step 1: Within existing operating budget	Finance (\$'000)			Internal (staff costs)		1. Complete drainage investigations	Engineering Services
			Additional FTE			Nil			
		Step 2- Subject to LTFP review consideration	Finance (\$'000)			20		1.Complete opportunities and constraints assessment	Strategic Planning and Urban Design
			Additional FTE			Nil			
		Step 3 - Additional funds to implement capital works and planning actions subject to LTFP review	Finance (\$'000)				TBD (Staff and project costs)	1.Road is ceded 2.Sites successfully Subdivided	Statutory Planning and Lands
			Additional FTE				Nil	3.Services connected to both sites 4.Site ready for disposal	Engineering Services

Action 3.5

Actively market unencumbered sale sites of the Property Strategy when market conditions are appropriate. Sites include:

Sites 78 - 81 and site 83.

Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility
Seek valuations and market priority sites for sale, including sites 78 - 81 and site 83, with additional sites to be marketed once development ready, including site 78 – Reserve Drive and site 82 - Banksia Street.	To rationalise the City's freehold land assets and to meet the land sale revenue as identified in the LTFP.	Within existing operating budget	Finance (\$,000)	10	18			1. Some sites sold with land sales of \$1M in 2023/24 2. Remaining sites sold as and when development ready	Strategic Planning and Urban Design (to initiate and coordinate) Work packages allocated as appropriate to: Statutory Planning and Lands Legal Property
			Additional FTE	Nil	Nil				

Action 3.6

Develop a Masterplan for Site 8 of the Property Strategy (current location of Mandurah Library).

Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility
Develop a Master Plan for the site 8 with consideration of the Guiding Principles of the Property Strategy and the outcomes of the Community Infrastructure Plan.	To achieve a higher and better use of sites through social, environmental, cultural, or financial value.	Subject to LTFP review consideration Engage external consultant to support process.	Finance ('000)		50			1. Complete Master Plan to provide guidance to the future development of the site.	Strategic Planning and Urban Design
			Additional FTE		Nil				

Action 3.7

Create and populate and central point of information in OneCouncil for the City's freehold land assets.

Projects/Actions/Initiatives	Objective	Funding Type ¹	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility
Review Asset Management component of OneCouncil with a view of considering freehold land assets and associated information, including full data transfer and update of all information available i.e. caveats, encumbrances, special conditions etc.	To improve business excellence.	Within existing operational budget	Finance (\$'000)		Internal (staff costs)			1. An up to date live and central point of information for the City's freehold land assets.	Rating Services
			Additional FTE		Nil				

10	SUBJECT:	Arts and Culture Strategy 2023-2028
	DIRECTOR:	Place & Community
	MEETING:	Council Meeting
	MEETING DATE:	22 August 2023

Summary

The City recognises arts and culture as a key component of a fulfilled life, creatively enriched community, and a Cultural City. The Arts and Culture Strategy 2023-2028 (the Strategy) responds to community aspiration, aligns with industry best practice, and fosters meaningful creative opportunities and experiences.

The Strategy serves as a guide to establish opportunities that inspire a diverse range of people to connect with the arts, including residents, visitors, workers and emerging or existing creatives. The Strategy has been developed in alignment with the City's Strategic Community Plan 2020-2040 and was guided using the Cultural Development Network's' (CDN) strategic arts strategy framework.

Importantly, the Strategy was informed over the past 18 months by wide and varied consultation with different stakeholders in the community, as well as an overarching opportunity for all people to comment via engagement on Mandurah Matters website.

This Strategy is presented to Council for consideration and recommended for adoption.

Disclosure of Interest

Director Place and Community is a member of Mandurah Performing Arts Centre Board.

Location

NA

Previous Relevant Documentation

- | | | |
|--------------|------------------|--|
| • G.20/5/14 | 27 May 2014 | Arts, Heritage, and Culture Strategy adopted 2014-2020 |
| • G.16/11/18 | 27 November 2018 | Service Review of Arts conducted |
| • G.4/12/22 | 13 December 2022 | Wearable Art Mandurah Review |

Background

The City's first Arts, Heritage and Culture Strategy was endorsed in 2014 and expired in 2020. It was the foundation for many achievements including the delivery of the Stretch Arts Festival which then developed into the Mandurah Arts Festival, Wearable Art Mandurah, Contemporary Art Spaces Mandurah (CASM) and launching of the Peel Open Studios. These initiatives resulted in over 50 exhibitions, tens of thousands of visitors and supported hundreds of artists. The City hosted the Regional Arts Summit in 2018, delivered major public artworks and developed a Memorandum of Understanding with the Mandurah Performing Arts Centre to underpin the rationale for the City's funding support.

The development of the Strategy was undertaken by the City of Mandurah after a request for quote process for a consultant to carry out the work yielded responses that were unsuccessful or significantly over budget. To ensure a rigorous process, City officers investigated a more dynamic approach, that led to the City partnering with the renowned Cultural Development Network (CDN) to develop the plan in-house. This was undertaken in conjunction with a mentorship through the Royal Melbourne Institute of Technology, working in partnership with the City, to pilot an online module of a Masters' Course in Arts Management. The course ensured that a strategy was developed that was both based on the CDN's cultural planning

framework and aligned with the Strategic Community Plan. The course itself did not allow for consultation so more time was taken to engage with the community about their art and culture priorities. This approach has also meant that the City has followed national best practice in its cultural planning, being implemented by a growing number of organisations and local governments throughout Australia.

Consultation

In developing the Strategy, the community was consulted widely, holistically and in many different ways. Engagement activities included many different people, including audience members, amateur artists, and hobbyists; health practitioners; people with disability and sector, youth, Aboriginal community, multicultural community, community groups, peak bodies, allied organisations, and our professional artists and cultural industries. The final draft of the Strategy was on Mandurah Matters for the whole of community to comment and provide ideas.

The City conducted interviews, attended group meetings, carried out surveys a large-scale consultation event, held focus groups and organised one to one meetings. The community valued the process, resulting in an action of the Strategy being an annual consultation opportunity.

The key findings, that informed the final Strategy, are listed below:

Our community advised:

- Culture and creativity are imperative to connection and sense of place and belonging.
- Arts are a conduit to showcase, preserve and educate about the natural environment.
- The City's existing offerings through CASM are highly valued, and there are many opportunities for growth.
- Investment in arts and culture will make Mandurah a more vibrant and exciting place.

Our arts community aspirations included seeking:

- Access to creative facilities and infrastructure, including purpose-fitted spaces for visual, performing, and literary arts.
- More regular opportunities to meet, talk and collaborate.
- A digital platform to showcase Mandurah's creative talent.
- Support for privately-owned creative enterprises working for the benefit of the broader community.
- Greater professional capacity among emerging artists in the areas of business, marketing, and fundraising.
- Improved communication from the City around opportunities and offerings, particularly in the digital marketing space.

Other community aspirations included seeking:

- More arts and culture opportunities across the city, including in Northern and Southern Wards.
- Opportunities to celebrate excellence in art, including awards for various artforms.
- Improved neighbourhood spaces with quality public art and activations.
- More support for community-led initiatives.
- Opportunities for underserved communities, particularly multicultural or disability groups, to celebrate and communicate their unique stories more broadly.

Arts and Culture Strategy - Strategic Overview

The Strategy framework is underpinned by six principles:

1. Based on values - Generate through community consultation and express through organisational goals and policies.
2. Directed towards goals - Articulate the desired future towards which our effort is directed, an endpoint.

3. Focused on outcomes - Apply measurable objectives (intended outcomes), that addresses and moves us towards the goal.
4. Informed by evidence - Draw on practice knowledge, research, existing and new data.
5. Underpinned by a theory of change - We are looking for (intended outcomes) and we know (evidence) therefore we will do (activity).
6. Respondent to evaluation - Conduct evaluation that is consistent and impacts future decision-making, new evidence.

The Strategy comprises several key components including, a clear vision, five (5) key goals and number of strategic objectives and related projects emerged. These have been through considerable rigour, tested and engaged back to key stakeholders and community, including through Council and City internal briefings, including with the Mandurah Performing Arts Centre Board.

The overarching vision is for *A Creative Cultural City*, continuing to transform Mandurah into an inspired and innovative cultural city that celebrates diversity, heritage, and opportunity. The overarching outcomes which will impact all of the Mandurah community and its visitors, were identified, and embedded into the Strategy as follows;

- Creativity stimulated (innovation and activities enhanced).
- Aesthetic enrichment experienced.
- Knowledge ideas and insights gained, shared, and embedded.
- Diversity of cultural expression appreciated.
- Sense of belonging to a shared cultural heritage deepened.

The following is a brief overview of goals and key activities;

GOAL 1: CREATIVE COMMUNITIES

A resilient, inclusive, and connected community that is empowered to participate freely in arts and culture.

Key objectives:

- Promote empathy and positive relationships.
- Embed access and inclusion as a priority in cultural planning.
- Encourage cultural connection with our First Nations people.

Key projects:

- Through developing an internal framework, ensure accessibility is integral to cultural planning.
- Ensure cultural diversity is represented through the City's grant program.
- Work with our First Nations community on how to best support First Nations contemporary art.
- Deliver the Mandurah Arts Festival annually across the city.

GOAL 2: CREATIVE WELLBEING

Break down complex barriers to wellbeing and encourage the community to maintain and recover good health through cultural participation and engagement.

Key objectives:

- Identify vulnerable groups and program creative initiatives to improve their wellbeing.
- Ensure accessibility to a broad range of cultural initiatives for those at risk of or currently experiencing poor health and consistently evaluate the success of initiatives.
- Evaluate improvement of the wellbeing of the community.

Key projects:

- Provide creative initiatives that are focused on improving the wellbeing of vulnerable communities.
- Pilot and implement a method of evaluating improvement to wellbeing through engagement with the arts.
- Explore the suitability of establishing a subsidy program to enable participation in the arts by children who might be financially disadvantaged.

GOAL 3: CREATIVE PLACES AND SPACES

A celebrated and nurtured natural and built environment that can be shared through culture

Key objectives:

- Foster arts and culture throughout the entire city with a place enrichment approach.
- Share and showcase culture in the natural and built environment.
- Use the arts to reinforce the community's relationship with the environment.

Key projects:

- Create a cultural map, as a living document that encapsulates the cultural profile and assets of each area.
- Conduct a strategic review and audit of the City's public art and internal art collection, identifying new opportunities and sites and commission public art and a series of murals in the next five years.
- Commission 2 murals per year and 3 pieces of public art in the next five years.

GOAL 4: A CREATIVE ECONOMY OF OPPORTUNITY AND ASPIRATION

A city where sustainable and creative ideas, initiatives and businesses can thrive.

Key objectives:

- Promote Mandurah as a desirable city to live, work, visit and invest in through its cultural offerings.
- Advocate for the long-term economic, social, and environmental benefits of cultural investment.
- Identify and respond to professional development needs that will foster innovation and widen the knowledge pool for our cultural industries.
- Facilitate relationships between private businesses and creative enterprises.

Key projects:

- Actively seek and attract arts and culture initiatives to Mandurah through research, leveraging partnerships and funding opportunities.
- Review the City's arts and culture brands and digital channels.
- Identify and address industry-specific needs to grow and develop sustainable creative businesses.
- Advocate for fit-for-purpose cultural infrastructure that Mandurah needs as a rapidly expanding city.
- Run an annual young illustrator's prize.
- Support the development of the 9x5 art prize with Mandurah Performing Arts Centre.

GOAL 5: CULTURAL LEADERSHIP AND ADVOCACY

An organisation that responds appropriately to the community's cultural needs and facilitates transparent cultural engagement opportunities.

Key objectives:

- Seek to understand and meet the cultural needs of the community.
- Promote fairness, quality, relevance, and transparency with cultural opportunities.
- For the City of Mandurah to be a respected leader and partner in cultural development.

Key projects:

- Program an annual creative symposium for professional development and consultation.
- Set up a Cultural Partner Network that brings together key cultural delivery organisations.
- Maintain the Memorandum of Understanding with Mandurah Performing Arts Centre.
- Explore partnerships with key arts organisations to optimise arts and cultural outcomes.
- Employ a planning and evaluation tool.

Planning for Evaluation

The City is committed to ensuring that the Arts and Culture Strategy, and the components within it, evaluated to ascertain value. Its intended to utilise a tool for evaluation called TAKSO which was developed by the Cultural Development Network and is currently being piloted by some local governments with early positive feedback. TAKSO is focussed on identifying and measuring the impact of cultural activities across the five public policy domains of cultural, social, economic, environmental and governance. It tells the whole narrative of an activity, as it happens, no longer requiring retrospective collection of data and ensured all activities have intended outcomes that address strategic goals and respond to evidence that projects are required.

TAKSO can be used within the whole organisation and benchmark against other organisations using the platform and will communicate with other corporate systems such as scheduled marketing and quantitative data measurement.

In commencing the delivery of the strategy, it is recommended that the City will trial this platform for cultural planning across the organisation.

Youth Advisory Group Comment

The Youth Advisory Group (YAG) were consulted twice throughout the process of development and further at the conclusion of the Strategy. As a result, they offered the following feedback:

The Youth Advisory Group has reviewed the Arts and Culture Strategy. We appreciate the involvement the team has had with the Youth Advisory Group and the way they have taken on our advice and feedback. The Youth Advisory Group offers its full support of the strategy and is particularly excited about the creative well-being goal and the community-driven aspects of the strategy. The Youth Advisory Group is happy to have been included in the process of the strategy creation through numerous consultations and is looking forward to further consultations in line with the annual reviews.

Officer Comment:

The YAG was pleased with the brief outlining how their initial feedback was responded to in the strategy and felt they had been listened to.

Mandurah Matters Engagement

The City presented the Strategy and implementation plan on the Mandurah Matters engagement platform. The following community comments and City officer comments relate to this final engagement.

Number of respondents - 54

Community Feedback	Officers Comments
Provide more support for people with a disability to participate in arts and culture	Goal 1 – Objective 2 Key Action (a).
Reinstate Cultural Heritage Trail	<i>The Eastern Foreshore is being redeveloped with much of the public art being removed, some decommissioned and some reinstated along with new work commissioned. The Cultural Heritage Trail can be reviewed after this process has been completed as part of the Library and Heritage plan (operational).</i>
Celebrate Mandurah as a pioneer fishing village	<i>This topic will be covered in the Heritage Precinct Plan. Mandurah's history is widely referenced in public art briefs and new works commissioned for events such as the Mandurah Arts Festival.</i>

Like the emphasis on arts and wellbeing	<i>Goal 2 will encourage arts and wellbeing projects throughout the City, with evaluation in place for effective reporting.</i>
Creative Symposium is a good idea	<i>Goal 5 Objective 1 Key Action (a)</i>
Mandurah needs a creative hub/precinct for artists and musicians (from 31 respondents)	<i>Goal 4 Objective 2 Key Action (h) This point is the most repeated in the community feedback. The City recognise the need for cultural infrastructure, are talking to the community members driving the Creative Hub. The proposed City Centre redevelopment includes consideration of an Arts Precinct (long term goal).</i>
Investment in visual arts has not mirrored growth of visual artists in the area	<i>Goal 4 Objective 2 Key Action (h)</i>
Mandurah needs a bigger art gallery	<i>Goal 4 Objective 2 Key Action (h)</i>
Expand CASM and make it more visible	<i>Goal 4 Objective 2 Key Action (h) Goal 5 Objective 1 Key Action (e)</i>
More artist residencies	<i>Goal 4 Objective 3 Key Action (c)</i>
Bring back Stretch Arts Festival – new festival model not giving artists enough opportunity	<i>Goal 5 Objective 1 Key Action (f) The MAF has been reimaged in 2023 which has some synergy with the Stretch Festival. It spans one month with similar commissioning and budget process as former Stretch Festival, giving local artists opportunities to submit their proposals. Less money being spent on infrastructure therefore allowing a greater spend on arts offerings and full program.</i>
Mandurah needs a city arts award	<i>Infrastructure is limited to present an arts award. ManPAC foyer not suitable. This will be considered while advocating for cultural infrastructure.</i>
Too much spent on public art as opposed to other creative programs and not enough promotion for them	<i>Goal 3 Objective 4 Key Action (c) and (d) Initial consultation informed the City that more public art was welcomed by the community throughout the City.</i>
Investment in creative industries and small business	<i>Goal 4 Objective 3 Key actions (c), (f) and (g)</i>
Subsidise studios, retail spaces and facilities to support artists and creative businesses	<i>Goal 4 Objective 2 Key Action (h)</i>
Make RFQ processes easier for people with disabilities	<i>Goal 1 Objective 2 Key Action (a)</i>
Help artists and emerging businesses to trade in City events by subsidising stall costs and insurances	<i>Goal 4 Objective 3 Key Action (f)</i>
Make City's art collection accessible	<i>Goal 3 Objective 2 Key Action (c)</i>
Pay artists properly for their services	<i>The City considers it pays artists suitably for their services. Goal 5 Objective 1 Key Action (e) Being explored with reference to the NAVA Code of Practice</i>
Interactive digital platform needed to add to and access information on cultural activities, workshops, and opportunities.	<i>Goal 4 Objective 1 Key Action (b)</i>
Provide affordable, subsidised workshops for adults	<i>Goal 5 Objective 1 Key Action (e)</i>
Review CASM's engagement with wider public and residencies	<i>Goal 5 Objective 1 Key Action (e)</i>
Work with developers to add social and cultural spaces as well as commercial when developing	<i>Goal 4 Objective 2 Key Action (h)</i>

Provide opportunities for young creatives to stay in Mandurah	<i>Goal 4 Objective 3 Key actions (c), (f) and (g)</i>
ManPAC is underutilised - not open at weekends and not affordable to hire for artists and performers	<i>ManPAC is in a strong position and over the past 12 months has evidenced meeting or exceeding its key performance indicators in relation to the number of shows, diversity of shows, audience capacity, original content, financial measures, and Net Promoter Score (likelihood that people will recommend ManPAC to others). The City assists ManPAC with an annual financial contribution and other supports, however, ManPAC is operated as a separate entity to the City. ManPAC would welcome suggestions of shows and content for programming.</i>
ManPAC shows are not diverse enough	<i>Refer above.</i>
Ensure public art has community input	<i>Goal 3 Objective 3 and 4, Key Actions (c) and (d). As an example, two murals are planned for delivery in 2023 and both will include some level of community engagement.</i>
Specific detail missing (cost, actions)	<i>These are detailed in the corresponding Implementation Plan that was also available on Mandurah Matters.</i>

Statutory Environment

NA

Policy Implications

POL-RCS 06 Public Art Policy – This policy outlines the City’s approach to commissioning, maintaining, conserving, and decommissioning public art. This policy will be reviewed and updated to reflect developments in national and state best practice.

Financial Implications

Initiatives identified in this project are budgeted, including the reallocation of funds from Wearable Art Mandurah which was discontinued last financial year. The allocation of funds to implement the Arts and Culture Strategy will be determined through the annual budget process. Commitments in year one are funded in the 2023/24 budget.

In addition to the project budget, the City has established a Public Art Reserve that sets funds aside specifically for public art. The City’s Long Term Financial Plan includes a contribution of \$90,000 each year to the Reserve.

Risk Analysis

Without a guiding strategy, the City is at risk of providing arts and culture opportunities that: fail to meet community need or expectation; miss out key stakeholders; create gaps in provision; and deploy resources ineffectively. The absence of a strategy will hinder efforts to be a Cultural City.

This risk is mitigated by the recommendation of adopting the Mandurah Arts and Culture Strategy, which is aligned with strategic direction, well informed by our community and is intended to provide the most advantageous mix of opportunities. The five year projection enables the City to bolster its arts and culture commitments over a set period of time, as well as allowing flexibility for annual changes or improvements if required.

The City of Mandurah values and nourishes cultural development, contemporary practices, and investment in the arts. In order to build on this reputation and continue this trajectory, it is essential that the City can offer a practical, responsive, and visionary Arts and Culture Strategy that can be evaluated.

Strategic Implications

The Arts and Culture Strategy aligns with the Strategic Community Plan, ensuring that the intended outcomes benefit Mandurah's environment, economy, health, and social wellbeing.

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

SCP Objective	Description
FOCUS AREA 1 - Creating local jobs and opportunities - A diversity of employment, industries, and enterprise	1.1 Promote and foster investment aimed at stimulating sustainable economic growth 1.4. Advocate for and facilitate opportunities for improved education, training, and skill development opportunities in Mandurah
FOCUS AREA 2 SOCIAL - Hearing and embracing all voices - People feeling safe no matter where they are	2.1. Promote safety within the community through urban design 2.4 Promote and encourage community connection to create social interaction and a strong sense of belonging 2.5 Provide a range of social, recreational, and cultural experiences for our residents and visitors to enjoy and take pride in
FOCUS AREA 3 - A compassionate, interconnected whole of health system - Readily available, highly accessible services and facilities	3.3. Provide and facilitate quality community infrastructure that is accessible, and conducive to a healthy, active community 3.4. Facilitate community health and wellbeing outcomes that target whole of life health from infants to seniors
FOCUS AREA 4 - Nature having a voice at the table in all decisions - Preserving and celebrating the waterways -our greatest asset - Deep engagement and respect for the environment	4.3. Create opportunities for the community to promote and preserve our local natural environment 4.5. Partner and engage with our community to deliver environmental sustainability outcomes
FOCUS AREA 5 - Engaging the community through understanding, collaboration, and inclusiveness - Makes a difference through questioning, challenging, and building resilience - Embraces ideas and opportunities to shape an inspiring, diverse, and dynamic community - Upholds and protects the community through honest, fairness and empathy - Delivers on its commitments to make a difference in the community	5.1 Demonstrated regional leadership and advocate for the needs of our community 5.2. Provide professional customer service, and engage our community in the decision-making process 5.3 Build and retain a skilled, agile, motivated, and healthy workforce 5.4 Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices 5.5. Ensure that our actions maintain a sustainable balance between economic growth, the environment, and social values

Conclusion

The Strategy has been developed with creatives, enthusiasts and wider population in mind. It is the intention of this Strategy to provide arts and culture opportunities within our wider community, offering connection to support the emergence, growth, and development of sustainable cultural industries and to provide high quality experiences for our community and visitors in Mandurah.

The Arts and Culture Strategy and its implementation plan will be reviewed annually with opportunities for community feedback to be provided throughout the year. The Strategy is designed to be responsive to our changing community and national and global context.

NOTE:

- Refer ***Attachment 10.1 Arts and Culture Strategy 2023-2028***
Attachment 10.2 Arts and Culture Implementation Plan 2023-2028

RECOMMENDATION

That Council:

1. Endorse the Arts and Culture Strategy 2023-2028 as detailed in Attachment 10.1
2. Notes the Arts and Culture Implementation Plan 2023-2028 as detailed in Attachment 10.2



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Acknowledgement of Country

The City of Mandurah acknowledges and pays respect to the Bindjareb people, who are the Traditional Owners and First Peoples of this land.

We pay respect to the Elders past and present and acknowledge the continuing contribution they make to the life of this City and this region.

Introduction

Mandurah is a cultural City. We celebrate the importance of creative expression in all its forms as a way to help shape our identity, make sense of the world around us and enrich our lives.

The City has a long and proud history of involvement with arts and culture. For thousands of years, right up to the present day, Mandurah has been held as a place of significance where the cultural life of its community is highly valued, supported and celebrated and where people have come together to celebrate their customs and cultures together.

Also known as Mandjoogoordap, or Meeting Place of the Heart, the ancient and cherished cultural legacy of Bindjareb ancestors has been proudly held onto and passed on despite challenges presented by later settlement.

Mandurah has undergone a significant transformation from a small fishing village to a thriving coastal city with a rapidly growing population and a bright future. Along with the population boom, there has been a substantial increase in the arts and culture scene, attracting new and unique artists and experiences to the area.

In recognition of this continued growth and development, the Arts and Culture Strategy 2023-2028 was developed with support from the Cultural Development Network and RMIT University, Melbourne. The aim of this strategy is to bring the community on board and build Mandurah's economic potential, preserve its environment, and celebrate its culture.

The strategy aligns with Australia's recently released National Cultural Policy, Revive, which has five interconnected pillars: First Nations First, A Place for Every Story, Centrality of the Artist, Strong Cultural Infrastructure, and Engaging the Audience.

To support the shared vision for Mandurah, extensive community and stakeholder engagement was carried out during the development of the strategy. The feedback obtained from this engagement has been used to shape the goals and desired outcomes for the next five years.



What is meant by arts and culture?

The City of Mandurah is committed to encouraging and cultivating a cultural city, where the arts are thriving and accessible and where our shared knowledge and values as a community can be experienced, explored and celebrated.

Culture can be both tangible and intangible. Physical objects or products such as a performance, sculptures, buildings or paintings are examples of tangible culture. A custom or shared belief is an example of intangible culture, such as oral traditions, rituals, social practices and knowledge and practice to produce traditional crafts.

"The concept of culture encompasses the means through which communities express their values, it makes it easier to conceive of ways of integrating public expression into planning processes..."

.... culture is not the decoration added after a society has dealt with its basic needs. Culture is the basic need – it is the bedrock of society."

Jon Hawkes. The Fourth Pillar of Sustainability: Culture's Essential Role in Public Planning. Cultural Development Network.

"Culture is health. Your body is happy because you're performing. Yeah, and it's you, it's your land, it's your dance, and that inside makes you healthy inside".

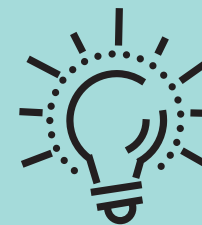
Franklin Nannup, Elder and Actor



Tangible culture

This document will refer to tangible creative culture and the arts including but not limited to:

Visual arts, permanent and non-permanent sculpture, 2D graphics and illustration, architecture, landscaping, digital/ media art and film, photography, fashion, installations and site responsive art, music, performance including theatre and dance, storytelling, traditional heritage customs and cultural practices, creative use of emerging technology, television shows, literature and poetry.



Intangible culture

This document will refer to intangible creative culture including but not limited to:

Traditional performances, stories, rituals, knowledge, skills and practice to produce traditional crafts, culinary traditions

"The importance of intangible cultural heritage is not the cultural manifestation itself but rather the wealth of knowledge and skills that is transmitted through it from one generation to the next".

UNESCO

The background of the page is a photograph of an artist's studio. In the foreground, two oil paintings of women are displayed on an easel. The painting on the left is a portrait of a woman with blonde hair, rendered in warm, reddish-brown tones. The painting on the right is a more expressive portrait of a woman with blonde hair, featuring vibrant blue, yellow, and pink colors. The background is blurred, showing a person standing in a studio setting.

“

The community tell us culture is:

It's a lot of creativity. It's a lot of history. It's talent. It's an observation of the world that you have nowhere else. It's questioning, its inspiration. It's all its discussed. It's a lot of things.

Noemie Turner, local artist

”

Arts, Heritage and Culture Strategy 2014- 2020: Achievements

Mandurah Arts Festival & Stretch Arts Festival

The City have delivered the Mandurah Arts Festival since its rebrand from Stretch Arts Festival in 2018, and are proud to have provided opportunities for local artists and audiences alike to enjoy and participate in the arts in all its forms. The Mandurah Arts Festival has programmed exhibitions, workshops, performances, interactive experiences and many other kinds of events, and has supported artists and producers, from community groups to professional companies.

Peel Open Studios

Showcasing a network of over 70 Peel-based visual artists opening their studios for visitors to explore their creative processes and experience behind the scenes. This event provides artists with substantial sales and commissioning opportunities as well as providing visitors with a positive cultural experience.

Wearable Art Mandurah (2011-2022)

A competition, program of workshops and events encouraging designers to create garment masterpieces. Unique in its inclusiveness and performance showcase, Wearable Art Mandurah provided a platform for local, national and international designers to celebrate their work.

Contemporary Art Spaces Mandurah (CASM)

A City-managed facility encompassing a high calibre exhibition space, active workshop space that community use for individual and group activity, annual studio residency and youth studio residency programs, an artist's resource library, a small gift shop supporting local artists handmade wares and a native garden featuring self-guided botanical tours and a dual language wall. From 2014-2022, CASM has held a total of 69 exhibitions, 97 artist talks, 26 in-residence artists, 1,160 artist talks with a total attendance of 39,188 people.

Public Art

Major public artworks in recent years include Yaburgurt Memorial Public Artwork, Meeting Place and the Giants.

Mandurah Performing Arts Centre

Since opening in 1997, the Mandurah Performing Arts Centre (ManPAC) has proven itself as a permanent cultural hub in the City Centre. It makes a positive impact on Mandurah's community by presenting high quality performances and visual art, providing a base for our city's creatives, collaborating with the community and priding itself on being an inclusive and accessible place for our community and visitors to experience arts and culture.

Mandurah Performing Arts Centre is an independent, charitable, not-for-profit and incorporated organisation that is responsible for the operations and programming of events at the Centre. The City of Mandurah support includes lease, annual financial contribution and representation on the Board. In 2020 a Memorandum of Understanding was developed between the City of Mandurah and ManPAC, setting out alignments and commitments for both parties to consolidate the sustainability and cultural significance of the centre to the community.

ManPAC's vision is to be one of Australia's leading centres for the arts. Its purpose is to celebrate and share arts and cultural experiences, to unite our community and make Mandurah a great place to live.

ManPAC's strategic plan is aligned with the City's Strategic Community Plan and the Arts and Culture Strategy 2023-2028 to support the aim to be a Creative Cultural City that positions arts and culture as integral to a thriving community.

Informing principles

The strategy has been developed in partnership with the Cultural Development Network (CDN) and follows their nationally endorsed cultural planning framework and measurable outcomes.

The CDN are an independent not-for-profit organisation that advocate for a strong role for cultural expression to build a healthy, sustainable society in Australia, especially supported by local governments.

This framework follows these six principles:

Based on values - Generate through community consultation and express through organisational goals and policies

Directed towards goals - Articulate the desired future towards which our effort is directed, an endpoint

Focused on outcomes - Apply measurable objectives (intended outcomes), that addresses and moves forward towards the goal

Informed by evidence - Draw on practice knowledge, research, existing and new data

Underpinned by a theory of change - We are looking for (intended outcomes) and we know(evidence) therefore we will do (activity)

Respondent to evaluation - Conduct evaluation that is consistent and impacts future decision- making, new evidence

Strategic Alignment

The City's Arts and Culture Plan has been informed by and in alignment with:

- City of Mandurah Strategic Plan – Mandurah Matters
- Mandurah Performing Arts Strategic Plan
- Western Australian Cultural Infrastructure Framework 2030+
- Revive – Australia's Cultural Policy
- Universal Declaration of Human Rights, Article 27

Council Meeting
22 August 2023



Community consultation - Mandurah's values

The community is at the heart of shaping this Arts and Culture Strategy.

Extensive engagement with a broad spectrum of the community was undertaken to determine the values and priorities for the community in terms of cultural planning. This included but was not limited to: discussions with businesses, community organisations and individuals, peers and peak bodies in cultural industries as well as allied in developing the strategy, conversations were open and diverse, exploring the priorities and direction.

Filmed interviews, focus groups, online discussions, surveys and invitations to sector support group meetings ensured wide engagement.

We listened to the cultural priorities and aspirations of general audience members, artists and creatives, business owners, people with disabilities, those with health issues, the young, the elderly, the CALD (Culturally and Linguistically Diverse) community and the Bindjareb community. Their passion for culture and creativity was communicated strongly alongside a deep connection to the city, its people and the surrounding environment.

Mandurah's cultural values are shared in the accompanying film, Mandurah Culture Chats: [youtube.com/watch?v=duazq6C4JkM](https://www.youtube.com/watch?v=duazq6C4JkM)





Our community believe:

Culture and creativity are imperative to connection and sense of place and belonging

Arts are a conduit to showcase, preserve and educate about the natural environment

The City's existing offerings through CASM are highly valued, and there are many opportunities for growth

Investment in arts and culture will make Mandurah a more vibrant and exciting place



Our arts community are seeking:

Access to creative facilities and infrastructure, including purpose-fitted spaces for visual, performing and literary arts

Support for privately-owned creative enterprises working for the benefit of the broader community

Greater professional capacity among emerging artists in the areas of business, marketing and fundraising

Improved communication from the City around opportunities and offerings, particularly in the digital marketing space



Our community are seeking:

More regular opportunities to meet, talk and collaborate A digital platform to showcase Mandurah's creative talent

More arts and culture opportunities across the city, including in Northern and Southern Wards

Opportunities to celebrate excellence in art, including awards for various artforms

Improved neighbourhood spaces with quality public art and activations More support for community-led initiatives

Opportunities for multicultural and disability groups, to celebrate and communicate their unique stories

Strategic Goals

In response to this engagement, the goals and outcomes the City of Mandurah is aiming towards include:

A Creative Cultural City: an inspired and innovative cultural city that celebrates diversity, heritage and opportunity

Creative Communities: a resilient, inclusive and connected community that has access to arts and culture

Creative Wellbeing: break down complex barriers to wellbeing and encourage the community to maintain and recover good health through cultural participation and engagement

Creative Places and Spaces: a celebrated and nurtured natural and built environment that can be shared through culture

A Creative Economy of Opportunity and Aspiration: a city where sustainable and creative ideas, initiatives and businesses can thrive

Cultural Leadership and Advocacy: an organisation that responds appropriately to the community's cultural needs and facilitates transparent cultural engagement opportunities



Arts and Culture in Mandurah 2023-2028

OVERARCHING GOAL: Mandurah is an inspired and innovative cultural city that celebrates diversity, creativity and opportunity.

In response to the community's enthusiastic and passionate input into the future of arts and culture in Mandurah and with the knowledge that a strong, active and vibrant culture is essential to the health of the economy, environment and the community, the City of Mandurah will ensure that cultural planning is undertaken in alignment with the focus areas of the Strategic Community Plan 2020 - 2040 and that creative culture is valued as integral by our whole organisation.

The City's commitments are:

- To respect culture as an expression and manifestation of our shared values and a human right
- To value cultural development and creative engagement and its importance for the wellbeing and health of the community, the environment and economy.
- Advocate for the holistic role of culture, heritage and creativity as intrinsic and indispensable, as set out in the goals of this strategy, in alignment with the Strategic Community Plan 2020 -2040.
- Support and deliver arts and cultural planning that is relevant to our whole community and is accessible at varied levels of engagement, from audience member, participant, to creative producer.

Measurable Outcomes

Five community priority areas, as identified through the Strategic Community Plan, will be viewed through a creative cultural lens and addressed through cultural planning. These are social, economic, environment and health, with organisational excellence supporting them.

The measurable outcomes within this strategy are aligned to the Cultural Development Network's, measuring cultural, economic, environmental, social wellbeing and good governance.

It is intended that the implementation of this strategy will, in culmination, meet the overarching goal of Mandurah being an inspired and innovative cultural city that celebrates diversity, heritage and opportunity.



Vision:

A creative cultural city: An inspired and innovative cultural city that celebrates diversity, heritage and opportunity.

Overarching outcomes:

Creativity stimulated • Aesthetic enrichment experienced • Knowledge, ideas and insight gained • Diversity of cultural expression appreciated • Sense of belonging to a shared cultural heritage deepened.

Goals	Creative Communities	Creative wellbeing	Creative places and spaces	Creative economy of opportunity and aspiration	Cultural leadership and advocacy
Rationale	A resilient, inclusive, and connected community that has access to participate freely in arts and culture.	Break down complex barriers to wellbeing and encourage the community to maintain and extend good health through cultural participation and engagement.	A celebrated and nurtured natural and built environment that can be shared through culture.	A city where sustainable and creative ideas, initiatives and businesses can thrive.	An organisation that responds appropriately to the community's cultural needs and facilitates transparent opportunities.
Key Objectives	- Promote empathy - Embed access and inclusion - Encourage cultural connection with our First Nations People	- Enhance wellbeing of vulnerable groups - Arts for improved health and wellbeing	- Foster arts and culture throughout the entire City with a place enrichment approach - Share and showcase culture - Use the arts to bridge environmental sustainability	- Promote Mandurah as a desirable place for its cultural offerings - Advocate for cultural investment - Enhance professional development opportunities - Facilitate connection between private business and creative enterprises	- Seek to understand and meet the cultural need of the community - Promote fairness, quality, relevance and transparency with cultural opportunities - Grow a cultural City with respect and understanding
Outcomes	- Wellbeing (physical and/or mental) improved - Sense of safety and security increased - Social connectedness enhanced - Agency and voice enabled - Civic trust inspired	- Wellbeing (physical and/or mental) improved - Sense of safety and security increased - Social connectedness enhanced - Agency and voice enabled - Civic trust inspired	- Positive sense of place (built and/or natural environment) - Understanding of ecological issues increased - Natural world valued - Motivation for environmental stewardship increased	- Professional practice capability increased - Employment-enhancing skill development facilitated - Individual economic well-being increased - Local economy supported	- Access to beneficial networks and other resources increased - Agency and voice enabled - Sense of civic pride enhanced - Civic trust inspired



GOAL 1: Creative Communities

Desired outcome:

A resilient, inclusive and connected community that has access to arts and culture

“ The community tell us culture is:

I mean, it is a big question, broad question. I think for me, culture is an expression of the people of a place, and the history, where it can go, where it has been.

Also, the commonality of how it connects people regardless of background. And for me, culture is organic, dynamic, ever changing...So I think it's a big thing and never stops.

Andrew & Lesley Spring (Birmingham couple, recently migrated to Australia, then moved to Mandurah)

”



Rationale	Objectives	Key Actions
Participation in art and culture fosters compassion, understanding and connection between people of different backgrounds and abilities, therefore we will prioritise access and inclusion to art and culture for the whole community	1. Promote expression, empathy and positive relationships between people from our demographically and culturally diverse backgrounds through supporting access to creative opportunities, initiatives, collaborations 2. Embed access and inclusion as a priority into City-led cultural project management processes, implementing the City's Access and Inclusion Plan 3. Support the expression and sharing of our First Nations community's culture and art with the wider community.	a. Develop an internal framework and checklist to ensure City of Mandurah led cultural projects are universally accessible, offering creative opportunities to people with disabilities b. Identify and support opportunities for community members from diverse backgrounds to engage with and share their heritage and culture with the wider community through the City's grant programs available to not-for-profit groups and individuals c. In liaison with ManPAC and the First Nations community, review the Bindjareb Art Prize and explore ways of representing contemporary First Nations art in Mandurah d. Deliver the Mandurah Arts Festival annually, offering community engagement and audience opportunities through presentation of a variety of creative initiatives
Alignment with Strategic Community Plan 2020-2040	Focus Area 2 Social Hearing and embracing all voices 2.4 Promote and encourage community connection to create social interaction and a strong sense of belonging 2.5 Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in	

GOAL 2: Creative Wellbeing

Desired outcome:

Break down complex barriers to wellbeing and encourage the community to maintain and recover good health through cultural participation and engagement

“

The community tell us culture is:

Culture is a culmination and a continuation of what we take, share and value.

Golia Paymani Hedayati, illustrator & Graphic Designer

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Rationale	Objectives	Key Actions
Research shows that participation in art and cultural activity is beneficial to wellbeing and can encourage social connection and empowerment that benefits mental health. The arts can be used to explore complex barriers to wellbeing and communicate positive health messaging. Cultural participation can be a key factor in preventative measures for retaining good health. Therefore, we will identify our vulnerable groups and work with them through cultural engagement to improve wellbeing.	1. Identify vulnerable groups and target cultural creative initiatives and programming to improve their wellbeing 2. Ensure accessibility to a broad range of cultural initiatives for those at risk of or currently experiencing poor health 3. Consistently evaluate the improvement of community's wellbeing in response to cultural creative initiatives.	a. Provide creative initiatives that are focused on improving the wellbeing of vulnerable communities. These will include; • a series of art workshops for isolated seniors living alone or in selected aged care facilities, • workshops to connect and give voice to young people experiencing mental health issues, • encouraging a sense of belonging for new migrants through shared creative initiatives. b. Pilot and implement a detailed, consistent and sustainable method of evaluating improvement to wellbeing through the arts
Alignment with Strategic Community Plan 2020-2040	Focus Area 3 • A compassionate, interconnected whole of health system • Technology and infrastructure that aids in better health • Readily available, highly accessible services and facilities 3.3. Provide and facilitate quality community infrastructure that is accessible, and conducive to a healthy, active community 3.4. Facilitate community health and wellbeing outcomes that target whole of life health from infants to seniors	

GOAL 3: Creative Places and Spaces

Desired outcome:

A celebrated and nurtured natural and built environment that can be shared through culture

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The community tell us culture is:

So, culture is, is basically who we are, and how we think, and what we do, in interacting with others, and sharing culture. You know, it makes sense that in this Mandjoogoordap, the meeting place of the heart, a big part of that is culture.

George Walley, cultural advisor and musician

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Rationale	Objectives	Key Actions
We know that the community want to celebrate and connect in our built and natural places and spaces in a creative and sustainable way, so we will focus on place- and community-specific cultural development from north to south.	1. Celebrate Mandurah's identity and the achievements of the community from north to south through a cultural place enrichment approach 2. Provide opportunities and pathways for the community to share culture and showcase creative talent and ideas throughout the city 3. Place environmental sustainability at the forefront when planning initiatives and commissioning relevant public art and cultural infrastructure 4. Reinforce and support the community's complex and passionate relationship with the natural and built environment through arts and culture program delivery	a. Create a cultural map that encapsulates the cultural profile and assets of each area, including artists, cultural venues and cultural groups b. Program a series of small-scale community concerts in local parks and shared spaces c. Conduct a strategic review and audit of the City's public art and internal art collection and associated policies, identifying new opportunities and sites, including percent for art policy, private developers and public art legacy. d. Commission 2 murals per year and 3 pieces of public art in the next five years
Alignment with Strategic Community Plan 2020-2040	Focus Area 2 • People feeling safe no matter where they are 2.1. Promote safety within the community through urban design 2.4. Promote and encourage community connection to create social interaction and a strong sense of belonging Focus Area 4 • Nature having a voice at the table in all decisions • Preserving and celebrating the waterways -our greatest asset • Deep engagement and respect for the environment 4.3. Create opportunities for the community to promote and preserve our local natural environment 4.5. Partner and engage with our community to deliver environmental sustainability outcomes	

GOAL 4: A Creative Economy of Opportunity and Aspiration

Desired outcome:

A city where sustainable and creative ideas, initiatives and businesses can thrive

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The community tell us culture is:

Culture is quite tied into art, wherein a lot of different cultures around the world will use artforms as expression to show off what makes them truly themselves.

Franco Sauzier, photographer

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Rationale	Objectives	Key Actions
Investment in cultural infrastructure and programs can stimulate short- and long-term economic growth, therefore we will advocate for and identify lucrative and attractive opportunities for our creative industries	1. Promote Mandurah as a desirable city to live, work, visit and invest in through its cultural offerings 2. Advocate for the long-term economic, social and environmental benefits of cultural investment 3. Identify and respond to professional development needs that will foster innovation and widen the knowledge pool for our cultural industries 4. Facilitate relationships between private businesses and creative enterprises	a. Actively seek and attract arts and culture initiatives to Mandurah through research, leveraging partnerships and funding opportunities b. Review the City's arts and culture brands and digital channels, ensuring maximum visibility and functionality c. Through Contemporary Art Spaces Mandurah, deliver programs and exhibitions that support emerging and mid-career artist, cultural groups and the general community, focusing on professional development and targeting a wide demographic d. Continue to deliver and develop Peel Open Studios and measure its success e. Leverage and promote assets such as public art, digital galleries, and heritage trails as a draw card for liveability, tourism and investment f. Identify and address industry-specific needs to grow and develop sustainable creative businesses g. Develop "how to" guides for the community on commissioning artworks and employing artists and performers, covering advice and links to support

		h. Advocate for fit-for-purpose cultural infrastructure that Mandurah needs as a rapidly expanding city i. Support the development of the 9×5 art prize with ManPAC over the next 5 years, including reviewing prize money, increased promotion of the prize j. Commission a locally produced story for children that has a strong connection to Mandurah k. Run an annual young illustrator's prize
Alignment with Strategic Community Plan 2020-2040	Focus Area 1 ● Creating local jobs and opportunities ● A diversity of employment, industries and enterprise 1.1 Promote and foster investment aimed at stimulating sustainable economic growth 1.4. Advocate for and facilitate opportunities for improved education, training and skill development opportunities in Mandurah	



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The community tell us culture is:

So, culture is about what makes up society. Be it, your choice of beliefs, it could be the group of people that you identify with culture, can be different nationalities. But a very important part of culture, that's not always recognized in Western society is how important art is to your culture.

**Claire Pannell, arts administrator, visual artist
and musician**

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GOAL 5: Cultural Leadership and Advocacy

Desired outcome:

An organisation that responds appropriately to the community's cultural needs and facilitates fair and transparent cultural engagement opportunities

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The community tell us culture is:

For me, my personal culture is around the ocean and surfing and activities that are outdoors.” Callum Mountford, local resident

Callum Mountford, local resident

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Rationale	Objectives	Key Actions
We know that the community value being heard and understood, having their cultural needs met and their ideas and ambitions facilitated fairly, so we will maintain open, accessible and proactive communication channels, advocate effectively and ensure accountability.	1. For the community to be understood, their cultural needs met, and their ideas and ambitions facilitated in an accessible, transparent manner 2. For fairness, quality, relevance and transparency in the delivery of cultural planning for the community 3. The City of Mandurah to be a respected leader and partner in understanding, advocating for and evaluating the cultural development of the community in response to its needs within all its strategies	a. Program an annual creative symposium for individuals, creative industries and community groups to engage with each other, share ideas, participate in professional development and engage with the city on the success and the future development of the Arts and Culture Strategy the City and inform the development and reviewing process of the AHC Strategy. Report feedback b. Maintain the Memorandum of Understanding with ManPAC, aligning opportunities and partnering to deliver quality cultural experiences for the community c. Explore partnerships with key arts organisations to optimise arts and cultural outcomes and maximise alliances d. Set up a Cultural Partner Network that brings together key cultural delivery organisations to share programs and initiatives and avoid duplication e. Undertake a service review and develop a 5-year business plan for Contemporary Art Spaces Mandurah, focusing on delivering professional development for emerging artists through residencies, courses and mentorship, considering other potential arts spaces throughout the city
		f. Undertake a service review and develop a 5-year direction for the Mandurah Arts Festival g. Explore options for a planning and evaluation tool (such as TAKSO) to plan and measure the impact of cultural activities h. Conduct an annual review of the Arts and Culture Strategy

**Alignment with Strategic
Community Plan 2020-2040**

Focus area 5: Community outcomes

- Engaging the community through understanding, collaboration and inclusiveness
- Makes a difference through questioning, challenging and building resilience
- Embraces ideas and opportunities to shape an inspiring, diverse and dynamic community
- Upholds and protects the community through honest, fairness and empathy
- Delivers on its commitments to make a difference in the community

5.1 Demonstrated regional leadership and advocate for the needs of our community

5.2. Provide professional customer service, and engage our community in the decision-making process

5.3 Build and retain a skilled, agile, motivated and healthy workforce

5.4 Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices

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



“ **The community tell us culture is:**

Culture can mean 10 million different things, it can be the culture of our residents, it can be the culture of someone's nationality, it can be the culture of a genre of music... for me, like in my nature of a Metalhead, a lot of my culture revolves around just looking tough. Or not quite tough, but you know, the long hair, wearing black, the band T-shirts, all that sort of stuff and that's part of my culture, as being part of that community.

Donnie Hennon, young musician

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City of Mandurah

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Council Meeting
22 August 2023

Arts and Culture Strategy Implementation 2023 - 2028



Arts and Culture Strategy Implementation 2023 - 2028

It is the City of Mandurah's intention that our organisation, community, businesses and visitors will be able to refer to the Arts and Culture Strategy 2023-2028 with confidence. The values, goals and objectives identified are clearly in line with those of the Mandurah community as well as state, national and global cultural policy. Whether the outcomes of creative cultural engagement are social, environmental or economic, we can plan with confidence and integrity, knowing what goals and outcomes we are striving for.

This strategy, while having a five-year timeframe, is intended to be adaptable and responsive and will be reviewed in line with those of the Strategic Community Plan.

Measuring Success

Ensuring that this strategy is successful and is meeting the values and goals of the community is integral to ensuring the ongoing relevance and responsiveness of our cultural planning. To ensure that the values, goals and commitments made in the strategy are tangible and achievable, they will be realised in conjunction with an annually reviewed and evaluated implementation plan that is incorporated into the City's annual Business Plan.

The framework of this document ensures that cultural planning is focused on outcomes and will employ the measurable outcomes that the Cultural Development Network has developed. This will enable a systematic and consistent approach, contributing to evidence-based planning for the community.

Thorough and reliable evaluation will be a tool for advocacy and will validate the purpose and significance of investing in cultural development in Mandurah. The City of Mandurah will be employing a consistent and comprehensive tool for planning and evaluating cultural projects that can be benchmarked nationally.



GOAL 1:

Creative Connected Communities

Desired outcome:

A resilient, inclusive and connected community that is empowered to participate freely in arts and culture.

Participation in art and culture fosters compassion, understanding and connection between people of different backgrounds and abilities, therefore we will prioritise access and inclusion to art and culture for the whole community.

Objectives:

1.1 Promote expression, empathy and positive relationships between people from our demographically and culturally diverse backgrounds through supporting access to creative opportunities, initiatives, collaborations

1.2 Embed access and inclusion as a priority into City-led cultural project management processes, implementing the City's Access and Inclusion Plan

1.3 Support the expression and sharing of our First Nations community's culture and art with the wider community

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a) Develop an internal framework and checklist to ensure City of Mandurah led cultural projects are universally accessible, offering creative opportunities to people with disabilities	Diversity of cultural expression appreciated Connectedness enhanced Social differences bridged Feeling valued experienced	1.) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Number of people with disabilities taking part in cultural initiatives Evaluation of improved accessibility of initiatives and events Feedback from community	Executive Manager, Community Services
b) Identify and support opportunities for community members from diverse backgrounds to engage with and share their heritage and culture with the wider community, through the City's grants program, available to not- for- profit groups and individuals.	Diversity of cultural expression appreciated Professional practice capability increased Employment- enhancing skill development facilitated	1.) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	-	-	Engagement numbers Barriers and opportunities identified and addressed Evaluation results	Executive Manager, Community Services

c) In liaison with ManPAC and our First Nations community, review the Bindjareb Art Prize and explore ways of representing contemporary First Nations art in Mandurah.	Diversity of cultural expression appreciated Connectedness enhanced Feeling valued experienced Sense of belonging to a shared cultural heritage deepened	1.) Within existing budget	\$10,000	\$10,250	\$10,500	\$10,500	\$10,750	Documented engagement with First Nations Community Input into governance and rules of entering of prize	Executive Manager, Community Services
d) Deliver the Mandurah Arts Festival annually, offering the community engagement and audience opportunities through presentation of a variety of creative initiatives	Diversity of cultural expression appreciated Connectedness enhanced Creativity stimulated Aesthetic enrichment experienced Knowledge, ideas and insight gained Diversity of cultural expression appreciated	1.) Within existing budget	\$282,086	\$283,000	\$286,000	\$290,000	\$295,000	Quality of engagement Growth in attendance/engagement over 5 years	Executive Manager, Community Services

(1) Within existing budget, (2) Business Case to be prepared for additional funding, (3) Dependent on external funding

GOAL 2:

Creative Wellbeing

Desired outcome:

Break down complex barriers to wellbeing and encourage the community to maintain and recover good health through cultural participation and engagement.

Research shows that participation in art and cultural activity is beneficial to wellbeing and can encourage social connection and empowerment that benefits mental health. The arts can be used to explore complex barriers to wellbeing and communicate positive health messaging. Cultural participation can be a key factor in preventative measures for retaining good health. Therefore, we will identify our vulnerable groups and work with them through cultural engagement to improve wellbeing.

Objectives:

2.1 Identify vulnerable groups and target cultural creative initiatives and programming to improve their wellbeing

2.2 Ensure accessibility to a broad range of cultural initiatives for those at risk of or currently experiencing poor health

2.3 Consistently evaluate the improvement of community's wellbeing in response to cultural creative initiatives

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a) Provide creative initiatives that are focused on improving the wellbeing of vulnerable communities. These will include: - a series of art workshops for isolated seniors living alone or in selected aged care facilities, - workshops to connect and give voice to young people experiencing mental health issues, - encouraging a sense of belonging for new migrants through shared creative initiatives.	Diversity of cultural expression appreciated Wellbeing (physical and/or mental) improved Social connectedness enhanced	(1) New project	\$36,000	\$36,000	\$37,000	\$37,000	\$37,000	Evaluation results post-project Audience and participant satisfaction survey	Executive Manager, Community Services / Executive Manager, Development and Compliance

b) Pilot and implement a detailed, consistent and sustainable method of evaluating improvement to wellbeing through engagement with the arts, that is available to City led and for externally run initiatives Create an evaluation framework that measures the outcomes of creative interventions around wellbeing	Wellbeing (physical and/or mental) improved Agency and voice enabled Civic trust inspired	(2) New project – integrate with Takso - see 5 (f)	No cost - pilot	\$15,000	\$15,000	\$17,000	\$17,000	Functionality of evaluation method Consistent use by City of Mandurah and allied organisations Audience and participant satisfaction survey	Executive Manager, Community Services / Executive Manager, Development and Compliance
c) Explore the suitability of establishing a subsidy program to enable participation in the arts by children who might be financially disadvantaged (eg, the arts equivalent of KidSport), in conjunction with a funding partner	Wellbeing (physical and/or mental) improved Agency and voice enabled Social connectedness enhanced	(3)	-	-	(3)	(3)	(3)	Uptake of subsidies	Executive Manager, Community Services

(1) Within existing budget, (2) Business Case to be prepared for additional funding, (3) Dependent on external funding

GOAL 3: Creative Places and Spaces

Desired outcome:

A celebrated and nurtured natural and built environment that can be shared through culture

We know that the community want to celebrate and connect in our built and natural places and spaces in a creative and sustainable way, so we will focus on place- and community-specific cultural development from north to south.

Objectives:

3.1 Celebrate Mandurah's cultural identity and the achievements of the community from north to south through a cultural place enrichment approach

3.2 Provide opportunities and pathways for the community to share culture and showcase creative talent and ideas throughout the city

3.3 Place environmental sustainability at the forefront when undertaking cultural planning

3.4 Reinforce and support the community's complex and passionate relationship with the natural and built environment through its arts and culture program delivery

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a) Create a cultural map, as a living document, in alignment with the place enrichment strategy that encapsulates the cultural profile and assets of each area including artists, cultural venues, cultural groups. This will complement the DLGSC's Cultural Infrastructure Map.	Diversity of cultural expression appreciated Sense of belonging to a shared cultural heritage deepened Positive sense of place (built and/or natural environment) enhanced Social connectedness enhanced	(3) budget - business case to be prepared and external funding applied for to initiate project	-	subject to consideration at next LTFP review	subject to consideration at next LTFP review	-	-	Comprehensive database of creative industries, multicultural community groups, individuals and assets Accessible and interactive digital tool for community to inform database	Executive Manager, Community Services

b) Program a series of small- scale community concerts in local parks and shared spaces (Place Strategy linkages)	Diversity of cultural expression appreciated Positive sense of place (built and/or natural environment) enhanced Wellbeing (physical and/or mental) improved Social connectedness enhanced	(1) Place enrichment strategy budget	-	-	-	-	-	Attendance Audience satisfaction survey	Executive Manager, Community Services/ Executive Manager, Strategy
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c) Conduct a strategic review and audit of the City's public art and internal art collection and associated policies, identifying new opportunities and sites to commission 3 pieces of sculptural public art and a series of murals in the next five years. The review and audit will include: • condition reports • location report • maintenance schedule • asset evaluation • replacement and insurance • storage requirements • Possible future sites • Art acquisition policy • a policy on the management of public artwork commissioned by external private developers that will be transferred to the City • Develops a process to manage State funded percent for art policy and develop a policy for private and City led developments and percent for art schemes.	Sense of belonging to a shared cultural heritage deepened Positive sense of place (built and/or natural environment) enhanced Sense of civic pride enhanced Civic trust inspired	(1) Within existing budget	\$27,317	\$30,000	\$30,000	\$30,000	\$32,000	Completion of audit of existing assets Completion of report outlining environmental impact of public art	Executive Manager, Community Services / Executive Manager Built/ Natural Environment
d) Commission 2 murals per year and 3 pieces of public art in the next five years	Sense of belonging to a shared cultural heritage deepened Positive sense of place (built and/or natural environment) enhanced Sense of civic pride enhanced Civic trust inspired	(1) Within existing budget - Capital expenditure	-	\$200,000	-	\$200,000	\$200,000	Attendance Audience satisfaction survey	Executive Manager, Community Services/ Executive Manager, Strategy

(1) Within existing budget, (2) Business Case to be prepared for additional funding, (3) Dependent on external funding

GOAL 4: a Creative Economy of Opportunity and Aspiration

Desired outcome:

A city where sustainable and creative ideas, initiatives and businesses can thrive

Investment in cultural infrastructure and programs can stimulate short- and long-term economic growth, therefore we will advocate for and identify lucrative and attractive opportunities for our creative industries

Objectives:

4.1 Promote Mandurah as a desirable city to live, work, visit and invest in through its cultural offerings

4.2 Advocate for the long-term economic, social and environmental benefits of cultural investment

4.3 Identify and respond to professional development needs that will foster innovation and widen the knowledge pool available for our cultural industries

4.4 Facilitate relationships between private businesses and creative enterprises

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a) Actively seek and attract arts and culture initiatives to Mandurah through research, leveraging partnerships and funding opportunities.	Diversity of cultural expression appreciated Local economy supported Access to beneficial networks and other resources increased Sense of civic pride enhances	(1) & (3)	\$60,000	\$60,000	\$60,000	\$62,000	\$62,000	Funding successfully obtained At least one large-scale arts event or initiative taking place in Mandurah Number of visitors Media coverage around the initiative Community and visitor perception survey results	Executive Manager, Community Services / Executive Manager, Strategy

b) Review the City's arts and culture brands and digital channels, ensuring maximum visibility and functionality	Diversity of cultural expression appreciated Professional practice capability increased Local economy supported	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	A comparison year-on-year of digital engagement statistics	Executive Manager, Community Services / Executive Manager, Strategy
c) Through Contemporary Art Spaces Mandurah, deliver art classes, programs and exhibitions that support emerging and mid-career artist, cultural groups and the general community, focusing on professional development and targeting a wide demographic	Diversity of cultural expression appreciated Professional practice capability increased Local economy supported Employment- enhancing skill development facilitated Individual economic wellbeing increased	(1) Within existing budget	\$125,687	\$125,687	\$127,000	\$127,000	\$127,500	Audience statistics Artist feedback	Executive Manager, Community Services
d) Continue to deliver and develop Peel Open Studios and measure its success	Knowledge, ideas and insight gained Diversity of cultural expression appreciated Professional practice capability increased Employment- enhancing skill development facilitated Individual economic wellbeing increased Local economy supported	(1) Within existing budget	\$31,125	\$32,000	\$32,000	\$33,000	\$33,000	Number of artists participating Visitor numbers Artist income generated Evaluation feedback	Executive Manager, Community Services
e) Leverage and promote assets such as public art and heritage trails as a draw card for liveability, tourism and investment	Local economy supported Positive sense of place (built and/or natural environment) enhanced Sense of civic pride enhanced	(1) Within existing budget	-	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Number of visitors using trail resources	Executive Manager Community Services/ Executive Manager, Strategy

f) Identify and address industry-specific needs to grow and develop sustainable creative businesses	Professional practice capability increased Employment- enhancing skill development facilitated Individual economic wellbeing increased Local economy supported	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Number of cultural creative industries participating Feedback from participants Impact measurements	Executive Manager, Strategy
g) Develop "how to" guides for the community on commissioning artworks and employing performers and artists, covering advice and links to support	Professional practice capability increased Employment- enhancing skill development facilitated Local economy supported	(1) Within existing budget	-	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Use of document measured	Executive Manager, Community Services/ Executive Manager Governance Services
h) Advocate for fit-for- purpose cultural infrastructure that Mandurah needs as a rapidly expanding city, such as music rehearsal and performance spaces, more studio spaces, exhibition and gallery facilities and access to contemporary digital equipment and software. Support and identify existing facilities that can be used for creative initiatives	Development of an advocacy paper and position for use to inform the City's Social Infrastructure Plan reviews and for advocacy to government	(1) Within existing budget	-	-	internal (staff costs)	internal (staff costs)	internal (staff costs)	Alignment with comparable local governments in provision and support of infrastructure Number of creatives engaged with, and gaps identified	Executive Manager, Community Services/ Executive Manager, Strategy/ Executive Manager, Built Environment
i) Support the development of the 9x5 art prize with ManPAC over the next 5 years, including reviewing prize money, increased promotion of the prize	Seek project and funding partners Engage community artists, tertiary and state/ federal, private sector.	(1) Within existing budget	\$1,500	\$1,700	\$1,800	\$2,000	\$2,000	NA	Executive Manager, Community Services

j) Commission a locally produced storybook for children that has a strong connection to Mandurah	Professional practice capability increased Employment- enhancing skill development facilitated Positive sense of place (built and/or natural environment) enhanced	(3) budget - business case to be prepared	-	-	\$5000	-	-	Number of downloads/copies accessed Writer/illustrator feedback	Executive Manager, Community Services
k) Run an annual young illustrator's prize	Creativity stimulated Professional practice capability increased Employment- enhancing skill development facilitated Feeling valued experienced	(3) budget - business case to be prepared	-	-	\$5,000	\$5,000	\$6,000	Number of entries participant satisfaction survey	Executive Manager, Community Services

GOAL 5: Cultural Leadership and Advocacy

Desired outcome:

An organisation that responds appropriately to the community's cultural needs and facilitates fair and transparent cultural engagement opportunities

We know that the community value being heard and understood, having their cultural needs met and their ideas and ambitions facilitated fairly, so we will maintain open, accessible and proactive communication channels, advocate effectively and ensure accountability

Objectives:

5.1 For the community to be understood, their cultural needs met, and their ideas and ambitions facilitated in an accessible, transparent manner

5.2 For fairness, quality, relevance and transparency in the delivery of cultural planning for the community

5.3 The City of Mandurah to be a respected leader and partner in understanding, advocating for and evaluating the cultural development of the community in response to its needs within all its strategies

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a)Program an annual creative symposium for individuals, creative industries and community groups to engage with each other, share ideas, participate in professional development and engage with the city on the success and the future development of the Arts and Culture Strategy. Report feedback to council as part of the annual strategy review process	Agency and voice enabled Civic trust inspired	(1)	\$30,860	\$30,860	\$31,000	\$32,000	\$33,000	Attendance levels Diverse participant demographic Net promotor score Feedback on strategy development	Executive Manager, Community Services
b) Maintain the Memorandum of Understanding with ManPAC, aligning opportunities and partnering to deliver quality cultural experiences for the community	Access to beneficial networks and other resources increased Civic trust inspired	(1) Within existing budget	\$791,506	\$791,506	\$791,506	\$791,506	\$791,506	Memorandum of Understanding KPI measurements Annual Report delivery	Executive Manager, Community Services / Executive Manager, Governance

c) Explore partnerships with key arts organisations to optimise arts and cultural outcomes and maximise alliances	Access to beneficial networks and other resources increased Civic trust inspired	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Audience and participant satisfaction survey Exhibitions and programs jointly delivered	Executive Manager, Community Services
d) Set up a Cultural Partner Network that brings together key cultural delivery organisations to share programs and initiatives and avoid duplication	Access to beneficial networks and other resources increased Agency and voice enabled Sense of civic pride enhanced Civic trust inspired	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Bi-annual meetings Attendance and participation Local level advocacy	Executive Manager, Community Services
e) Undertake a service review and develop a 5-year business plan for Contemporary Art Spaces Mandurah, focusing on delivering professional development for emerging artists through residencies, courses and mentorship, considering other potential arts spaces throughout the city	Access to beneficial networks and other resources increased Sense of civic pride enhanced Civic trust inspired Creativity stimulated Knowledge, ideas and insight gained	(1)	\$30,000	\$30,000	\$32,000	\$32,000	\$33,000	Number of artists engaged Audience and participant satisfaction survey Professional development and capacity building reported	Executive Manager, Community Services
f) Undertake a service review and develop a 5-year direction for the Mandurah Arts Festival	Agency and voice enabled Civic trust inspired Creativity stimulated Knowledge, ideas and insight gained Diversity of cultural expression appreciated	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Evaluation measuring how effectively objectives are met Audience and participant satisfaction survey	Executive Manager, Community Services

g) Explore options for a planning and evaluation tool (such as TAKSO) to plan and measure cultural activities	Access to beneficial networks and other resources increased	(1) Expected cost Estimate	\$0	\$15,000	\$15,000	\$16,000	\$16,000	Number of evaluations carried out in relation to projects Quality of data obtained	Executive Manager, Community Services/ Executive Manager, Strategy
	Agency and voice enabled	\$15,000							
	Sense of civic pride enhanced	PA (pilot project is free in 2023- 2024)							
	Civic trust inspired								
h) Conduct an annual review of the Arts and Culture Strategy, considering the review of the Strategic Community Plan and state and national cultural policy	Access to beneficial networks and other resources increased	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Continued community satisfaction results obtained through consultations and evaluations	Executive Manager, Community Services/ Executive Manager, Strategy
	Agency and voice enabled								
	Sense of civic pride enhanced								
	Civic trust inspired								



City of Mandurah

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Council Meeting
22 August 2023

11	SUBJECT:	City of Mandurah - Place Enrichment Strategy 2023-2027
	DIRECTOR:	Place and Community
	MEETING:	Council
	MEETING DATE:	22 August 2023

Summary

The inaugural Place Enrichment Strategy 2023-28 (the Strategy) is intended to nourish, enliven, and strengthen neighbourhoods through a place-based approach that is underpinned by sound community development principles. This approach endeavours to build local capacity and positive outcomes within the Mandurah community.

The City commenced a place-based approach in 2019 following a Council endorsed community development review, with City Community Development Officers positioned in Mandurah's north, central and south to identify and harness opportunities in each area. The place approach proved successful in unlocking a range of community driven projects. The Strategy adds structure and rigour to this work by articulating more clearly how this way of working can be a catalyst for positive change, with a greater emphasis on empowerment, and mobilising community assets to work together to enhance overall community wellbeing and address persistent and complex social problems. The Strategy also aims to help address the challenge of how to ensure an equitable distribution of resources across all places, when each community is so different with diverse needs and strengths.

The Strategy recognises that supporting our local communities is a joint effort and a shared responsibility, with the implementation framework identifying ways to improve efficiencies and collaboration opportunities between City business units.

The Strategy was developed with consultancy support from Hatch RobertsDay. Council is requested to receive the Strategy and accept the recommendation to endorse the Strategy.

Disclosure of Interest

Nil

Location

N/A

Previous Relevant Documentation

- G.21/7/19 23/07/2019 Council resolved to adopt a place-based, community capacity building model with a community led approach.

Background

Community development is a process whereby community members join to determine their shared aspirations and take collective action to address their community needs. The City undertook a strategic review of its Community Development functions in 2018-19 and Council endorsed the recommendations and directions in 2019. During this review the discussions centred on the best framework to use in the delivery of community development-based services. Council supported taking a more 'community-led and sector-led' approach, whereby the City would implement a capacity building model centred around unlocking community potential and supported a focus on a specific geographical area ('Place') of the City – being Mandurah North, Central and South. Senior Community Development Officers commenced operating as 'generalists' supporting people and groups of all ages, all abilities, and cultural backgrounds within their allocated 'Place'.

The place-based approach is underpinned by the principles of Asset Based Community Development (ABCD). ABCD recognises that whilst social problems exist, all communities have social, cultural, and material assets to address them, including the skills, passions and capacities of residents.

From 2020 onwards, the key focus of the place-based approach has included:

- Mapping assets, setting up and supporting linkages within community
- Building relationships across the diverse range of communities
- Building capacity within individuals and groups
- Identifying and building leadership within both individuals and groups across diverse demographics
- Encouraging active citizenship
- Building succession and depth.

This approach has proved successful and forms the basis of the Place Enrichment Strategy.

Comment

Mandurah's place-based approach was implemented in a way that was deliberate, yet relatively informal, with City officers identifying and harnessing opportunities in each area. The City identified the need to measure the impact of this work by aligning it to a clear set of objectives, within a framework which could be used to allocate resources efficiently and effectively to make positive change within local communities. The Place Enrichment Strategy was conceived as the tool to achieve this goal.

The Strategy sets out a pathway to:

- Articulate the City's role to support and motivate community to lead their own initiatives
- Build staff capacity to foster a place-led approach – organisational wide
- A framework to prioritise community ideas and initiatives
- Articulating expectations about roles and responsibilities of how residents, stakeholders and City can work together
- Optimise the allocation of resources to drive community outcomes
- Support alignment of community development work with other strategies endorsed organisation wide.

The Strategy is underpinned by an implementation plan that will be a living document, reviewed regularly and reported on annually. The Strategy complements the activations that are implemented by the City Centre team.

Implementation Framework

Five focus areas emerged from the engagement process regarding how the City should enrich communities at the local level to address the priorities identified. These form the basis of the Implementation Framework in the Strategy, which articulates actions to be undertaken over a 4-year period.

- Building capacity and connections – acknowledges that different local communities within Mandurah have different levels of capacity to achieve their community aspirations. The strategy helps to strengthen connections and community assets such as good governance, volunteering, partnerships, and networks, as well as be the catalyst for community inspiration.
- Activation and programming - people identify with their unique neighbourhoods. Smaller scale events and programs happening at local level, instil a sense of belonging and community spirit.

- Communications and advocacy – recognising that the community seeks channels to communicate their events, activities, needs, and for people to get information on what's happening locally.
- Welcoming places and spaces – understanding how public spaces are being used and what's missing, to optimise investment around local priorities.
- Place management - supporting our local communities is a shared responsibility across the whole organisation. The Implementation Framework has identified ways to improve efficiencies and collaboration opportunities between City business units.

Overall, the Implementation Framework will be a valuable tool that serves to:

- Create transparency in roles and responsibilities, between Council and community
- Identify and deliver projects and initiatives (aligned to Corporate objectives)
- Demonstrate alignment to the City of Mandurah's values
- Prioritise competing resources and provide evidence for decision making; and
- Enable evaluation to measure outcomes.

Within the Framework, there are specific criteria to track measures of success and evaluate outcomes.

Consultation

An engagement process was facilitated by external consultants and supported by the City in late 2022, to capture local community perspectives and insights. Along with the demographic research, this feedback has helped inform the targeted initiatives and priorities most appropriate to each of the three 'Places'. The results of the engagement process were presented to Elected Members and a number of workshops were undertaken.

Key themes/questions were employed to generate discussions and feedback from stakeholders such as:

- Empower: How to empower your community to be the best it can be
- Prioritise: Five key priorities for your neighbourhood
- Initiatives: Ideas for activities and initiatives to bring people together in your neighbourhood
- Implement: What needs to be done to make it happen

A broad range of stakeholder groups were consulted in development of the Strategy: City staff, Elected Members, residents, and community groups representing a diverse demographic, including local Aboriginal groups were engaged. The success of this Strategy will be in ongoing meaningful engagement with the community and being adaptive and responsive to opportunity.

Mandurah Matters Engagement

The City presented the Strategy and implementation plan on the Mandurah Matters engagement platform. The following community comments and related officer comments relate to this final engagement.

Number of respondents – 26

Whilst there were many responses the majority fit into one of the four listed themes below. Those that were outside this were not relevant to the Place Enrichment Strategy and have been referred to related City business units to follow up.

<i>Community Feedback</i>	<i>Officers Comments</i>
More for the young people of Mandurah to do and be involved in.	<i>The City has a Youth Strategy which addresses the needs of young people specifically. Under the Place Enrichment strategy there is scope for young people to engage with Community Development Officers and become involved in local events and activities that are targeted towards young people.</i>
Smaller community park events / suburb activations rather than bigger citywide / tourist attracting events.	<i>The Place Enrichment Strategy addresses small community park events led by community in each of the places that will activate pocket parks and similar with locally targeted events and activities that encourage and community to become involved and connect with their local spaces and places.</i>
More hireable spaces.	<i>The City has many hireable spaces and places within its boundaries. The Place Enrichment Strategy will work to support residents to identify and access hireable spaces smoothly.</i>
Nature based play opportunities.	<i>The City has committed to nature based activities through Libraries (Storytime Cubbies) and they are also being considered as part of the Public Health Plan.</i>

Youth Advisory Group Comment

The Place Enrichment Strategy was considered by the Youth Advisory Group at its meeting on 2 August 2023 and the following recommendations were made:

- 1. The Youth Advisory Group supports the Place Enrichment Strategy. They appreciate that the City's Community Development Team recognises that not all areas are able to access the same resources and the strategy acknowledges this and has a focus on equity.*

Officer Comment:

The YAG was engaged with the brief and their feedback was positive with a focus on the ability to activate spaces for local communities, that builds community engagement, pride, connection, and opportunities for young people to become involved in both community events and other initiatives.

Statutory Environment

NA

Policy Implications

NA

Financial Implications

The financial implications of the Place Enrichment Strategy are included in the Implementation Plan. The anticipated expenditure to implement year one of the Place Enrichment Strategy is included in the City's 2023/24 budget.

The allocation of funds to implement the Strategy will be determined through the annual budget process. External grants will be applied for where practicable.

Risk Analysis

Without a guiding strategy, there is a risk that the groundwork, developed relationships, and built capacity over the last three years may become diluted in its impact as well as inequitable in terms of where resources are directed. A coherent Strategy can be used to advocate for more funding and resources and to engage with both internal and external stakeholders to better focus common efforts. Failure to adopt the Place Enrichment Strategy would disappoint the community who were engaged in contributing information and ideas.

Strategic Implications

The Place Enrichment Strategy aligns with many objectives of Strategic Community Plan 2020 – 2040.

Economic:

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

Social:

- Promote safety within the community through urban design.
- Promote a positive identity and image of Mandurah and the contributions of its young people
- 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 sustainable places and spaces that enable to enjoy an inclusive and active lifestyle.

Health:

- Provide and facilitate quality community infrastructure that is accessible, and conducive to a healthy, active community.
- Facilitate community health and wellbeing outcomes that target whole of life health from infants to seniors.
- Promote the importance of healthy choices, an active lifestyle, and the role the natural environment plays in achieving health outcomes.

Environment:

- Create opportunities for the community to promote and preserve our local natural environment.
- Partner and engage with our community to deliver environmental sustainability outcomes.

Organisational Excellence:

- Demonstrate regional leadership and advocate for the needs of our community.
- Provide professional customer service and engage our community in the decision-making process.
- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices.

Conclusion

The Place Enrichment Strategy will provide an informative framework to bolster existing efforts to enrich neighbourhoods. The Strategy was informed through extensive research and engagement. It is expected to improve local outcomes by building community capacity and empowering communities.

The Place Enrichment Strategy and implementation plan will be reviewed annually with opportunities for community feedback.

NOTE:

- Refer ***Attachment 11.1 City of Mandurah Place Enrichment Strategy and Implementation Plan***

RECOMMENDATION

That Council endorse the Place Enrichment Strategy and Implementation Plan 2023-2027, as detailed in Attachment 11.1.

City of Mandurah Place Enrichment Strategy

April 2023



Title	Mandurah Place Enrichment Strategy
Project	Mandurah Place Enrichment Strategy
Prepared For:	City of Mandurah
Status:	Final
Version:	C
Authors:	ZC, TP, CR
Approved By:	ZC

Disclaimer

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Council Meeting
22 August 2023

Council Report

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Mayor's message

Acknowledgment of Country

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

We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and the region.

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Introduction

The City of Mandurah commenced its preparation and associated community engagement activities in August 2022.

The Strategy builds on the extensive engagement conducted as a part of the Mandurah Matters campaign in 2018 and is aligned to the strategic priorities identified in the Strategic Community Plan. The Place Enrichment Strategy is intended to bring value to local communities, in the way it contributes to a sense of local harmony, while encouraging people to connect and get to know their neighbours.

The Strategy and Implementation Framework sets out a pathway to:

- Articulate the City's role to support and motivate community to lead their own initiatives;
- Build staff capacity to foster a place-led approach – organisational wide

- Give the City a framework to gain traction on community ideas/initiatives
- Provide clear parameters and set expectations about roles and responsibilities for:
 - What the City facilitates
 - What community facilitates
 - What we can do together;
- Help determine where to direct resources and time
- Align with endorsed strategies (organisation wide)
- Determine how to prioritise neighbourhoods

The Strategy reflects the discussions held at a local/ neighbourhood level, among a broad array of stakeholder groups ranging from staff, Elected Members, residents and community groups representing a diverse demographic, including local Aboriginal groups.



Values behind the strategy



**Community capacity
building**



**Effective communication
and engagement**



**Community
connectedness**



**Foster pride and a sense
of belonging**



**Optimise allocation of
City resources**



**Promote equity and
fairness**



**Gather local intelligence
and inform priority
advocacy issues**



**Reduce reliance on City
to fund and deliver
initiatives**

Strategic Community Plan

The City of Mandurah's Strategic Community Plan represents the vision and strategic framework to guide decision making over the next 20 years, to achieve collaborative aspiration to be a thriving regional city with the heart of a village.

The plan reflects extensive collaboration undertaken back in 2018, Mandurah's largest ever community engagement initiatives, between the Council and community.

As part of the background strategic review, the City of Mandurah strategies were reviewed, and considered how they can be reflected into the Implementation Framework:

- Strategic Community Plan 2020-2040
- Corporate Business Plan 2020-2024
- City of Mandurah Access and Inclusion Plan 2021-2026

- Arts and Culture Strategy
- Events strategy
- Reconciliation Action Plan

While the Place Enrichment Strategy aims to increase community connection, vibrancy and empowerment, it is only effective when supported by a range of social City strategies. These are outlined below and compliment the Place Enrichment Strategy.



Figure 1 - Place Enrichment Strategy Process Diagram
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Woven by waterways, a city with a village heart.

We are built in nature - a meeting place surrounded by unique waterways, where the wellbeing of our people and our environment are nurtured; where business in the community can thrive and entrepreneurship is celebrated.

We will be the place where a thriving regional city and the heart of a village meet.

This is our Mandjoogoordap.



Community Outcomes

Organisation Excellence	
• Demonstrate regional leadership • Keep community engaged • Ensure actions are maintainable between economic, environmental and social values	
Economic	Social
• Foster business investment, advocate for local jobs creation, industry diversification and build entrepreneurial capacity and capability • Improved pathways to education and learning outcomes	• Create safe neighbourhoods through urban design • Promote youth integration and connection • Build local capacity • Promote connectedness and strong sense of security and belonging • Provide a range of social and cultural activities
Health	Environment
• Partner with key stakeholders including Federal and State Government to ensure health outcomes align with community needs • Advocate for technological advancement in health care system • Provide quality health and wellbeing programmes and promote importance of healthy, active lifestyle	• Advocate and partner with key stakeholders to ensure environmental impacts are considered in all areas of government • Protect and manage local environment specifically waterways which are recognised as important asset to community • Create opportunities and education for community to celebrate and preserve natural environment.

Community development

Needs-driven social planning

To manage the rapid population growth experienced within the City of Mandurah since the 1990's, a Community Development team (CD) had been a core function of the organisation. The team focused on specialised areas to support diverse needs, including early years, families, youth, seniors, access and inclusion, reconciliation, community safety, planning and grants. The premise of the social planning approach was needs driven (identifying community needs and developing strategies and plans to service such needs).

In the mid-2010s, the City faced continued expansion to the north and an influx of first homebuyers and young families. This prompted a rethink on how to deploy limited resources to greater effect, to help build community in the rapidly emerging outlying suburbs.

A Community Development Officer (CDO) was stationed at the newly built Lakelands Library and Community Centre in 2017, to trial a place-based model of community development. The Mandurah North role demonstrated the efficacy of a place-led approach, in particular the benefits of geographical parameters over portfolio-based work. Enhanced community connections, capacity building and leadership identification were observed, as well as a broader mobilisation of community-led contribution to social change.

Following the trial's success, the place-based model was subsequently extended in April 2020, deploying a Senior CDO in each of the North, South and Central.

Place-based community development

Following a formal review which was completed in July 2019, Council endorsed the expansion of the social planning model, which included a phased transition towards a strengths-based approach focused on enabling and empowering community to develop community-led solutions, and moving away from traditional service delivery methodologies.

Core to this idea, is a place approach which utilises the principles of Asset Based Community Development (ABCD) - which aims to reduce community dependency on external organisations. ABCD recognises that whilst social problems exist, all communities have social, cultural and material assets to address them, including the skills, passions and capacities of residents.

From 2020 onwards, the key focus of the place-based approach has included;

- Mapping assets, setting up and supporting linkages within community
- Building relationships across the diverse range of communities
- Building capacity within individuals and groups
- Identifying and building leadership within both individuals and groups across diverse demographics
- Encouraging active citizenship
- Building succession and depth.

The emergent place-based approach has been deliberate (yet relatively informal) as the CDOs identify and harness opportunities in each area. The aim of this Strategy is to support and strengthen this approach by articulating more clearly how it intends to be a catalyst for positive change, with a greater emphasis on empowerment, and mobilising community assets to work together in addressing persistent and complex social problems.

Capacity building

Community capacity building links community with resources and assets for productive future actions that strengthen community from within.

Asset based community development

ABCD recognises that each community has untapped assets to achieve social change and develop happy, resilient communities (including economic, physical and cultural assets).

Our role in ABCD is to discover and mobilise these assets.

Place based approach

A place-based approach works at a neighbourhood (geographical) level.

In place-based work, we build relationships, learn about place, discover assets, and mobilise assets for productive community action.

How do we unwrap this potential?

Identify

Build relationships, discover the assets, map knowledge.



Connect

Link community assets and resources together.



Mobilise

Create opportunities for assets to be productive and powerful together.



Community development seeks to empower individuals and groups of people with the skills they need to effect change within their communities.

It is defined as a practice that promotes participative democracy, sustainable development, rights, economic opportunity, equality and social justice, through the organisation, education and empowerment of people within their communities, whether these be of locality, identity or interest.

Source: International Association for Community Development

Our Mandurah

Mandurah is one of Western Australia's most diverse local government areas. Geographically, the local government area ranges from the natural beauty of Lake Clifton; new and old suburbs on the 'island' between the Dawesville Cut and the Mandurah Estuary; the diverse communities of Mandurah and Greenfields; and the new suburbs of Lakelands and Madora Bay.

The 93,414 people that live in these suburbs are similarly diverse with people of

Aboriginal and/or Torres Strait Islander, English, Australian, Scottish, Irish, German, Italian, Filipino, Dutch and Maori ancestry.

All these diverse communities make Mandurah special. This diversity should be celebrated, but should also be recognised and understood to enable the City of Mandurah to best support these communities.

Table 1 - Socio-Economic Indexes for Areas (SEIFA Index) - 1,000 is the median score

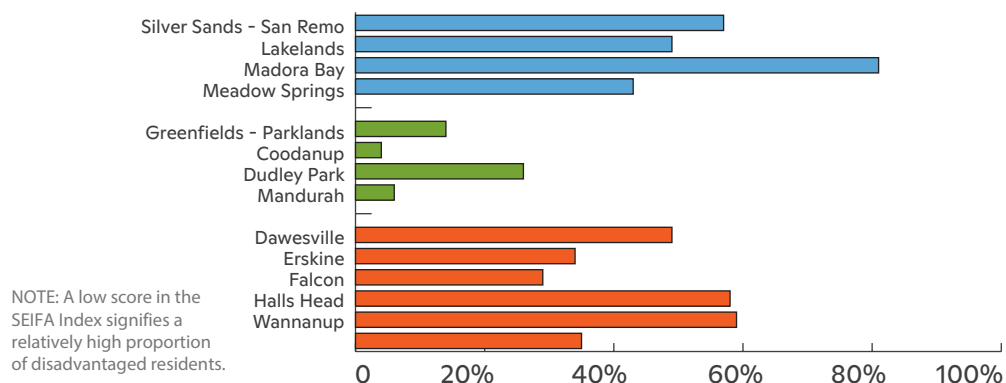


Table 2 - Tenure Type

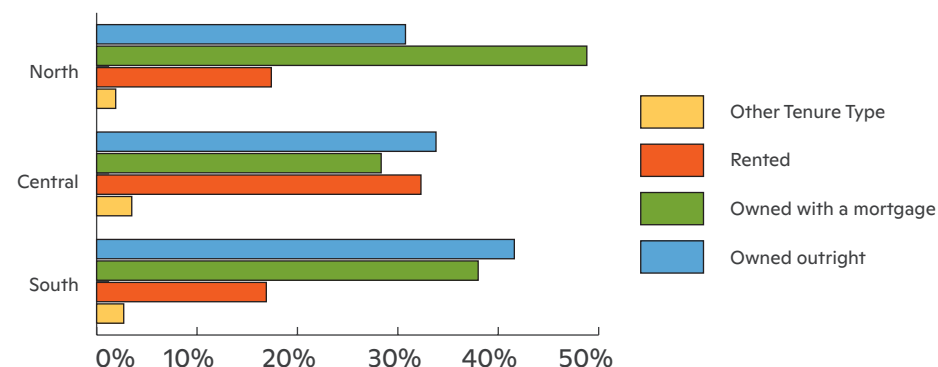


Table 3 - Median Weekly Income

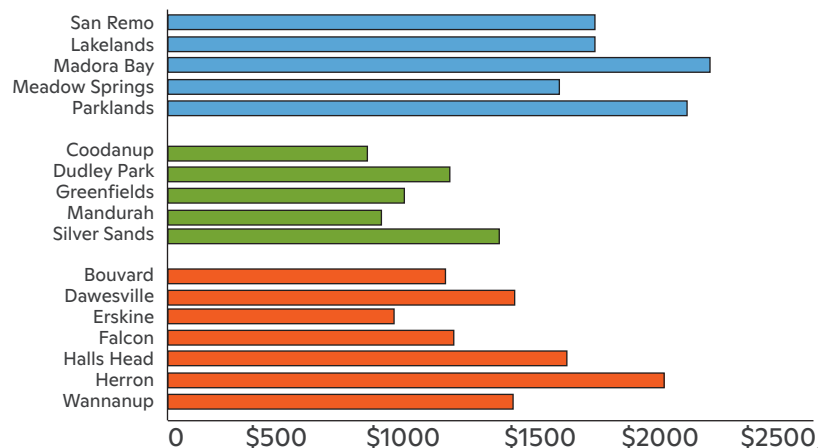
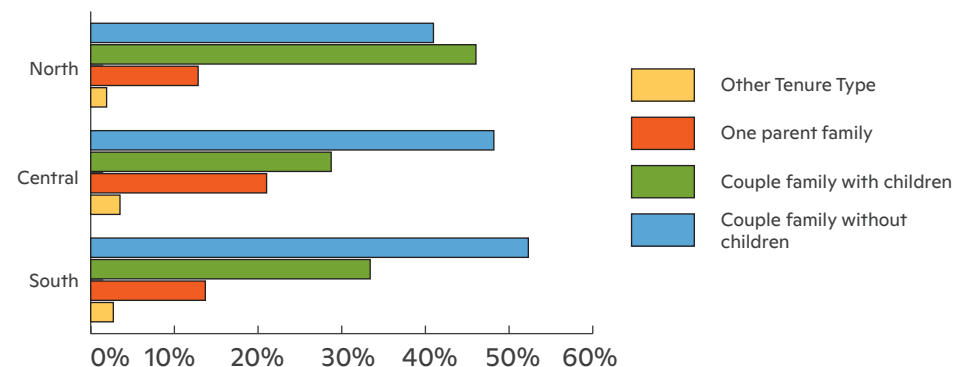


Table 4 - Household Composition







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Our places in the south

South

The Mandurah South Place stretches from Lake Clifton in the south to Halls Head taking in the suburbs of Bouvard, Clifton, Dawesville, Erskine, Falcon, Halls Head, Herron and Wannanup. Separated by water, the area has a unique identity, particularly those areas further away from the Mandurah City Centre which are valued for their natural beauty and distance from the City Centre.

This area is highly diverse geographically and encompasses low-density natural areas, older seaside hamlets with holiday houses, established suburbs such as Halls Head, and developing suburbs such as those around the Dawesville Cut. Bouvard, Herron and Clifton provide larger lifestyle blocks in a natural bush setting. Over 80% of the 39,303 people that live in the South live between the Dawesville Cut and the Mandurah Estuary, also known as 'the island'. The island currently houses the majority of social infrastructure for the South, with a range of sporting facilities, skate and BMX facilities, public library, and family centres.

Mandurah South Place also includes new suburbs around the Dawesville Cut. Dawesville is experiencing rapid growth, with an influx of young families building new housing in the area.

Mandurah South Place has the oldest population in Mandurah, with a median age of 50, and 36% of the population aged over 60. This demographic is correlated with a high degree of home ownership and higher than average median income compared to the North and the Central Neighbourhoods. Additionally, the South has a significantly higher proportion of couples without children (over 50% of households).

Strengths

- Natural assets such as Lake Clifton Thrombolites and Ramsar Wetlands create a unique sense of place
- Housing diversity from suburban development to larger, lifestyle lots

Weaknesses

- Large and diverse area with highly different needs
- Some members are not yet well serviced by adequate facilities in the newer suburbs
- High proportion of vacant holiday houses
- Population spread
- Access to public transport

Opportunities

- New communities in Dawesville bringing private investment
- Dawesville Community Centre
- New Secondary school in Dawesville with new public oval

Threats

- Rapid growth means it is difficult to understand who is coming into Mandurah, and what their needs are.
- Potential for conflict between the long-term residents with their own identity and new residential areas

39,303 Estimated resident Population

2%
Aboriginal and/or Torres Strait Islander

50.5
North median age compared to Mandurah median age of 48



Homes owned outright

42% Highest proportion of homeownership in mandurah

80%
Live north of the cut



A greater proportion of elderly people
36.2% Aged over 60
(Compared to 16% in wa)

39%

Of Mandurah's 2036 population growth will be located in the south neighbourhood

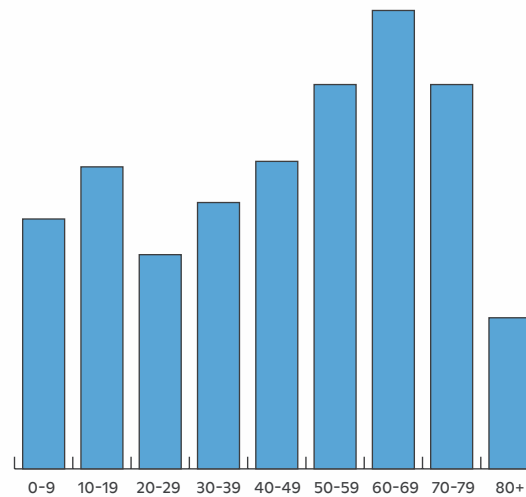


The neighbourhood has a high proportion of couples without children

Low median family weekly income
\$1,436 Compared to \$1,910 in wa

Source: forecast.id

Table 5 - Age Pyramid (South)



"Close to the estuary and not far from the beach, surrounded by nature...kangaroos really do hop down the street"

"Very family orientated, lots of families with young/school aged children."

"Outstanding location close to beach, facilities and transport, friendly people who watch out for each other"





Our places in central

Central

The Mandurah Central Place is comprised of Coodanup, Dudley Park, Greenfields, Mandurah and Silver Sands. In an already diverse City, the central area is characterised by its diversity with the neighbourhood home to both wealthier pockets (particularly within the canal developments along the beach and waterfronts), and some of the most economic disadvantaged areas in Western Australia.

The Mandurah Central Place neighbourhood has a median age consistent with that of the City of Mandurah. It has the highest population of Aboriginal and Torres Strait Islander Australians, whilst having the lowest proportion of the population born overseas.

Viewing the aggregated statistics, the Central neighbourhood has the lowest median income in Mandurah, and the highest proportion of rentals and 'other' tenure types which includes government supported housing. However, looking at the suburbs within the Central area, the data shows the highly diverse communities with the suburb of Mandurah having lower incomes, higher socioeconomic disadvantage and the highest proportion of rentals. However, Dudley Park and Silver Sands are both higher income areas with a higher proportion of home ownership.

Due to its central location, proximity to the City Centre, and the communities that make up the neighbourhood the area is home to many of the community services for the area including the Peel Health Campus, Winjan Aboriginal Corporation, Lotteries House and crisis centre, youth centre, aquatic centre, and the library.

Strengths

- Mandurah Forum provides a major shopping centre for the wider Mandurah area
- Public transport connectivity and proximity to City Centre
- Strong community pride despite challenges
- Strong cultural assets in the community

Weaknesses

- Segregated community between canal developments, Coodanup and Frasers Landing
- Low sense of safety from residents and visitors
- Less capability within the community to drive community projects

Opportunities

- Direct private investment in the area with new growth development
- Activate local parks to increase pride, safety and to bring the communities together
- Strong community leaders and voices that can be further supported by the City
- Encourage new Residents Associations and equivalent groups and leverage established groups
- Path connections

Threats

- Residents associations speaking for the whole community when they may not speak for everyone

22,465 Estimated resident Population

3.9%

Aboriginal and/or Torres Strait Islander

49

Median age compared to Mandurah median age of 48



The neighbourhood has a high proportion of rentals

Low median family weekly income

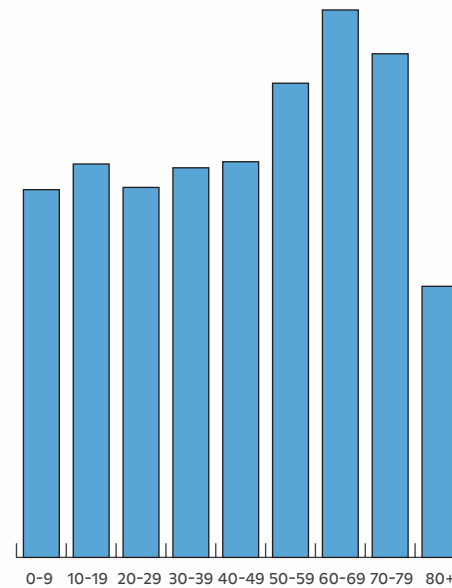
\$1,102 Compared to \$1,910 in wa



A greater proportion of elderly people

35% Aged over 60 (Compared to 16% in wa)

Table 6 - Age Pyramid (Central)



Key considerations

- Higher proportion of Aboriginal community members
- Diverse communities (Coodanup / Frasers Landing / Central Canals etc.)
- Foreshore assets along the river
- Challenge of City Centre (regional asset) vs local neighbourhoods
- Greater focus on engagement with Aboriginal community
- Traditionally also the hub for most services (community).
- The area has a strong service driven culture versus capacity building.

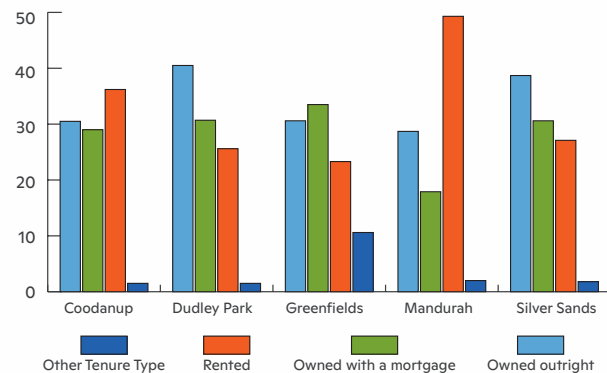


Table 7 - Tenure Type (Central)

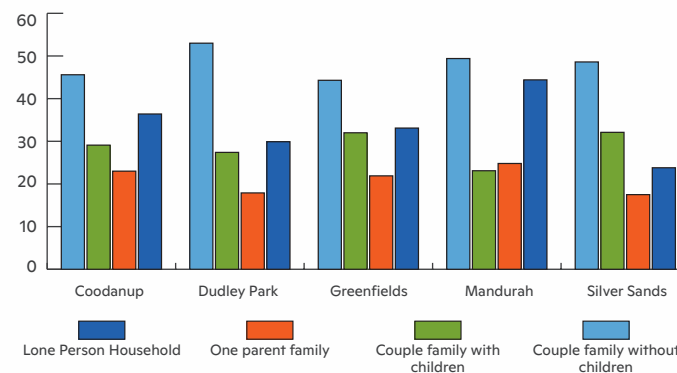
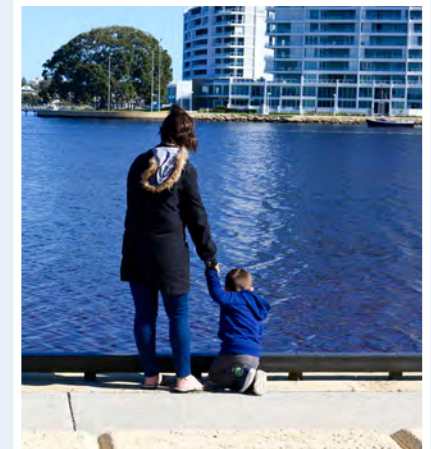


Table 8 - Household Composition (Central)



Source: forecast.id



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Our places in the north

North

Comprised of the suburbs of San Remo, Lakelands, Madora Bay, Meadow Springs and Parklands, the Mandurah North Place has both established suburbs generally closer to the Mandurah Town Centre and the coast, with a significant number of new communities. The North has the highest proportion of people born overseas (31% in 2021), as well as the highest proportion of people who have moved to the area in the last 5 years (37%).

Typical of the newly developed communities, the Northern suburbs have the youngest median age of the three neighbourhoods, almost 10 years younger than that of the City of Mandurah, and 27.3% of people aged under 18. Similarly typical of new communities, the North also has the greatest proportion of homes owned with a mortgage.

Possibly due to these newly established communities, as well as the greater connectivity to Rockingham and Perth, residents of these areas identify more as residents of Perth than Mandurah, contrasting the strong identity in other areas of Mandurah.

Importantly, the Lakelands Town Centre provides a defined centre for economic and community functions with a large shopping centre, town square, and library. The Lakelands Train Station under construction also provides greater connectivity to the north in Perth, and to the Mandurah Town Centre.

Strengths

- Identifiable main street in Lakelands Town Centre with community infrastructure
- Diverse mix of new and established suburbs
- Existing community and social infrastructure including a number of local community events
- Well established resident associations
- Developer support means the resident groups are performing well.

Weaknesses

- Significant FIFO workforce
- Social isolation – the impacts of Covid still being felt
- Too close to Mandurah for services to outreach into the North, means people need to travel to access services
- When developers exit an area they may leave residents associations unsupported

Opportunities

- New Lakelands Train Station
- Increasing population provides opportunity to bring new services into the North
- New pedestrian bridge
- Development of Madora Bay Beach precinct
- Proposed Madora Bay Town Centre
- Creating a greater sense of belonging and connection to Mandurah

Threats

- Private investment in community development will decrease and end within the next 5 years
- Some people do not consider themselves residents of Mandurah, and the train brings them closer to Perth

31,646

Estimated
resident
Population

2.2%

Aboriginal and/
or Torres Strait
Islander

39.8

North median age compared
to Mandurah median age of
48



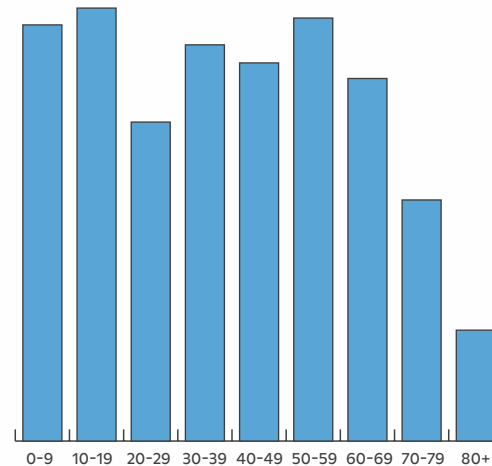
Homes owned with a mortgage
Compared to 38% in City of Mandurah

A greater proportion of young people
27.3% Aged under 18
(compared to 20% in Mandurah)



Average median family weekly income
\$1,950 Compared to \$1,910 in WA

Table 9 - Age Pyramid (North)



Diverse neighbourhoods

Places that are nicely presented and well serviced are really important to cultivate local pride, make people feel safe, and draw people out of their houses to meet neighbours and be involved in their local communities.

As formerly a country town which has gradually evolved into a Regional City, Mandurah is home to many different types of neighbourhoods at various stages of life. From the canal homes in Halls Head, to sprawling new suburbs in Lakelands, residents estates like Osprey Waters and Frasers Landing, and the more established suburbs such as Falcon and Coodanup - there is so much diversity.

With diversity comes the challenge of equity - and some areas are better accommodated and serviced than others.

It is important to understand what this means for local residents and businesses in all areas, and explore ways to channel investment and resources in priority areas that may benefit from enhanced attention, compared to other areas, for a period of time.

The Place Enrichment Strategy must recognise this diversity, and assist the City of Mandurah by guiding an equitable delivery of services and funding that recognises the unique challenges and opportunities of each neighbourhood.

North

Entry statements and median strips



Central



South



Parks and facilities



Footpaths and infrastructure



Local shops and services



Engagement process

The success of this Place Enrichment Strategy is predicated on a high-level strategic approach, that is grounded by evidence gathered through local feedback, and representative of Mandurah's diverse and varied demographic.

The focus of the engagement was to capture a localised, community-led perspective, and to gather intel on targeted initiatives and priorities, most appropriate to each neighbourhood.

Themed responses were based around three core questions:

#1

How can we empower your community to become the best it can be?

#2

What are the 5 key priorities for your neighbourhood?

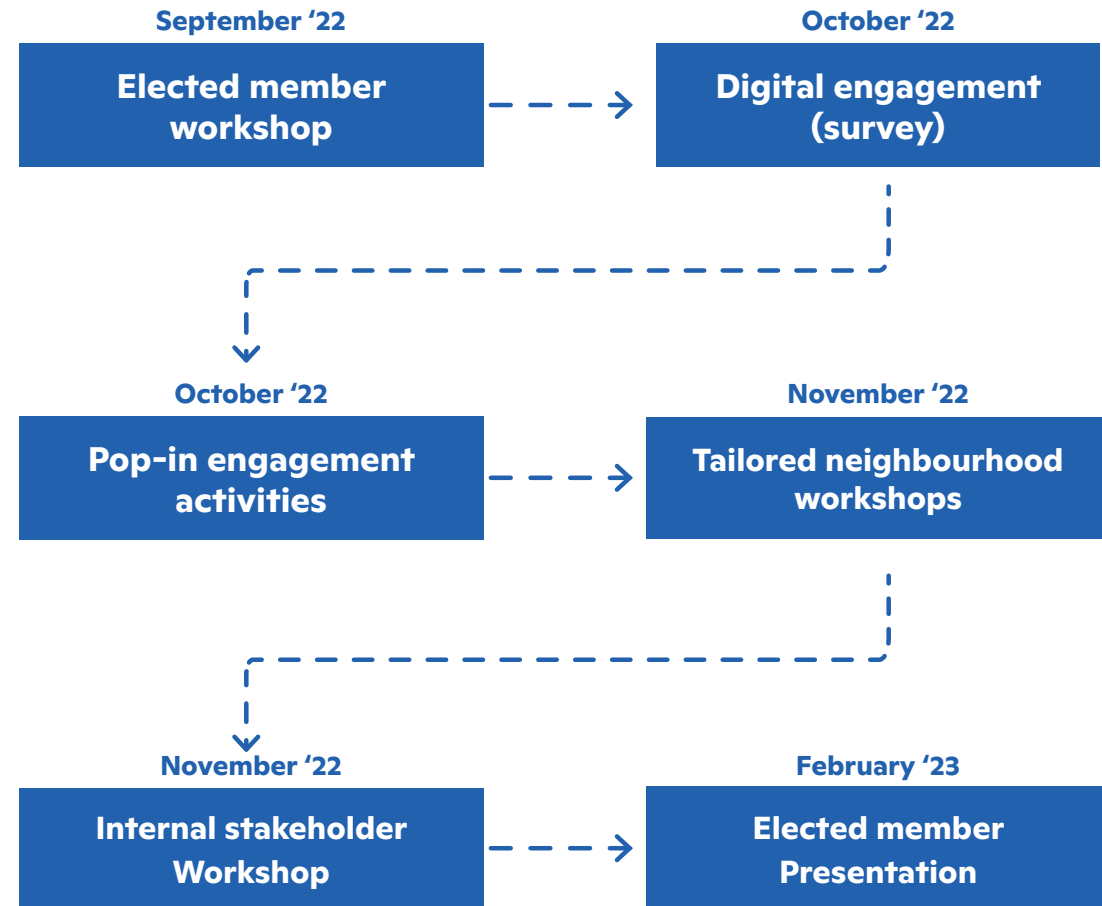
#3

Share your ideas on the activities and initiatives that will bring people together in your neighbourhood.

In total, we reached approximately 345 people. Of those respondents 241 people were reached through pop-in sessions and focus groups, and 104 people completed the online survey.

There will be ongoing engagement across a broad cross section of all communities across a broad demographic and grouping.

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Digital survey

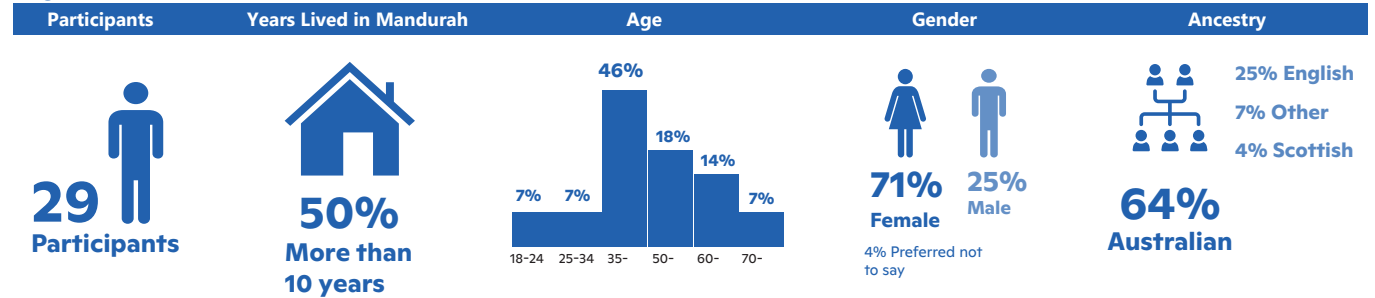
A digital survey was run for a three-week period in October with the aim of reaching as many local residents as possible.

Broadly structured around the three core questions, the survey explored:

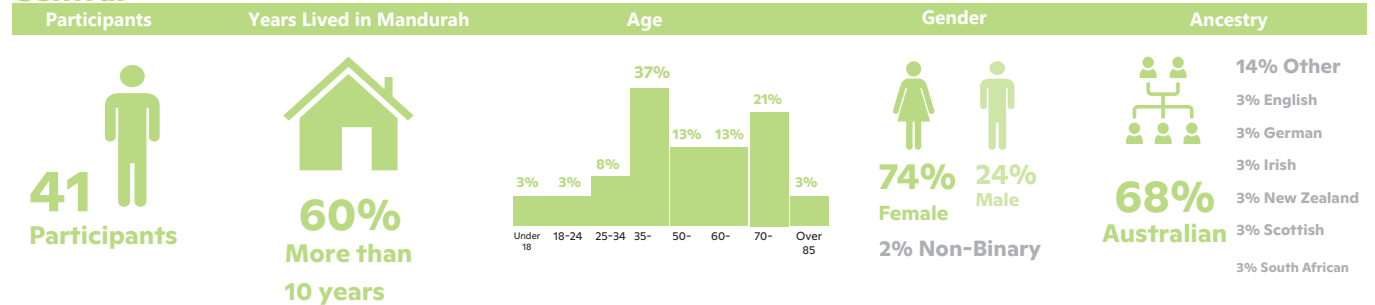
- Demographic snapshot
- Key priorities for each neighbourhood
- Community performance assessment
- Understand barriers and opportunities for each neighbourhood
- Local empowerment and capacity building ideas for each neighbourhood, and the City of Mandurah more broadly.

In total, 104 people completed the survey.

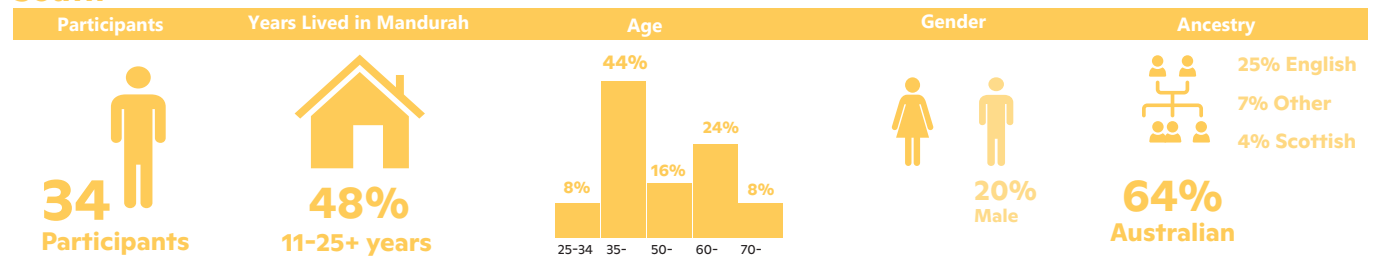
North



Central



South



Staff and Council workshop

Two workshops were held with representatives from the City of Mandurah, including Elected Members and staff.

A session was first held with the Elected Members, in the early phases of the project, ahead of designing the engagement approach. The second session was held with staff members following the neighbourhood workshops, pop-in engagement and the digital survey. This workshop was attended by approximately 28 representatives from Place and Community, Built and Natural Environment, Strategy and Economic Development, and Business Services teams.

The staff workshop aimed to gain a better understanding of the impacts of the outcomes of the engagement and to explore the opportunities for a holistic and collaborative approach, to place-led community development across all business units of the City.



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Neighbourhood workshops

The purpose of the neighbourhood workshops was to discuss the outcomes of the digital survey and pop-in activities, and workshop from a local neighbourhood perspective.

Recognising that each neighbourhood has its own diverse needs and are transitioning through different life stages of development, the workshops were tailored specifically to each area.

Discussions centred around the following themes:

- **Empower** - How can we empower your community to become the best it can be?
- **Prioritise** - What are the 5 key priorities for your neighbourhood?
- **Initiatives** - Share your ideas on the activities and initiatives that will bring people together in your neighbourhood.
- **Implementation** - What needs to be done to make it happen.

Seventeen people attended the workshop in the North, held at the Lakelands Library and Community Centre.

Due to low registrations, the Central and South workshops were consolidated and held at the Falcon Library and Community Centre. 11 people attended this workshop.

Pop-in engagement

In addition to the neighbourhood workshops, the Community Development Offices helped to facilitate a range of engagement activities.

The aim of these activities was to engage directly with the community on the ground to promote the engagement process and attract feedback specifically from a broad audience.

Undertaken by the City of Mandurah Community Development Officers, the pop-ups included interactive information sessions informing about the project, listening activities as well as ideas and photo boards that the community can express their experiences and priorities.

North

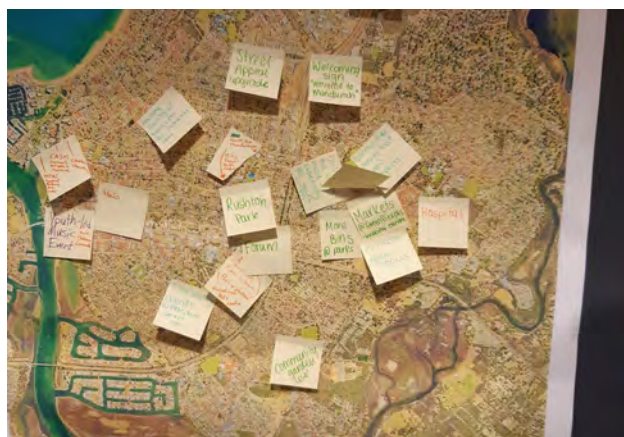
- 17 workshop attendees
- 4 pop-in sessions
- 134 total participants

Central

- 11 workshop attendees (Central and South)
- 2 pop-in sessions
- 65 total participants

South

- 7 pop-in sessions
- 70 total participants



What we heard

Connected communities

Mandurah is managing a diverse network of neighbourhoods, that are each confronted by a range of social tensions, of varying degree.

Socially cohesive and connected communities are able to work towards the wellbeing of all residents, fight exclusion and marginalisation, and create a sense of belonging, promote trust and offers its members the opportunity of upward mobility¹

Through the survey, we asked probing questions to better understand how people rate the level of cohesion, within their respective communities.

We observed the following:

- There are strong signs of a healthy, cohesive community across the region, and 65% respondents indicated that they felt safe and secure.
- There is a desire to get to know neighbours better and to be more involved in the community.
- Most people connect with their communities through a range of different ways. The most popular being at parks and public spaces, recreation / outdoor activities, social media and community groups.
- There is room to improve how Australian Aboriginal culture is celebrated.
- Most common strengths identified were well maintained parks and open spaces and a strong sense of pride.



Approximately **90%** people felt either very safe, or safe and secure in their neighbourhood



Approximately **70%** felt Australian Aboriginal culture was not well celebrated, or they were not sure.



72% would like to feel more involved and connected with their community



47% believe their neighbourhood has a strong sense of local pride



78% likely / highly like to attend a community event (or try a new activity)



56% would like to know people in the neighbourhood better



Less than **50%** feel they know the people in their street

¹ Australian Human Rights Commission, Building Social Cohesion in our Communities.

Table 10 - Would you like to feel more involved and connected in your community?

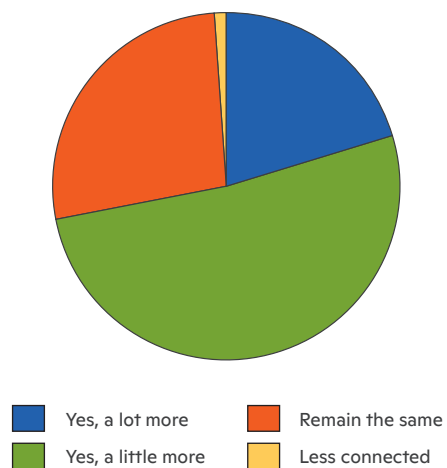


Table 12 - How do you connect with your community?

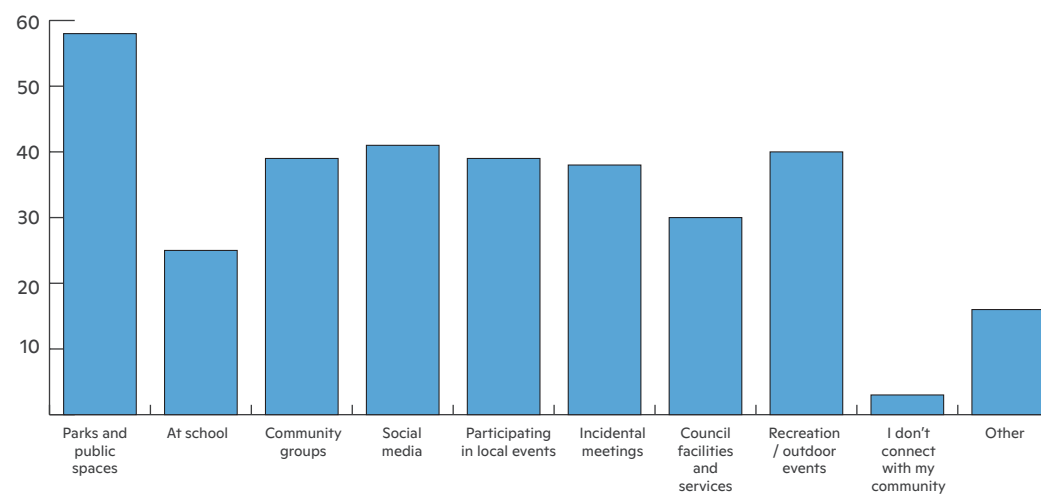


Table 11 - Would you like to know people in your neighbourhood better?

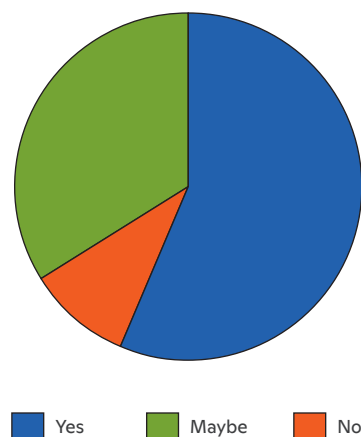
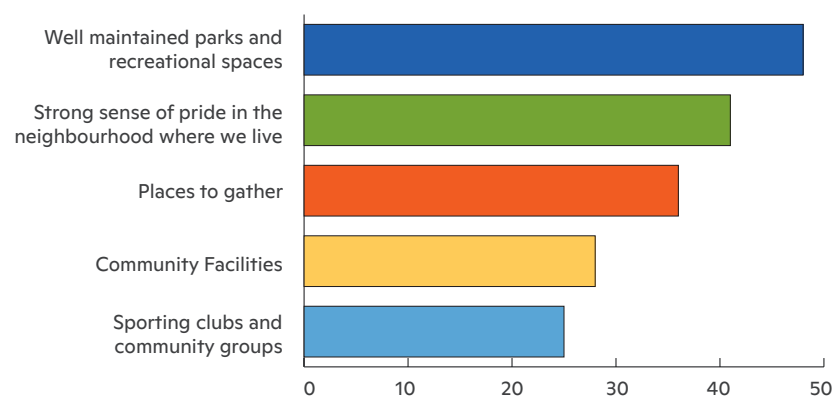


Table 13 - In your opinion, what are the strengths of your neighbourhood?



"Being open to communicate with neighbours and stay connected through public places, online forums and considerate friendly neighbour behaviour."

"Present good programs and encourage residents to take ownership."



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What we heard

Community wellbeing

Through the survey, we asked participants to share their feedback around the importance and level of satisfaction on the range of facilities, services and programs being provided by the City of Mandurah, in different areas.

We heard that most people are either satisfied or very satisfied with the diverse range of facilities and the standard of maintenance in their neighbourhood.

When asked about strengths, well maintained parks and recreational spaces, a strong sense of pride and places to gather came up as the most common response.

We heard it was important to continue to provide programs that support a range of diverse needs, with programs for teens, seniors and primary school children identified as marginally more important.

After listening to our community, community safety and maintenance of parks were identified as important, and the City will continue to focus on these areas for the benefit of community.

Participants indicated the best way for the City to support local neighbourhoods is through a range of mechanisms, particularly, activation initiatives, grants and funding, and mentoring support.

When asked to prioritise the types of events and activities, there was a relatively equal spread of importance between sports and recreation, arts and culture, community gatherings and annual local events.



84% are satisfied with Libraries and other City Services



83% are satisfied with parks and open spaces



67% are happy with the range of sport and recreational facilities and community centres



74% are satisfied with verges and median strip maintenance

Three most important services to assist local communities are:

- Activation, events and programming
- Grants and funding programs
- Mentoring and support

Facilities and maintenance

How satisfied you are with the range of facilities and standard of maintenance in your neighbourhood?

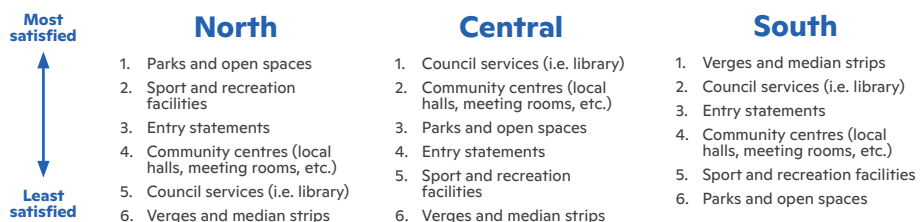


Table 14 - How important is it to make sure there are programs available to support the following groups of people living in your neighbourhood?

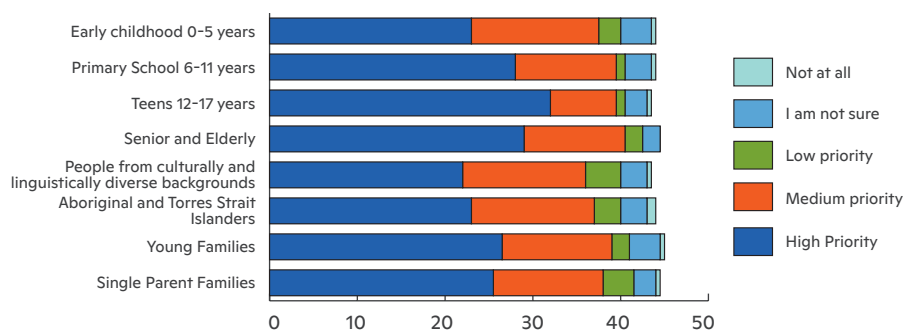


Table 15 - Activities and Events (by importance)

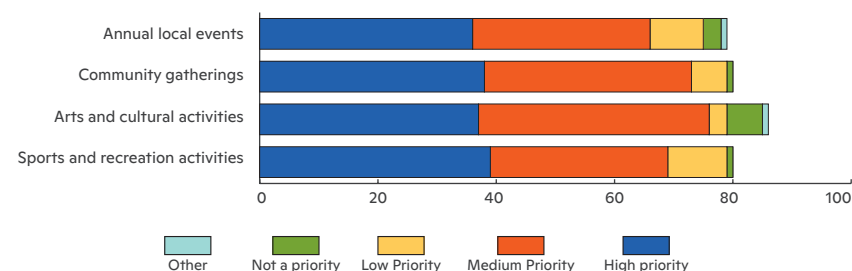


Table 16 - How can the City of Mandurah better support your community and local organisations?

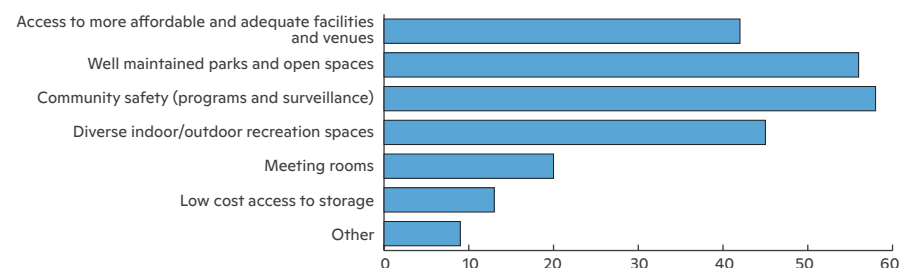
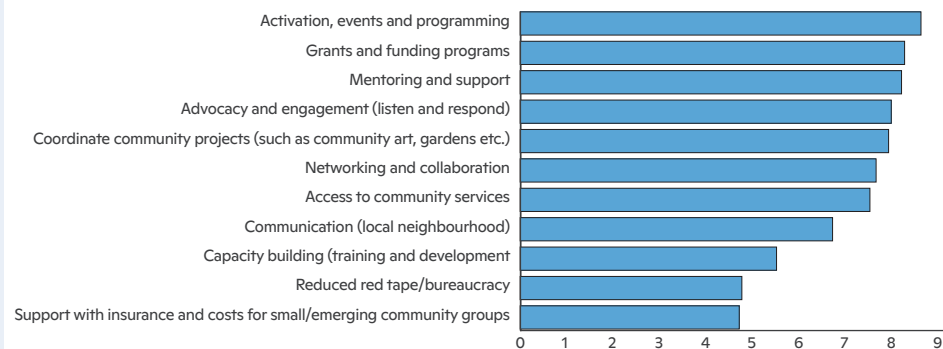


Table 17 - Council Programs and Activities (ranked by importance)



How can we empower communities in the South?

We heard through workshops and pop in sessions in the south, that friendships and socialising are important, and there is a strong desire to invest in facilities and programs that encourage community gatherings.

The engagement highlighted there is a strong presence of community organisations in the South. However, these organisations have difficulty in finding and booking venues and facilities.

Some of the key initiatives and ideas identified specific to this are have been captured and reflected below.



Communication and advocacy

- City / people working together
- Regular interaction with Councillors
- Use local shops to distribute information
- Timing important - current information
- Welcome new residents



Mentoring and support

- Advocacy and engagement
- Review event application process
- Help with grants (small and large)
- Approval barriers (street parties)
- Encourage networking and collaboration
- Insurance support (local groups)
- Review cost of hire (facilities)
- Coordinate community projects
- Review booking application process and how staff can support / help



Services, facilities and infrastructure

- Beach infrastructure
- More cycle paths / footpaths that connect
- Improve wayfinding and public art trails
- Lack of venues - no playgroups
- Review the cost of facility hire
- Maintain local surveillance (Hooning and Dogs)
- Better transport options (vulnerable to services / safety)

What's special?

- Well maintained parks and reserves
- The people
- Probus Club – 7 across Mandurah
- Access to nature (Beaches and estuary, Birdlife, Iconic Falcon Beach, Thrombolites)
- Well managed graffiti removal

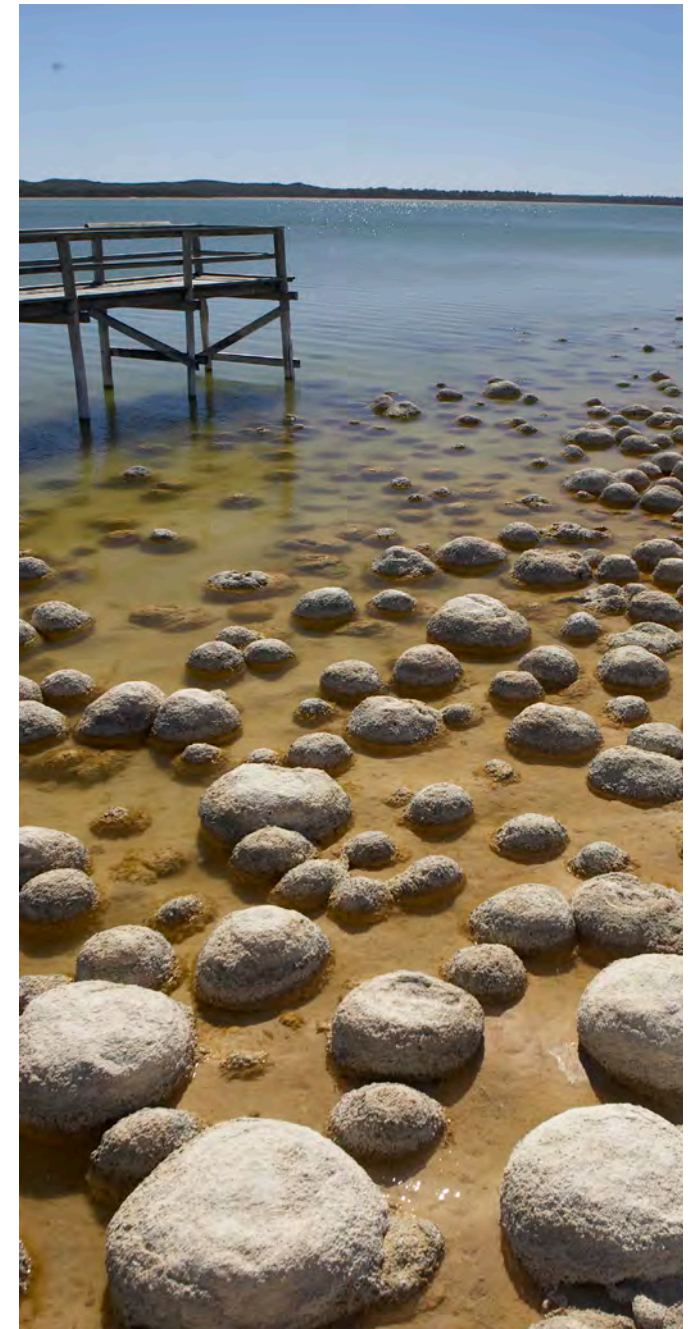
Key priorities

- Community safety (refer to 3.2)
 - Initiatives in the City of Mandurah's Community Safety Strategy
- Friendship and socialising (refer to 1.2)
- Enhanced facilities (refer to 2.1 and 2.3)
 - Develop Dawesville Cut Reserve (near Lifesaving Club) – park, playground, public space
 - Dawesville Community Centre
 - A new Men's shed for Falcon
- Insurance for groups (refer to 5.1)
- Placemaking (refer to 1.1, 2.3, 3.1 and 3.2)
- Community-led artwork (refer to 2.3)
 - Initiatives in the City of Mandurah's Arts and Culture Strategy
- Park activation (bring people together) (refer to 2.3)

Refer to Implementation Plan pp 35 for more information.

Feedback from community engagement

- ANZAC Day
- Fishing Competitions
- Live music events
- Night markets
- Low cost activities for locals (events feel like they are for tourists)
- A variety of activities and events at the river park reserves to bring people together
- More activities and events on the Dawesville beach side
- Outdoor exercise such as walking groups
- Provide opportunities for local businesses to communicate and connect to allow for a community focus
- Events that involve people with disabilities
- Educations workshops / capacity building (technology workshops, library programs)
- Work with Police to address antisocial behaviour
- Utilise platforms such as meet-up to bring people together
- Seniors Centre
- Men's Shed



How can we empower communities in the North?

We heard through workshops and pop in sessions in the north, there is a strong desire for continued investment in suitable facilities and programs that encourage community gatherings, as a growing neighbourhood.

There are a number of established resident associations in the North that have been supported by investment by developers, particularly in Madora Bay and Lakelands. There is significant opportunities for the City to support these groups to work together and plan for the end of developer support.

Some of the key initiatives and ideas identified specific to this are have been captured and reflected below.



Communication and advocacy

- One-stop-shop (for information)
- Better links between suburbs (Lakelands and Madora Bay)
- Get to know Councillors (Forums)
- Bring people together
- Broad spectrum of communication channels (local newsletter / Facebook / local paper etc.)



Mentoring and support

- Grants (small and large)
- Mentoring support
- Review grant application process
- Insurance
- Succession planning for clubs and committees
- Local champions
- Town teams vs resident associations
- Technical support for Seniors on specific



Services, facilities and infrastructure

- Facilities and undercover areas within parks
- Improve wayfinding
- Park facilities
- Activate Parks
- Cost of facility hire
- Booking system (flexibility)

What's special?

- Close to beach, freeway, shopping centre
- Lots of young families
- Well maintained parks and playgrounds
- New schools, new train station
- Everyone is ready to support each other when needed

Key priorities

- Developing a sense of community (refer to 3.1)
- Greening our neighbourhood (refer to 2.1 and 2.3)
- Dog Areas (refer to 2.3)
- Youth engagement (refer to 3.1)
- Traffic calming (refer to 2.1)
- Investigate the feasibility of a future community centre, in line with the City of Mandurah's Social Infrastructure Plan (refer to 2.1)
- Activate all City community and sports facilities (refer to 2.1)
- Local business support (refer to 2.1)
- Safety (refer to 3.1)
- Support up and coming community leaders (refer to 1.1)
- Protect and enhance remaining natural habitats (refer to 2.3)

Refer to Implementation Plan pp 35 for more information.

Feedback from community engagement

- Sports and recreation activities were identified as most important (by survey participants)
- Make it easier to have street parties
- Playgroups
- Initiatives that help people to connect (FIFO, new parents, new residents)
- Parks in the newer residential areas
- To have more activities that cater for people with disabilities
- Language classes in library
- More community centres / halls
- Variety of community events - eg movies in parks, food trucks etc
- Neighbourhood watch
- Increase opportunities for new parents / residents to catch-up
- Involve local groups (Community Day)
- Facilitate local networking
- Support / extend existing programs (Street mates, Community Garden)
- Capacity building (event planning)



How can we empower Central communities?

We heard through workshops and pop-in sessions for residents in the central suburbs, that there is a strong sense of pride within these communities. Upkeep of special places is really important for the area, as are arts and cultural activities. There is a strong desire to invest in programs for people to learn and share culture.

It is clear from the engagement that the Central communities (particularly difficulty in getting people involved) requires more direct support from the City of Mandurah compared to the North and South areas.

Some of the key initiatives and ideas identified specific to this area have been captured and reflected below.



Communication and advocacy

- Increase awareness
- Advertising to everyone
- Alternative ways to communicate with community
- Understand and support local community talent
- Local champions
- Invest in activation



Mentoring and support

- Review event application process
- Grants (small and large)
- Approval barriers (verge strip landscaping, street parties)
- Lack of understanding
- CCTV rebates
- Town teams and resident associations
- Insurance (local groups)



Services, facilities and infrastructure

- Community pride (upkeep special places)
- Improve wayfinding
- Public art (Water tower / arts trails)
- Activate parks
- Water fountains / bins
- Security
- Library is vital
- Programs to address safety (youth/ PCYC)
- Better connections (to Pinjarra)

What's special?

- Lots of services to support vulnerable people in the community
- Close to Mandurah Forum and the City Centre

Key priorities

- Welcoming sign into Mandurah (refer to 2.2)
- Services working together to benefit the community (refer to 3.1)
- Transport services (elderly) (refer to 2.1)
- Improved parks with more facilities (refer to 2.1)
- Better activation of parks (refer to 2.3)
- More services working together for benefit of community (refer to 5.2)
- More secular support services (refer to 3.1)
- Consider where funding goes, more support services – less on events (refer to 5.2)
- Activate and promote contemporary library services (refer to 2.1)

Refer to Implementation Plan pp 35 for more information.

Feedback from community engagement

- Arts and cultural activities were the highest priority (by survey participants)
- Family initiatives / events
- Community garden (programming)
- More groups to socially connect
- More youth-led events
- Community events (that aren't sport)
- Activate parks
- Make it easier to have street parties
- People want to learn / share culture
 - Involve Bindjareb community
 - Bring people together
 - Cultural tours
 - Recognise and celebrate history
 - Understand new cultures through food
- Welcome new residents
- BBQ's
- Environmental / sustainability initiatives (tree planting, free mulch, rainwater tanks, waterwise gardens)
- Support / extend existing programs in other areas (i.e. street mates, Community Gardens)



Place Enrichment Framework

It is evident based on the engagement findings, there is a lot of great work that is happening in and around the local communities within the City of Mandurah. Generally, people are satisfied with the level of service and support that is being delivered by all staff across the City of Mandurah.

There is always room for improvement and 5 key focus areas were repeatedly suggested with respect to how the City could build and enhance its level of service, to empower and better support local communities.

Building capacity and connections

The ABCD approach assumes that all communities have structures in place to build capacity. In Mandurah, some communities have established capacity frameworks that are more mature than others. There are a number of well supported and active resident associations throughout the City. In most cases, these organisations have been initiated by private investors in the early phases of development and have operated in a way that is relatively autonomous.

Other areas, particularly those with a lower socio-economic index, are less well represented. A flexible, patient and weighted effort will be important to build capacity within the neighbourhoods that are less well represented (particularly in the Central area, for example).

Town Teams might bring a modernised take on a partnership approach to activation. As leaders and facilitators of positive change, these structures can bridge the gap between government, local businesses and residents. As the City moves to strengthening the capacity and improving governance of its local communities, it is worthwhile further exploring this approach for the areas that are less well represented, or moving into a period of transition.

Activation and programming

Programming and events are a catalyst for breaking down barriers, building stronger connections and local energy. The City currently focuses investment on large-scale events to attract regional visitors. Smaller scale events and programs can reap significant reward at the local-level, whilst also achieving an array of broader strategic community plan objectives.

Communications and advocacy

We consistently heard in all areas that there is so much happening, but it is difficult for anyone to access the information. For the City to successfully empower local communities to be less dependent on external organisations, two-way information is critical. The City currently has a highly successful communications platform, but it serves a corporate communications focus and distributes city-wide information. There is currently a gap for those wanting to access more information about their local communities.

Welcoming places and spaces

In the context of such vast and diverse areas, with neighbourhoods each at different stages of maturity, a one size fits all model will never adequately meet all needs. Taking the time to better understand (and observe) how spaces are being used, or what's missing, will ensure the City is optimising investment in a way that is aligned specifically to local priorities.

Place management

The responsibility for building happy, resilient and connected communities falls within the remit of the whole organisation, not just the Place and Community Team. The Implementation Framework has identified ways to improve efficiencies and collaboration opportunities in order to extend a place-led (community) focus more specifically, by leveraging broader organisational efforts.

Council Report

Implementation framework

Based on these core focus areas, a Place Implementation Framework has been prepared.

The Framework brings together the 5 focus areas, each aligned to the Strategic Community Plan, as well as supporting objectives.

The Framework will be a valuable tool that serves to:

- Create transparency in roles and responsibilities, between Council and community
- Identify and deliver projects and initiatives (aligned to Corporate objectives)
- Demonstrate alignment to the City of Mandurah's values
- Prioritise competing resources and provide evidence for decision making; and
- Enable evaluation to measure outcomes.

Within the Implementation Framework, there is specific criteria to track measures of success and evaluate outcomes.





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Priority areas of focus

Each neighbourhood in Mandurah is unique. They are at a different stage of development, have different needs, comprise of different demographics, and have different priorities.

As such, the actions of the Place Enrichment Implementation Strategy should be consistently applied with a place-focused lens. It will be important to review evolving factors every few years, to ensure staff are responding to specific needs. The Strategy identifies priority focus areas for each place, which is currently reflective of the outcomes and findings of the engagement process.

North

A priority focus for suburbs in the North is to be self-sustainable, as existing community organisations transition from developer-led community development and placemaking initiatives.

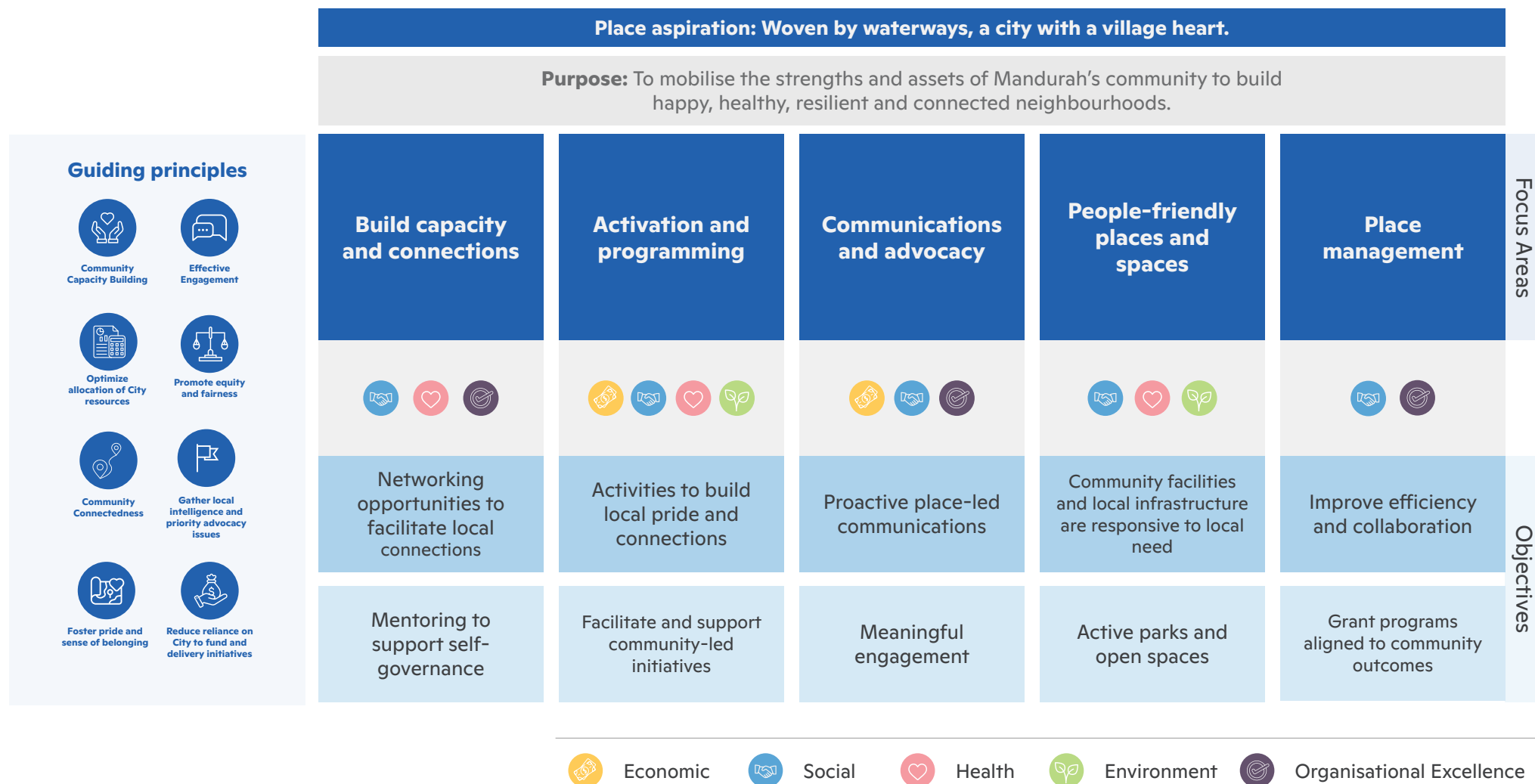
Central

A priority focus for the Central area is to provide more hands-on support to build community capacity and directly help them to address key issues and challenges. Creating equity in the uplift of all areas, and bringing the community together to break down the barriers of diversity will also be important (City Centre, Canals and the East).

South

A priority focus for the South is to further facilitate community development programs to connect people and provide facilities and events to the geographically diverse communities (old and new).

Place implementation framework



Implementation plan

Goal 1: build capacity and connections											
Projects/actions/initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key measures of success ²	Responsibility				
							Place and Community	Business Services	Built and Environment	Strategy and Economic Development	
1.1.1 Get to know the local champions in all communities (build relationships and local networking) including exploring national volunteer grants.	North	\$ 500	\$ 500	\$ 510	\$ 510	1. Number of local champions/relationships developed.	X		X		
	Budget	\$ 500	\$ 500	\$ 510	\$ 510	2. Number of local champions recognised through grants.					
	South	\$ 500	\$ 500	\$ 510	\$ 510						
1.1.2 Hold a 'Champions Motivation Day' to inspire/acknowledge everyday champions to mobilise and be active in their community.	North	\$1,000	\$1,000	\$1,100	\$1,100	1. Motivation day held in North Corridor noting: number of attendees, most significant change stories	X		X		
Pilot a Community Day in Mandurah North (involving all local groups).	Central	\$1,000	\$1,000	\$1,100	\$1,100	2. Similar events held in Central and South Mandurah					
	South	\$1,000	\$1,000	\$1,100	\$1,100						
1.1.3 Trial an annual gathering for residents associations (formal groups, annual get together, celebrate success and knowledge share).	North	\$1,000	\$1,000	\$1,100	\$1,100	1. Survey tool used providing feedback and measuring resident satisfaction	X		X		
	Central	\$1,000	\$1,000	\$1,100	\$1,100						
	South	\$1,000	\$1,000	\$1,100	\$1,100						
1.1.4 Trial a series of inspirational speaker / motivation nights. Engage a diverse range of facilitators to inspire and mobilise local champions to lead future Community Development.	North	\$1,000	\$1,000	\$1,100	\$1,100	1. Number of speakers and topics featured	X				
	Central	\$1,000	\$1,000	\$1,100	\$1,100	2. Number of residents attending.					
	South	\$1,000	\$1,000	\$1,100	\$1,100	3. Survey tool used to provide feedback and measure resident satisfaction level					
1.1.5 Support and encourage the transition of self-sufficiency for local resident groups.	North	\$1,000	\$1,000	\$1,100	\$1,100	1. Number of emerging Resident Groups gaining Incorporation	X				
	Central	\$1,000	\$1,000	\$1,100	\$1,100						
	South	\$1,000	\$1,000	\$1,100	\$1,100						
1.2.1 Support new initiatives and programs that are community-led and bring people together (ie. park activation, landscaping, culture / art, community sport) through the Embrace A Space and Community Initiated Infrastructure Program.	North Central South	\$1,000				1. Number and type of initiatives held including number of Champions	X	X	X		
Set targets for all CDO's to be a catalyst (facilitator) to new opportunities (2 x new activities per annum, for south, central and north), including reviewing Embrace the Space and align with the Place Enrichment Strategy Goals. Look for opportunities to empower and review the City's Community Grants guidelines to align.		\$1,000									2. Number of attendees at each initiative
		\$1,000									
1.2.2 Streamline and simplify approval processes for low-risk events.	Place team	Internal (staff cost)	Internal (staff cost)			1. What approval processes have undergone change	X	X	X	X	

¹ Within existing budget, ² Business Case to be prepared for additional funding, ³ Dependent on external funding

² Including targets

*Number of years is only a guide and can vary based on individual Strategy

Goal 1: build capacity and connections									
Projects/actions/initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key measures of success ²	Responsibility		
							Place and Community	Business Services	Built and Environment Strategy and Economic Development
1.2.3 Establish a step-by-step guide to help residents hold neighbourly get-togethers in local parks and investigate insurance options.	North Central South	\$ 500 \$ 500 \$ 500				1. Guide is developed 2. Number of times guide is used by residents (ie no of downloads, no of prints) 3. Desktop review undertaken 4. ELT Paper prepared on insurance options	X		X
1.2.4 Establish a simple, easy to use and flexible system to collate and promote information about local events and activities.	Place team	Internal (staff cost)				1. System is researched 2. System is implemented 3. Frequency of system use	X		X

Goal 2: Activation and Programming									
Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility		
							Place and Community	Business Services	Built and Environment Strategy and Economic Development
2.1.1 Set up a criteria and process to promote community led events. Empower and build capacity within community. Ensure an improved booking system for indoor (and suitable outdoor) facilities to make hiring space quicker, easier and more informed.	Place team		Internal (staff cost)	Internal (staff cost)		1. Criteria/Process established and utilised. 2. Record how many events are promoted. 3. Measure feedback from booking users.	X		
2.1.2 Ensure booking systems are designed to accommodate all spaces available within one facility.	Place team		Internal costs (staff & project)**	Internal costs (staff & project)**		N/A See measure to 2.1.1	X	X	X
2.1.3 Strengthen processes to ensure equity in all decisions that impact on the reduction in cost of venue hire.	Place team	Internal (staff cost)	Internal (staff cost)				X	X	X
2.1.4 Explore storage options for community organisations including consideration within any future builds. Review costs to City versus community benefit.	Place team	Internal (staff cost)	Internal (staff cost)			1. ELT Brief presented articulating: storage options, Costs	X	X	X
2.1.5 Place Officers to inform, respond, analyse and plan, to inform community infrastructure plan.	Place team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Place Officers provide information to the community infrastructure plan.	X	X	X
2.1.6 Advocate for improved transport to connect the suburbs to the City Centre in line with the City's Integrated Transport Strategy.	Place team (Integrated Transport Strategy)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Measure number of increased transport routes linking City Centre to suburbs.	X	X	X

¹ Within existing budget, ² Business Case to be prepared for additional funding, ³ Dependent on external funding

² Including targets

*Number of years is only a guide and can vary based on individual Strategy

** Could be future additional costs

Goal 2: Activation and Programming										
Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success²	Place and Community	Business Services	Built and Environment	Strategy and Economic Development
2.1.7 'Local businesses play an important roles as local places for people to meet and congregate. Through the City's Transform Mandurah, continue to promote investment initiatives and programs and adopt approval processes that better support businesses based in neighbourhood centres.	Place team Transform Mandurah team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Measure level of increased investment into localised businesses.	X	X	X	X
2.2.1 Develop a community engagement plan for establishing community levels of service for the development and maintenance of parks and public open space, and streetscapes, at both a broader community and place level to inform the City's Asset Management Plans and related upgrade, renewal and maintenance programs, with an initial focus on areas of lower historical investment (parks and public open space, streetscapes, entry statements and paths etc.)	Place team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. System articulated clearly to all stakeholders 2. Number of community engagements hosted. 3. Record and Measure where engagement takes place.	X		X	
2.2.2 Develop guidelines to inform the design of the City's parks and public open space and streetscapes based on community levels of service and technical requirements.	North Central South	\$1,000 \$1,000 \$1,000	\$1,000 \$1,000 \$1,000	\$1,100 \$1,100 \$1,100	\$1,100 \$1,100 \$1,100	1. How many community engagement sessions are held 2. How many improvement programs are undertaken. 3. Record demographically how many residents involved 4. Record changes to public area spaces	X		X	
2.2.3 Promote the Embrace A Space program where the local community would like to take greater ownership over the improvement of entry statements and verge maintenance in targeted areas. Actively involve youth, seniors and/or other actively engaged members of the community	North Central South	\$ 500 \$ 500 \$ 500	\$ 500 \$ 500 \$ 500	\$ 510 \$ 510 \$ 510	\$ 510 \$ 510 \$ 510	Refer to 2.2.2	X		X	
2.2.4 Develop a wayfinding plan to improve local identity and visual character, and legibility and delineation of local features, amenities and destinations.	North Central South	\$500 \$1,000 \$1,000 amounts differ per area it is recognised that areas of greater vulnerability may need greater resourcing	\$500 \$1,000 \$1,000	\$ 510 \$ 1,100 \$ 1,100	\$ 510 \$ 1,100 \$ 1,100	Refer to 2.2.2	X		X	
2.3.1 City to host local events to bring people together. Each area will deliver 2 x outdoor activation events of significance, per year. In year 3, the City will develop an Event Attraction Fund and move to a move community lead model.**	North Central South	\$5,000 \$5,000 \$5,000	\$5,000 \$5,000 \$5,000	\$5,250 \$5,250 \$5,250	\$5,250 \$5,250 \$5,250	1. Number of attendees at events 2. One event per area conducts satisfaction rating survey	PC. AA. Year 1-5 X			

1(1) Within existing budget, (2) Business Case to be prepared for additional funding, (3) Dependent on external funding

2 Including targets

* Council Meeting a guide and can vary based on individual Strategy

** It is the intention of 2.3.1 to increase the amount of smaller activations and events that are community lead by year 3 and 4 of this strategy.

Council Meeting
22 August 2023

Goal 2: Activation and Programming										
Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success²		Responsibility		
							Place and Community	Business Services	Built and Environment	Strategy and Economic Development
2.3.2 Consistent with the LTFP and parks improvement program, facilitate greater community engagement of local community to upgrade their parks to ensure that they are not only upgraded from a City perspective, but achieve the personality/functionality desired by the residents. Invite residents to participate in a co-design process.	Place Team	Internal (staff cost)				Refer to 2.2.2	PC/NBE. AA. Year 1-5 X		X	
2.3.3 Review the Arts and Cultural Strategy to facilitate improvements with local suburbs: public art feature pieces and arts/cultural trails (i.e water tower, improve wayfinding and public art trails	Place team Arts and Culture Team	Internal costs (staff & project)**	Internal costs (staff & project)**	Internal costs (staff & project)**		N/A See arts and Cultural Strategy success measures	X		X	

Goal 3: People-friendly places and spaces										
Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
3.1.1 Invest in programs and activities focused on children aged 8-12	North Central South	\$1,000 \$1,000 \$1,000* (*external funding will be explored)	\$1,000 \$1,000 \$1,000* (*external funding will be explored)	\$ 1,100 \$ 1,100 \$ 1,100	\$ 1,100 \$ 1,100 \$ 1,100	1. Number of grants applied for 2. Number of activities held across north, central and south 3. Number of groups/agencies engaged in activity	X			
3.1.2 Investigate opportunities for programs to support intergenerational connections between older people and youth.	North Central South Youth Team	\$1,000 \$1,000 \$1,000	\$1,000 \$1,000 \$1,000	\$ 1,100 \$ 1,100 \$ 1,100	\$ 1,100 \$ 1,100 \$ 1,100	N/A	X			
3.1.3 Continue to invest in programs and services that cater specifically to marginalised groups in need (i.e. youth, aged, CALD etc.)	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	N/A	X			
3.1.4 Realign objectives of the City's Events Strategy to the organisation's community development aspirations, including the role that the City's Community Development team plays in place activation events and activities in the review of the City's events strategy.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)		1. Events Strategy is inclusive of community events	X			X

1⑩ Within existing budget, ② Business Case to be prepared for additional funding, ③ Dependent on external funding

2 Including targets

*Number of years is only a guide and can vary based on individual Strategy

** Budgets within Arts and Culture Strategy

Goal 3: People-friendly places and spaces									
Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility		
							Place and Community	Business Services	Built and Environment Strategic and Economic Development
3.2.1 Invest in great programs that build pride and grow energy (including cultural programs)									
- Support programs and activities that recognise and celebrate history, culture, and bring people together (cultural tours, community led artwork) (Central) - Explore opportunities for programs to support intergenerational connections between older people and youth (Central and South) - Encourage and support activities that increase opportunities for North, Central and South communities	North Central South	\$2,000 \$2,000 \$2,000* (*external and additional funding will be explored)	\$2,000 \$2,000 \$2,000* (*external and additional funding will be explored)	\$2,100 \$2,100 \$2,100* (*external and additional will be explored)	\$2,100 \$2,100 \$2,100 (*external and additional funding will be explored)	1. Record number of diverse programs provided to community. 2. Number of people and events held are recorded.	X		
3.2.2 Prepare an Annual Calendar (by local area) which aims to:	North Central South	\$500 \$1,000 \$500	\$500 \$1,000 \$500	\$510 \$1,100 \$510	\$510 \$1,100 \$510	1. Annual Calendar is available to community	X		
- Align with SCP objectives - Celebrate milestones, local people and local lifestyles . - Provide intimate / social gatherings as well as larger events - Encourage networking and community connection. - Initiatives to learn and share diverse cultures through food Where possible, encourage active involvement of sponsorship partners (local businesses).		*note where amounts differ per area it is recognised that areas of greater vulnerability may need greater resourcing	*note where amounts differ per area it is recognised that areas of greater vulnerability may need greater resourcing	*note where amounts differ per area it is recognised that areas of greater vulnerability may need greater resourcing	*note where amounts differ per area it is recognised that areas of greater vulnerability may need greater resourcing				
3.2.3 City to host two music events in north, central and south to encourage neighbours/families to enjoy our parks and open spaces	North Central South	\$5,000 \$5,000 \$5,000	\$5,000 \$5,000 \$5,000	\$5,250 \$5,250 \$5,250	\$5,250 \$5,250 \$5,250	1. Two music events are held in each of the three areas 2. Community participation is recorded.	(Aligns with 2.3.1) X		
- Work with residents and groups to help shape the event (eg date, venue, band). - Connect with community groups to host displays (eg Neighbourhood Watch, Grow It Local, fundraise (eg sausage sizzle) and encourage the support act to be local (eg local youth band or solo artist).									
3.2.4 City to host two outdoor movie nights in north, central and south that encourage neighbours/families to get together.	North Central South	\$2,500 \$2,500 \$2,500*	\$2,500 \$2,500 \$2,500*	\$2,750 \$2,750 \$2,750	\$2,750 \$2,750 \$2,750	1. External grant is sourced for screen. 2. Number of attendees at each event 3. Number of groups involved	(Aligns with 2.3.1) X		
Connect with community groups to host displays (eg Neighbourhood watch, Grow It Local), fundraise (eg sausage sizzle), build capacity and a sustainability model over the next few years so the community is delivering		(*Note cost relies on \$10-\$13,000 capital investment for a screen which will be externally grant funded.)							

¹ Within existing budget, ² Business Case to be prepared for additional funding, ³ Dependent on external funding

² Including targets

*Number of years is only a guide and can vary based on individual Strategy

Goal 3: People-friendly places and spaces										
Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
3.2.5 Be open to new ideas and continually review successful community-led initiatives, and consider ways to extend these programs into other areas (i.e. street mates in the North, Community gardens)	Place Team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Evaluations are conducted as part of the planning process	X			
3.2.6 The City's Community Development team to work with environmental/waste staff to explore opportunities for community programming opportunities aimed at protecting and enhancing remaining natural habitats	Place team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	N/A	X		X	
3.2.7 Promote Grow It Local to encourage residents to grow edible gardens, and connect with each other in doing so	Place Team	Internal costs (staff & project)**	Internal costs (staff & project)**			1. Number of residents who sign up to Grow It Local	X			

Goal 4: Communications and advocacy										
Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
4.1.1 Prepare and implement a communications/media plan that targets local (community) initiatives specifically. The purpose is to build awareness and generate more opportunities to bring the community together	North Central South	\$500 \$500 \$500	\$500 \$500 \$500			1.Number of people engaged with 2.Reported Increased awareness of City's activities	X			X
4.1.2 Consider a broad spectrum of channels: • Local newsletter (quarterly) • Monthly 'what's on' updates (online / regular feature in local papers) - Place specific 'online portal' - Social media (facebook, twitter, instagram) - 'Community' pages book - Media strategy (promote events and community initiatives) - Feature stories (flagship initiatives, celebrate champions) - Link with existing neighbourhood pages	North Central South	\$500 \$500 \$500	\$500 \$500 \$500	\$510 \$510 \$510	\$510 \$510 \$510	See 4.1.1	X			X

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² Including targets

*Number of years is only a guide and can vary based on individual Strategy

** Note there is an allocation of \$2,000 in the City's LTFP within Community Development for this project

Goal 4: Communications and advocacy									
Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility		
4.1.3 Establish a 'one-stop-shop' information stand for each area, to share and distribute local information (i.e. all areas).	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Information stand established See 4.1.1	X		
4.1.4 Explore options to promote activations within community, streamline and clarify approaches to the use of social media as a tool to assist the Community Development officers working in place.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	See 4.1.1	X		X
4.2.4 Explore opportunities to broaden engagement channels so that all members of the community feel comfortable in giving honest feedback.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	See 4.1.1	X		X
4.2.5 There will be ongoing engagement across a broad cross section of all communities across a broad demographic and grouping. Incorporate regular 360 engagement (ie as we go), as well as a more formalised yearly 'check in.'	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	See 4.1.1	X		X

Goal 5: Place Management										
Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Place and Community	Business Services	Built and Environment	Strategic and Economic Development
5.1.1 Provide more grass roots opportunity for residents living in place to continually engage with the City, through Community Development team, to increase connection to the City.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Number of opportunities provided 2. Reported increased connection to place	X			
5.1.2 Facilitate a formal Place Enrichment Strategy annual review and provide regular continuous updates of progress to community and Council.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Review is held annually	X			
5.1.3 Fund, coordinate and support community programs and initiatives that are tailored specifically to local need: ● Education workshops (technology programs, language classes, cooking) ● Capacity building (grant writing,) etc.	Place team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Number of community grants awarded 2. Number of community groups delivering workshops	X			
5.1.4 Explore options for micro grants to facilitate local networking (resident welcome kits, street BBQ's, community-led initiatives, corporation and insurance costs)	North Central South	\$1,000 \$1,000 \$1,000* (*external and additional funding will be explored)	\$1,000 \$1,000 \$1,000	\$ 1,100 \$ 1,100 \$ 1,100	\$ 1,100 \$ 1,100 \$ 1,100	1. Micro grant round established 2. Number of micro grants awarded	X			

10 Within existing budget, 20 Business Case to be prepared for additional funding, 30 Dependent on external funding

2 Including targets

*Number of years is only a guide and can vary based on individual Strategy

Goal 5: Place Management

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
5.1.5 Advocate and promote partnership opportunities between local organisations and corporate businesses with strong interests in the region	Place Team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Number of partnerships	X			
5.1.6 Investigate opportunities to reduce insurance costs for community organisations, including investigating insurance community support schemes and how the City could leverage support.	Governance	Internal (staff cost)				Investigation completed	X	X		X
5.2.1 Convene a 'Place' focused meeting every 4 months (rotate through regions) which incorporates a wide range of business units, executive and management (minimum 1 x meeting per year, per place). • Meeting outputs: An Action Plan (aligned to the Place Enrichment Strategy) with clear and specific deliverables across the organisation.	Place Team	Internal (staff cost)	Internal (staff cost)			1. Three meetings held annually across the City	X			
5.2.2 Review all corporate strategies with a 'place-lens' focus, and consider possible amendments and updates.	Place Team	Internal (staff cost)	Internal (staff cost)			1. Review completed	X			
5.2.3 Articulate the definition more clearly of the roles of the City Centre and the Communities team.	Place Team	Internal (staff cost)	Internal (staff cost)			1. Role clarity of City Centre and Place team developed	X			X
5.2.4 Review the City's Grants Program to ensure the framework is aligned with the principles of place-based community development (and more broadly, the principles of ABCD).	Place Team		Internal (staff cost)			1. Grants Program is reviewed and adjusted	X			
5.2.5 Investigate Grant Policy Guidelines to provide greater support for place-led initiatives, and give greater opportunities for small and large grants (including micro grants).	Place Team		Internal (staff cost)			See 5.2.4	X			

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² Including targets

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