

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 26 July 2022 at 5.30pm

MARK R NEWMAN
Chief Executive Officer
14 July 2022

AGENDA

1. OPENING OF MEETING AND ANNOUNCEMENT OF VISITORS

2. ACKNOWLEDGEMENT OF COUNTRY

3. APOLOGIES

4. IMPORTANT NOTE

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

5. ANSWERS TO QUESTIONS TAKEN ON NOTICE

Refer Attachment 5.1 (page 4)

6. 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

Councillor D Pember: 8 – 27 August 2022, inclusive

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: 28 June 2022

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

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

16.1 Questions of which due notice has been given

16.2 Questions of which notice has not been given

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

18.1 Adoption of Recommendations of the Audit and Risk Committee Meeting: 4 July 2022

<i>Minute</i>	<i>Item</i>	<i>Page No</i>	<i>Interests Declared / Additional Information</i>
AR.6/7/22	Confidential: Operational Internal Audit Plan 2022/23	Confidential Pages 1-52	

18.2 Adoption of Recommendations of the Planning and Community Consultation Committee Meeting: 12 July 2022.

<i>Minute</i>	<i>Item</i>	<i>Page No</i>	<i>Interests Declared / Additional Information</i>
PCC.3/7/22	Local Planning Scheme 12 – Implementation (Updates and Modification to Local Structure Plans and Local Planning Policies)	7-49	

19. REPORTS

<i>No.</i>	<i>Item</i>	<i>Page No</i>	<i>Note</i>
1	Financial Report June 2022	50-90	Absolute Majority
2	Review of Finance Council Policies	91-101	
3	Community Initiated Infrastructure Policy	102-111	
4	Transform Mandurah – Economic Opportunities	112-273	

20. MOTIONS OF WHICH NOTICE HAS BEEN GIVEN

21. NOTICE OF MOTIONS FOR CONSIDERATION AT THE FOLLOWING MEETING

22. LATE AND URGENT BUSINESS ITEMS

23. CONFIDENTIAL ITEMS

24. CLOSE OF MEETING

**RESPONSE TO QUESTIONS TAKEN ON NOTICE AT THE COUNCIL MEETING HELD ON
24 MAY 2022**
7.1. G BROWN: CITY OF MANDURAH OWNED LAND

Mr G Brown asked the following questions on behalf of the Peel Community Men's Shed:

- a) What freehold land is owned by Council which does not have a necessary Council operation on it such as sports ground, operation centre, rubbish transfer depot, libraries, administration building etc?
- b) What land is owned by Council that has no current plans for its use?
- c) What land is owned by Council that is currently leased to a third party such as a community group, not for profit entity or commercial business etc?
- d) What land is owned by Council that is exclusive of the above?

City of Mandurah Response

The City's current land holdings are valued at approximately \$90 million. Based on the current classifications the following land portfolio is as follows:

Strategic City Centre Land	approx. \$24.5M
Other Strategic Land Holdings	approx. \$14.5M
Parking / Draining	approx. \$12M
Owned but used for Community Purpose	approx. \$28M
Bushland	approx. \$8M
Potentially Saleable	approx. \$3M

A review of the Property Strategy is currently being undertaken and will be presented to Council for consideration.

The City's land holdings are as follows:

Lot 100 Forward Street (No 2) Mandurah
 Lot 9 Sholl St (No 13) Mandurah
 Lot 32 Aldgate Street (No 48) Mandurah
 Lot 10 Boundary Road (No 19) Dudley Park
 Lot 3 Karinga Road (No 34) San Remo
 Lot 153 Ward St (No 36) Mandurah
 Lot 427 Allnutt Street (No 2) Mandurah
 Lot 314 Allnutt Street (No 113) Mandurah
 Lot 73 Ivanhoe Crescent (No 14) Falcon
 Lot 104 Oaklands Ave (No 16 Marsh Place) Mandurah
 Lot 4 Morfitt Street (No 39) Mandurah
 Lot 105 Lanyon Street (No 3A) Mandurah
 Lot 40 Wyeree Road (No 49) Mandurah
 Lot 148 Park Road (No 93) Mandurah
 Lot 36 Stock Road (No 115) Parklands
 Lots 126 - 130 Sutton Street (No 26 & 28) Mandurah
 Lots 139 - 141 Sutton Street (No's 6-10) Mandurah
 Lot 2 Hackett St (No 2) Mandurah
 Lot 95 Sholl Street (No 57) Mandurah
 Lot 504 Anstruther Road (No 70) Mandurah
 Lot 6 Seawind Drive (No 2C) Silver Sands
 Lot 503 Peel Street (No 60) Mandurah
 Lot 9015 Mulga Drive Parklands
 Lot 62 Maria Street (No 4) Dudley Park
 Lot 71 Creery St (No 4) Dudley Park

**RESPONSE TO QUESTIONS TAKEN ON NOTICE AT THE COUNCIL MEETING HELD ON
24 MAY 2022**

Lot 2 Marco Polo Drive (No 5) Mandurah
Lot 53 Leslie Street (No 4) Dudley Park
Lot 94 Sholl Street (No 55) Mandurah
Lot 1652 Aquarius Close (No 3A) Falcon
Lot 18 Cooranga Road (No 24) Falcon
Lot 275 Linville Street (No 8) Falcon
Lot 66 Balwina Road Greenfields
Lot 6 Waldron Boulevard (No 20) Greenfields
Lot 660 Olinda Court (No 20) Greenfields
Lot 435 Bennett Brook Circle (No 50) Greenfields
Lot 98 Kalyan Close (No 3) Greenfields
Lot 31 Quarry Way (No 10) Greenfields
Lot 94 Legend Crescent (No 6) Greenfield
Lot 117 Clydesdale Drive (No 24) Greenfields
Lot 139 Times Circle (No 15) Greenfields
Lot 434 Shayne Street (No 53) Halls Head
Lot 250 Leyburn Drive (No 19) Halls Head
Lot 995 Honeysuckle Ramble (No 60) Halls Head
Lot 2 Mahogany Drive (No 63) Halls Head
Lot 1 Magnetic Square (No 2) Halls Head
Lot 9 Calypso Road (No 22) Halls Head
Lot 1854 Darter Place (No 20) Halls Head
Lot 27 Dunkeld Drive (No 104) Herron
Lot 700 Angalore Road (No 23) Madora Bay
Lot 478 Gibla Street (No 12) Mandurah
Lot 1 Anstruther Road (No 31) Mandurah
Lot 4263 Anzac Place (No 2) Mandurah
Lot 101 Mandurah Terrace (No 77) Mandurah
Lot 45 Mandurah Terrace (No 79) Mandurah
Lot 62 Sholl Street (No 58) Mandurah
Lot 201 Reserve Drive (No 59) Mandurah
Lot 155 Dower Street (No 24) Mandurah
Lot 567 Pinjarra Road (No 148) Mandurah
Lot 6 Seminole Avenue (No 7F) Meadow Springs
Lot 301 Inverness Drive (No 37) Meadow Springs
Lot 300 Fairway Crescent (No 30) Meadow
Lot 29 Red Road (No 35) Parklands
Lot 58-61 Orestes Street (No 32-38) San Remo
Lot 25 Park Road (No 95) Mandurah
Lot 414 Sholl Street (No 11) Mandurah
Lot 5 Sutton Street (No 72) Mandurah
Lot 501 Thomson Street (No 70) Mandurah
Lot 31 Sticks Boulevard (No 3) Erskine
Lot 173 Leighton Place (No 7) Halls Head
Lot 2572 Pinjarra Road (No 331) Mandurah
Lot 3 Fathom Turn (No 19) Mandurah
Lot 61 Sholl Street (No 60) Mandurah
Lot 590 Gum Nut Avenue (No 12) Dawesville
Lot 139 Wedgetail Retreat (No 29) Halls Head
Lot 141 Wedgetail Retreat (No 25) Halls Head

RESPONSE TO QUESTIONS TAKEN ON NOTICE AT THE COUNCIL MEETING HELD ON 24 MAY 2022

Lot 143 Wedgetail Retreat (No 21) Halls Head
Lot 63 Sholl Street (No 56) Mandurah
Lot 112 Sutton Street (No 56) Mandurah
Lot 111 Sutton Street (No 58) Mandurah
Lot 113 Sutton Street (No 54) Mandurah
Lot 400 Allnutt St (No 81) Mandurah
Lot 401 Allnutt St (No 83) Mandurah
Lot 402 Allnutt St (No 85) Mandurah
Lot 403 Allnutt St (No 87) Mandurah
Lot 404 Allnutt St (No 87A) Mandurah
Lot 396 Sutherland Street (No 15) Dawesville
Lot 166 Old Pinjarra Road Greenfields
Lot 31 Wattleglen Avenue (No 60) Erskine
Lot 103 Corsican Place (No 102) Parkland
Lot 106 Corsican Place Parklands
Lot 417 Bennett Brook Circle Greenfields
Lot 428 Bennett Brook Circle Greenfields
Lot 444 Bennett Brook Circle Greenfields
Lot 101 Dower Street (No 87) Mandurah
Lot 506 Banksia Street Mandurah
Portion of Lot 437 Southern Estuary Road
Lot 382 Dalona Parkway (No 20) Lakelands
Lot 6 (176) Lakeside Parkway. Herron
Lot 2300 (2) Seppings Parade. Lakelands
Lot 33 Caroline Way (No 7) Madora Bay

1	SUBJECT:	Local Planning Scheme 12 – Implementation (Updates and Modification to Local Structure Plans and Local Planning Policies)
	DIRECTOR:	Strategy and Economic Development
	MEETING:	Planning & Community Consultation Committee
	MEETING DATE:	12 July 2022

Summary

Local Planning Scheme No 12 was gazetted on 11 April 2022 replacing the previous operative Town Planning Scheme No 3. Local Planning Schemes are supported by Structure Plans, used to undertake further detailed planning for a specified area and Local Planning Policies, to support decision making for particular matters, primarily in regard to applications for development approval.

Town Planning Scheme No 3 was primarily predicated on land being zoned Urban Development for new suburban development with approximately 2350 hectares of land included in the Urban Development zone. The Urban Development zone requires a Structure Plan prior to further subdivision or development.

In progressing Scheme 12, approximately 1650 hectares of land subject to Structure Plans which have since been developed have been 'normalised' into standard zones and reserved land and relevant R-Code Density (residential density code). As a result, many existing structure plans no longer have any 'effect' or relevance under Scheme 12 with approximately 54 plans in place and given the extent of the revised Urban Development Zone will be reduced to approximately 20.

Part 4 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* – which are the deemed provisions for local planning schemes ('Deemed Provisions' covers the processing and administration of Structure Plans, and Clause 28(3) of the Deemed Provisions references the process to revoke Structure Plans and Clause 29 in regard to modifying Structure Plans – both primarily require the Western Australian Planning Commission's approval to do so with the support of the local government. At the recommendation of the Department of Planning, Lands and Heritage, it was suggested the best course of action to progress these changes was via a Council resolution. The report outlines the structure plans that will subject to revocation or modification.

Further, there are current 8 operative Local Planning Policies. The key policies that impact decision making have been recently been subject to review and change via Council adoption; however some administrative changes and revocation to a number of existing policies are also necessary based on the gazettal of Scheme 12.

Disclosure of Interest

- G.22/6/20 23 June 2020 Council considered submissions received on draft Local Planning Scheme 12 and resolved to adopt the Local Planning Strategy and proceed Scheme 12 to final approval by the Western Australian Planning Commission and the Minister for Planning.
- G.18/4/19 30 April 2019 Council adopted a modified Local Planning Scheme and Strategy which incorporated changes suggested by the Environmental Protection Authority.
- G.6/01/17 24 January 2017 Council adopted draft Local Planning Scheme No 12 and a revised Local Planning Strategy for forwarding to the Western Australian Planning Commission and the Environmental Protection Authority for consent to advertise the Scheme.

Background

Progression and Implementation of Local Planning Scheme 12

In July 2013, Council resolved to prepare a new local planning scheme and in March 2014 Council adopted a draft Scheme (under the heading 'Mandurah Planning Scheme').

The following year, the *Planning and Development (Local Planning Scheme) Regulations 2015* ('LPS Regulations') were prepared, advertised and gazetted and became operative in October 2015. The LPS Regulations resulted in significant changes to the format and operation of local planning schemes requiring the draft Scheme to be rewritten and reformatted.

Council adopted a revised Local Planning Scheme – Local Planning Scheme No 12 (Scheme 12) and a revised Local Planning Strategy at its meeting of 24 January 2017 for the purposes of forwarding to the Western Australian Planning Commission for consent to advertise.

In September 2018, the City received advice that the WAPC had examined the documents provided, and that subject to modifications, had determined the Scheme was suitable to be advertised in accordance with the Regulations. Prior to advertising, the documents were required to be referred to the Environmental Protection (EPA) for consideration pursuant to s82 of the *Planning and Development Act 2005* ('the Act').

Scheme 12 was subsequently referred to the EPA and in November 2018, a request for additional information was received. These changes were considered by Council in April 2019 where it was resolved to adopt the modified Scheme and Strategy and forward the documents to the EPA and again to the WAPC, seeking consent to advertise.

Notification was received on 4 June 2019 from the Office of the EPA, advising that the Scheme had been examined and the decision was made not to assess the scheme under Part IV, Division 3 of the *Environmental Protection Act 1986*. Consent to advertise Scheme 12 and the Local Planning Strategy was subsequently granted by the WAPC in October 2019.

The draft Scheme was subsequently advertised between 28 November 2019 and 28 February 2020 and Council then considered all submissions on the Scheme in June 2020 and resolved to progress with the Scheme and forward it to the WAPC for approval.

The WAPC considered the Scheme in March 2021 and recommended to the Minister for Planning that a number of changes were required to the form and function of the Scheme with this approval being received in May 2021. Whilst some delays in progressing the modifications were experienced by City officers, the changes were completed and in February 2022, the WAPC advised the City that the Minister for Planning had approved the Scheme in accordance with section 87(3) of the Act.

Upon publishing in the Government Gazette in accordance with section 87(4) of the Act, Scheme 12 commenced operation on 11 April 2022 and Town Planning Scheme No 3 is revoked.

Local Planning Strategy

Arising from the preparation of this Local Planning Strategy, the key theme that underpins the Strategy is that of consolidation, and the Strategy provides the following details in regard to the consolidation and simplification of the planning framework:

"The City's Town Planning Scheme No 3 was prepared approximately 24 years ago, and came into operation approximately 18 years ago.

It has served the expansive urban development of Mandurah; however it now requires an update to simplify the planning framework, particularly with regard to the numerous forms of additional planning layers that

the Scheme currently requires. As a result, Council has adopted a new local planning scheme – Local Planning Scheme 12.

A number of actions will assist in this regard:

- Reducing the need for an Outline Development Plan (Structure Plans) for smaller parcels of land which introduces a layer of approval otherwise covered by the planning approval framework (i.e. development or subdivision);*
- Rezoning areas currently zoned Urban Development that have already been developed and therefore reduce the areas covered by existing Outline Development Plans (Structure Plans);*
- Integrating the various Outline Development Plans and Precinct Plans within the Mandurah Central area into one consolidated Precinct Structure Plan that integrates the land use control, built form outcomes and redevelopment potential in an integrated manner;*
- Where areas are not identified for significant redevelopment or new development, providing specific zoning control to ensure future development requirements are well understood;*

As a result of the completion of the Local Planning Scheme and Strategy having been finalised, there is a need to review and refine existing elements of the local planning framework.

Comment

Local Structure Plans

Scheme 12 will continue to rely on Structure Plans to guide and control development outcomes in new urban development areas with the Structure Plan requirements now provided in the Deemed Provisions.

However, this focus is decreased from the provisions of Scheme 3 and as shown in **Attachment 1.1** as demonstrated below:

	Scheme 3	Scheme 12	Difference
Areas Requiring an ODP/LSP	2347ha	724ha	1623ha
Areas with approved ODP/LSP	2172ha	658ha	1514ha
Areas with no approved ODP/LSP	74ha	66ha	8ha

Each of the existing Structure Plans have been reviewed based on the new zoning under Scheme 12 and any additional development requirements provided in them.

As a result, the following recommendations are provided for existing Structure Plans (from north to south):

Plan Name	Status & Comment	WAPC Approval Required
Madora Bay North	Retain (albeit modified as per current application by the landowner)	Pending (separate to this report)
Madora Bay East	Retain (in part for area left zoned Urban Development)	Yes – to modify;
Lakelands North	Retain	N/A
Lakelands North-East	Retain	N/A

Plan Name	Status & Comment	WAPC Approval Required
Lakelands West	Retain for area left zoned Urban Development and for area subject to Tree Preservation Area	Yes – to modify;
Lakelands East	Retain for area left zoned Urban Development	Yes – to modify;
San Remo / Madora Bay	All land is normalised and no longer required	Yes – to revoke;
Meadow Springs	All land is normalised and no longer required	Yes – to revoke;
Parklands West	All land is normalised and no longer required	Yes – to revoke;
Lot 6 Bortolo Drive	Retain	N/A
Mandurah Junction	Retain (short term - will be revoked when Central Mandurah PSP is endorsed)	Pending (separate to this report)
Mandurah Ocean Marina	Retain (short term - will be revoked when Central Mandurah PSP is endorsed)	Pending (separate to this report)
Lot 607-608 Kirkpatrick Drive	All land is normalised and no longer required.	Yes – to revoke;
Central Park	Retain (for area left zoned Urban Development)	Yes – to modify; however, some provisions to be included in a Local Development Plan for Neighbourhood Centre zone;
Lakes Road	Retain (albeit modified as per current application by the landowner)	Pending (separate to this report)
Lakes Road / Pinjarra Road	Retain (for area left zoned Urban Development)	Yes – to modify;
Lot 5 Lakes Road	All land is normalised and no longer required	Yes – to revoke;
Lot 12 Old Pinjarra Road	Retain (short term – land has been developed but still zoned Urban Development – consider Basic Amendment in due course)	N/A
Teranca/Tuart Road	Retain	N/A
Lots 31 and 32 Pinjarra Road	All land is normalised and no longer required.	Yes – to revoke;
Frasers Mandurah	Retain (for area left zoned Urban Development)	Yes – to modify;
Coodanup Drive	All land is normalised and no longer required	Yes – to revoke however some provisions to be included in a Local Development Plan for Local Centre zone;
Newport Drive	Retain (for area left zoned Urban Development)	Yes – to modify;
Mariners Cove	All land is normalised and no longer required	Yes – to revoke however some provisions to be included in a Local Development Plan for Local Centre zone;
Mariners Cove Canals	All land is normalised and no longer required	Yes – to revoke;
Lot 100 Nairn Road	Retail	N/A

Plan Name	Status & Comment	WAPC Approval Required
Port Mandurah	All land is normalised and no longer required	Yes – to revoke;
Bridgewater / Osprey Waters	Retain (for area left zoned Urban Development)	Yes – to modify;
Seascapes	All land is normalised and no longer required	Yes – to revoke;
Seascape Village	All land is normalised and no longer required	Yes – to revoke however some provisions to be included in a Local Development Plan for Local Centre zone;
Bridgewater South	All land is normalised and no longer required	Yes – to revoke;
Northport	All land is normalised and no longer required	Yes – to revoke;
Northport – Bouvard Village	All land is normalised and no longer required	Yes – to revoke however some provisions to be included in a Local Development Plan for Local Centre zone;
Northport Stage 12	All land is normalised and no longer required	Yes – to revoke;
Lots 6, 8, 104 and 105 Old Coast Road,	All land is normalised and no longer required	Yes – to revoke;
Lots 10 and 11 Old Coast Road	All land is normalised and no longer required	Yes – to revoke;
Pleasant Grove South	Retain for area subject to Tree Preservation Area	Yes – to modify;
Eastport	All land is normalised and no longer required	Yes – to revoke;
Lot 1000 Princeton Drive	All land is normalised and no longer required	Yes – to revoke;
Lot 19 Princeton Drive	All land is normalised and no longer required	Yes – to revoke;
Southport	All land is normalised and no longer required	Yes – to revoke;
Channel Heights	All land is normalised and no longer required	Yes – to revoke;
Florida	Retain (for area left zoned Urban Development)	Yes – to modify;
Florida Neighbourhood Centre	All land is normalised and no longer required	Yes – to revoke however provisions to be included in a Local Development Plan for Neighbourhood Centre zone;
Melros Beach / Bailey Boulevard	Retain (for area left zoned Urban Development)	Yes – to modify;
Lot 6 Dawesville Road (Bailey Boulevard)	All land is normalised and no longer required	Yes – to revoke;
Lot 7 Bailey Boulevard	Retain	N/A
Lot 2 Dawesville Road	All land is normalised and no longer required	Yes – to revoke;

Plan Name	Status & Comment	WAPC Approval Required
Lot 1001 Dawesville Road	All land is normalised and no longer required	Yes – to revoke;
Lot 2 Estuary Road	All land is normalised and no longer required	Yes – to revoke;
Timbers Edge	Retain for area subject to Tree Preservation Area	Yes – to modify;
Lot 285 Estuary Road	All land is normalised and no longer required	Yes – to revoke;
Dawesville South	Note that plan is outdated – land is retained as Urban Development and is likely to have its approval lapse in 2025 (which is 10 years post the implementation of the Planning Scheme Regulation)	No;

As noted above, there are a number of matters arising from a review of these plans:

- Whilst many small scale centres have been zoned Local Centre or Neighbourhood Centre, the development requirements for both of these zones (such as setbacks), and for building design for any site not subject to the R-Codes, Scheme 12 makes references to development requirements may be set out in a Local Development Plan – therefore, as referenced above, where any development requirements relating to a non-residential site that is to be retained due to vacant (or undeveloped land) is to be transferred to a Local Development Plan; and
- The need for an approval to remove trees in Scheme 12 retains this requirement where located in a Tree Preservation Area (TPA) on a Structure Plan – three existing structure plans identify this requirement, being R10 lots in Lakelands, Pleasant Grove South and Timbers Edge. Whilst these areas have been ‘normalised’ by transferring them to a residential zone (if appropriate), these TPA’s will be retained; if the WAPC has a concern with this application, an alternative method of identifying these TPA’s may be necessary.

The structure plans that have been identified above with a note to retain for the area remaining zoned Urban Development, the intention is to include a notation on the plan; further, it will be clear that this modification does not extend the 10 year approval period given for existing Structure Plans (noting that the default date is 19 October 2025 for any plans approved prior to October 2015).

Precinct Structure Plans (previously known as Precinct Plans and Activity Centre Plans)

Scheme 12 will continue to rely on Precinct Structure Plans to guide and control development outcomes for areas zoned Strategic Centre and District Centre, as a result, the following recommendations are provided for existing Precinct Structure Plans (from north to south):

Plan Name	Status & Comment	WAPC Approval Required
Lakelands Town Centre	Recently Adopted by WAPC; and subject to modification from landowner;	Pending (separate to this report)
Inner Mandurah; Mandurah Terrace; City Centre Precinct Plans	Retain (short term - will be revoked when Central Mandurah PSP is endorsed which is currently being reviewed by the WAPC for approval)	Pending (separate to this report)
Halls Head Town Centre	Precinct Text to be updated to match WAPC Manner and Form Text and Deemed Provisions references;	Plan will need to be modified and advertised; and subject to further consideration by Council in due course;

Plan Name	Status & Comment	WAPC Approval Required
	Plan requires updates to be consistent with expanded area zoned District Centre in Scheme 12;	
Falcon Village	Precinct Text to be updated to match WAPC Manner and Form Text and Deemed Provisions references; Plan requires updates to be consistent with reduced area zoned District Centre in Scheme 12; Plan provisions require simplification and reduction of high expectations for development outcomes such as Minimum two storeys; L-Shaped Driveways; Update Falcon Reserve Master Plan.	Plan will need to be modified and advertised; and subject to further consideration by Council in due course;

Local Planning Policies

After reviewing the existing Local Planning Policies, the following commentary and recommendations are provided for each policy:

Policy	Comment	Recommendation
LPP1 Residential Development	Review recently completed by ensuring consistency with existing Residential Design Codes (R-Codes); Adopted by Council in May 2022;	No Change
LPP2 Signage	Last reviewed in September 2017 and prepared in line with then draft Scheme 12. No specific references to Scheme 3 are included; however, a number of references to the Deemed Provisions are to be updated following changes made in July 2021, one small wording change to clause 1.3(d) (typographical error); and formatting changes to presentation format. Future review may consider impacts of changes to Precinct Structure Plans and changing trends in signage, including use of Variable Message Boards.	Updated Clause 1.3(b) and (c) to update references to Clause 61 of Deemed Provisions and update a number of typographic errors ;
LPP3 Non-Residential Uses in Residential Zones	Review recently completed in September 2021 by combining three previous policies together to cover Medical Centres, Child Care and Home-Based Business into one policy. No specific references to Scheme 12 included.	No Change
LPP4 Canal Waterways Structures	Last reviewed in December 2017 and prepared in line with then draft Scheme 12. No specific references to Scheme 3 are included; however, a number of references to the Deemed Provisions are to be updated following changes made in July 2021; and formatting changes to presentation format. Future review may consider impacts of potential replacement of Canal Walls by landowners, however this will be reviewed as an outcome of the Coastal Hazard Risk Management and Adaptation Planning (CHRMAP) outcomes.	Updated Clause 1.3(b) to update references to Clause 61 of Deemed Provisions and update a number of typographic errors.
LPP5 Telecommunications Infrastructure	This policy was last reviewed in August 2017 to compliment provisions introduced to Scheme 3 to exempt telecommunications infrastructure from approval with criteria added. These criteria have	Revoke in accordance with Clause 6 of the

Policy	Comment	Recommendation
	been further expanded on in Scheme 12 and the policy provisions are considered superfluous. Section 4 covers processes relevant to advertising applications where an approval is required, however this is considered procedural in nature and not required in a local planning policy.	Deemed Provisions.
LPP9 Galbraith Loop Business Design Guidelines	This policy was last reviewed in May 2011 following modifications to zoning in the location. Historically, it has included provisions relating to land use and development requirements in managing a small scale industrial area adjacent to residential land; Land uses have been changed in Scheme 12 and there are very few vacant lots remaining. Given it is a policy for a specific location to manage setbacks and building design, a Local Development Plan would be a better outcome.	Revoke the Policy in accordance with Clause 6 of the Deemed Provisions once a Local Development Plan has been approved to compliment the provisions of Scheme 12.
LPP14 Significant Tree Register	LPP14 essentially provides the head of power to create the significant tree register as was referenced in Town Planning Scheme 3; Through Clause 13A of the Schedule A (Supplemental Provisions), Scheme 12 now creates the head of power for the register so the policy is superfluous;	Revoke.
LPP15 Water Sensitive Urban Design	Policy is designed to set out design of development in regard to water sensitive urban design. This policy was filling a gap in WAPC and State policies on managing stormwater in structure plans and subdivisions – and very little to do with development applications which is the main role and purpose of Local Planning Policies. Policies such as Liveable Neighbourhoods, draft State Planning Policy 2.9, Local government guidelines for Subdivisional Development and so on have replaced the need for this policy.	Revoke.
<i>Note - previous policies LPP6, LPP7, LPP8, LPP10, LPP11, LPP12 and LPP13 have been revoked and/or replaced with combined policies outlined above.</i>		

Consultation

The matters listed above are considered procedural as an outcome of the extensive advertising and consultation undertaken for the Local Planning Strategy and Local Planning Scheme – as a result no further consultation has been undertaken.

Statutory Environment

Provisions relating to the statutory environment in regard the *Planning and Development (Local Planning Schemes) Regulations 2015* have been outlined in the body of the report.

The key provisions is Clause 28 of Schedule 2 that outlines the duration of approval for a Structure Plan as follows:

(3) *The Commission may revoke its approval of a structure plan if —*

- (a) *a new structure plan is approved in relation to the area to which the structure plan to be revoked relates; or*
- (b) *the Commission considers that the plan has been implemented or is otherwise no longer required; or*

- (c) *the Commission considers that the structure plan cannot be effectively implemented because of a legislative change or a change in a State planning policy; or*
- (d) *for a structure plan that was the subject of an application under clause 16(3), the revocation is agreed to by —*
 - (i) *the owner of the land to which the structure plan relates (or, if the land is owned by 2 or more owners, each of them); and*
 - (ii) *the local government*

Parts (b) and (c) are the most relevant sections of this Clause.

Policy Implications

Local Planning Policies are administered under the provisions of the local planning scheme and the *Planning and Development (Local Planning Schemes) Regulations 2015* as a 'due regard' document in planning decision making. A number of procedural Council policies compliment the Local Planning Policies listed above, and there are no impacts on these policies arising from this review work.

Having a Local Planning Policy numbering system to removes gaps and consistent formatting will assist in removing a number of elements of confusion in the planning framework.

As noted above, the progression of a number of Neighbourhood and Local Centre zone provisions from existing Structure Plans will be carried over into Local Development Plans. Delegation DA-PAD04 provides for officers to prepare a Local Development Plan where necessary and to determine the scope and degree of advertising; and if no relevant submissions are made if advertising is necessary, to approve an LDP.

Financial Implications

Nil

Risk Analysis

It is considered essential that the local planning framework is up to date and reviewed to ensure its reliance on decision making is sound and reduces the potential conflicts between various elements conflicting or having outdated information included in them.

Strategic Implications

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

Organisational Excellence:

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

Conclusion

Local Planning Scheme No 12 was gazetted on 11 April 2022 replacing the previous operative Town Planning Scheme No 3. Local Planning Schemes are supported by Structure Plans, used to undertake further detailed planning for a specified area and Local Planning Policies, to support decision making for particular matters, primarily in regard to applications for development approval.

As a result, a number of Structure Plan require plans revocation or modification by the Western Australian Planning Commission with the support of Council.

Further, there are current 8 operative Local Planning Policies. The key policies that impact decision making have been recently been subject to review and change via Council adoption; As a result of Scheme 12, it

is recommended that two policies do not change, two are subject to administrative updates and four are revoked due to the gazettal of Scheme 12.

NOTE:

- Refer **Attachment 1.1 Existing Structure Plans Areas**
Attachment 1.2 Proposed Structure Plans Areas
Attachment 1.3 Modified Local Planning Policy No 2 Signage
Attachment 1.4 Modified Local Planning Policy No 4 Canal Waterways Structures

Existing Local Planning Policies are accessible via the following webpage:
[Local planning strategy schemes and policies](#)

Officer Recommendation

That the Planning and Community Consultation Committee recommend that Council:

1. In accordance with Clause 28(3) of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* requests that the Western Australian Planning Commission revoke the following Local Structure Plans:
 - San Remo / Madora Bay;
 - Meadow Springs;
 - Parklands West;
 - Lot 607-608 Kirkpatrick Drive;
 - Lot 5 Lakes Road
 - Lots 31 and 32 Pinjarra Road;
 - Coodanup Drive;
 - Mariners Cove;
 - Mariners Cove Canals;
 - Port Mandurah;
 - Seascapes;
 - Seascapes Village;
 - Bridgewater South;
 - Northport;
 - Northport Village;
 - Northport Stage 12;
 - Lots 6, 8, 104 and 105 Old Coast Road;
 - Lots 10 and 11 Old Coast Road;
 - Eastport;
 - Lot 1000 Princeton Drive;
 - Lot 19 Princeton Drive;
 - Southport;
 - Channel Heights;
 - Florida Neighbourhood Centre;
 - Lot 6 Dawesville Road (Bailey Boulevard);
 - Lot 7 Bailey Boulevard;
 - Lot 2 Dawesville Road;
 - Lot 1001 Dawesville Road;
 - Lot 2 Estuary Road; and
 - Lot 285 Estuary Road.
2. In accordance with Clause 29 of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* requests that the Western Australian Planning Commission amend

the following Local Structure Plans by including a notation that the contents of the Structure Plan only apply to areas zoned Urban Development in Local Planning Scheme 12 or for areas shown as Tree Preservation Areas in the Structure Plan:

- Madora Bay East;
- Lakelands West;
- Lakelands East;
- Central Park;
- Lakes Road / Pinjarra Road;
- Frasers Mandurah;
- Newport Drive
- Bridgewater / Osprey Waters;
- Pleasant Grove South;
- Florida;
- Melros Beach / Bailey Boulevard;

and that these amendments are considered minor and are not subject to advertising as per Clause 29(3).

3. In accordance with Clause 29(3) of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* notes that modifications will be made to the following Precinct Structure Plans and subsequently be subject to advertising and further consideration by Council in due course:

- Halls Head Town Centre;
- Falcon Village;

4. Notes that the relevant provisions pertaining to Local Centres and Neighbourhood Centres contained in the following Local Structure Plans will be converted to a Local Development Plan in accordance with Part 6 of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015*:

- Central Park;
- Coodanup Drive;
- Mariners Cove;
- Seascapes Village;
- Northport Village;
- Florida Neighbourhood Centre;

5. In accordance with Clause 5(2) of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* modifies the following Local Planning Policies by updating references to the exemptions for approval under Clause 61 of the Regulations:

- (a) LPP2: Signage (as shown in Attachment 1.3);
- (b) LPP4: Canal Waterways Structures (as shown in Attachment 1.4);

6. In accordance with Clause 6 of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* revokes of the following Local Planning Policies:

- (a) LPP5: Telecommunications Infrastructure;
- (b) LPP9: Galbraith Loop Business Design Guidelines;
- (c) LPP14: Significant Tree Register; and
- (d) LPP15: Water Sensitive Urban Design;

7. Notes that the relevant contents of LPP9: Galbraith Loop Business Design Guidelines that do not conflict with the provisions of Local Planning Scheme 12 will be transferred to a Local Development Plan and the publication of the notice revoking LPP9 in accordance with Resolution 6, above, will await the completion of the relevant Local Development Plan for the location.

Committee Recommendation

That Council:

1. In accordance with Clause 28(3) of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* requests that the Western Australian Planning Commission revoke the following Local Structure Plans:
 - San Remo / Madora Bay;
 - Meadow Springs;
 - Parklands West;
 - Lot 607-608 Kirkpatrick Drive;
 - Lot 5 Lakes Road
 - Lots 31 and 32 Pinjarra Road;
 - Coodanup Drive;
 - Mariners Cove;
 - Mariners Cove Canals;
 - Port Mandurah;
 - Seascapes;
 - Seascapes Village;
 - Bridgewater South;
 - Northport;
 - Northport Village;
 - Northport Stage 12;
 - Lots 6, 8, 104 and 105 Old Coast Road;
 - Lots 10 and 11 Old Coast Road;
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 - Lot 19 Princeton Drive;
 - Southport;
 - Channel Heights;
 - Florida Neighbourhood Centre;
 - Lot 6 Dawesville Road (Bailey Boulevard);
 - Lot 7 Bailey Boulevard;
 - Lot 2 Dawesville Road;
 - Lot 1001 Dawesville Road;
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 - Lot 285 Estuary Road.
2. In accordance with Clause 29 of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* requests that the Western Australian Planning Commission amend the following Local Structure Plans by including a notation that the contents of the Structure Plan only apply to areas zoned Urban Development in Local Planning Scheme 12 or for areas shown as Tree Preservation Areas in the Structure Plan:
 - Madora Bay East;
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 - Lakelands East;
 - Central Park;

- Lakes Road / Pinjarra Road;
- Frasers Mandurah;
- Newport Drive
- Bridgewater / Osprey Waters;
- Pleasant Grove South;
- Florida;
- Melros Beach / Bailey Boulevard;

and that these amendments are considered minor and are not subject to advertising as per Clause 29(3).

3. In accordance with Clause 29(3) of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* notes that modifications will be made to the following Precinct Structure Plans and subsequently be subject to advertising and further consideration by Council in due course:
 - Halls Head Town Centre;
 - Falcon Village;
4. Notes that the relevant provisions pertaining to Local Centres and Neighbourhood Centres contained in the following Local Structure Plans will be converted to a Local Development Plan in accordance with Part 6 of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015*:
 - Central Park;
 - Coodanup Drive;
 - Mariners Cove;
 - Seascapes Village;
 - Northport Village;
 - Florida Neighbourhood Centre;
5. In accordance with Clause 5(2) of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* modifies the following Local Planning Policies by updating references to the exemptions for approval under Clause 61 of the Regulations:
 - (a) LPP2: Signage (as shown in Attachment 1.3);
 - (b) LPP4: Canal Waterways Structures (as shown in Attachment 1.4);
6. In accordance with Clause 6 of Schedule 2 to the *Planning and Development (Local Planning Schemes) Regulations 2015* revokes of the following Local Planning Policies:
 - (a) LPP5: Telecommunications Infrastructure;
 - (b) LPP9: Galbraith Loop Business Design Guidelines;
 - (c) LPP14: Significant Tree Register; and
 - (d) LPP15: Water Sensitive Urban Design;
7. Notes that the relevant contents of LPP9: Galbraith Loop Business Design Guidelines that do not conflict with the provisions of Local Planning Scheme 12 will be transferred to a Local Development Plan and the publication of the notice revoking LPP9 in accordance with Resolution 6, above, will await the completion of the relevant Local Development Plan for the location.

Existing Structure Plans Areas (June 2022)

Existing Approved Structure Plan Areas

- Precinct Structure Plan / Activity Centre Plan
- Local Structure Plan

City of Mandurah Boundary



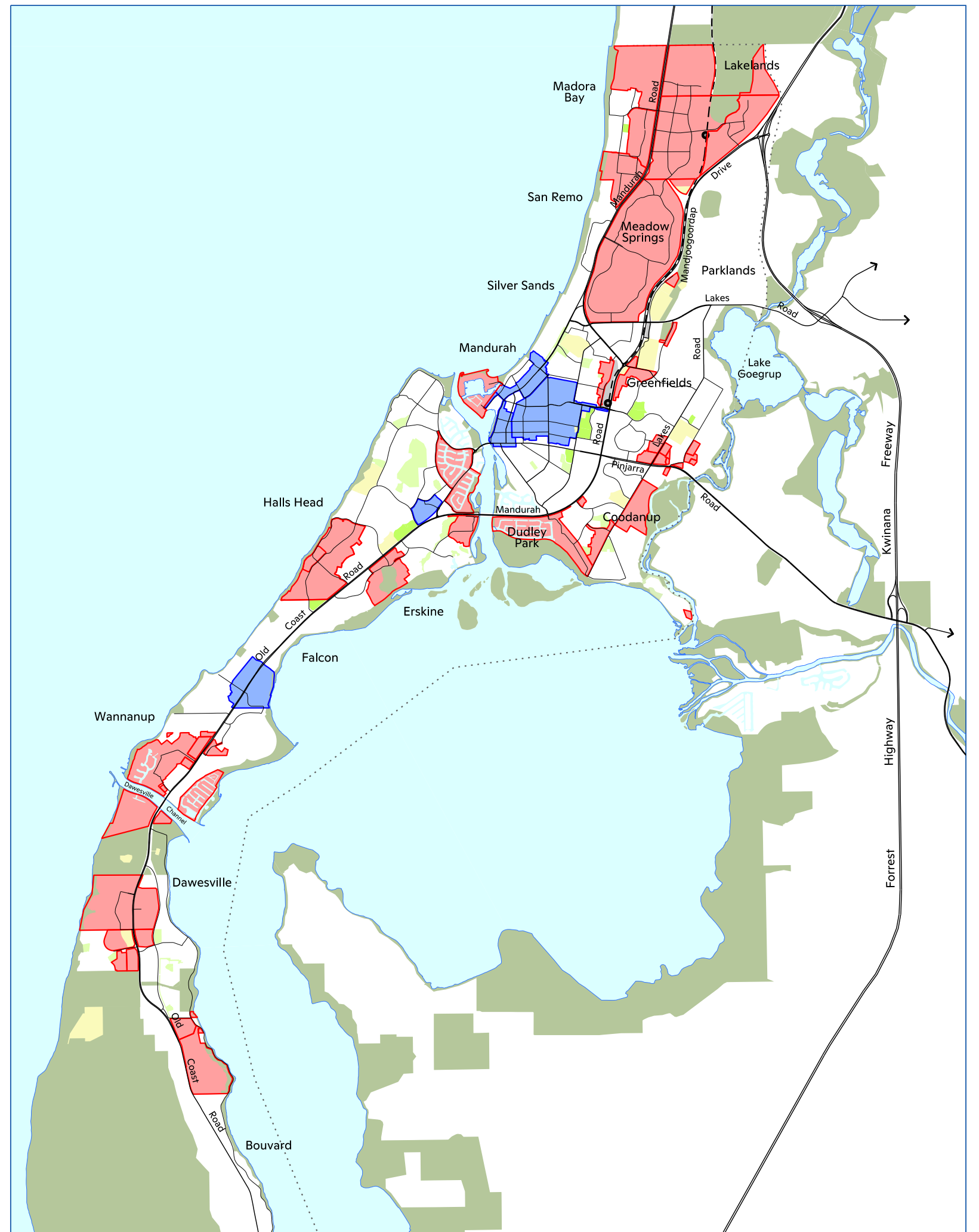
14 June 2022 | 13/4664/016E-e | 1:100 000 @ A3



Council Meeting
26 July 2022

Local Planning Strategy

Planning and Community Consultation Committee Report
12 July 2022



Proposed Structure Plans Areas (June 2022)

Areas Subject to Existing / Future Structure Plan

- Precinct Structure Plan
- Local Structure Plan

City of Mandurah Boundary



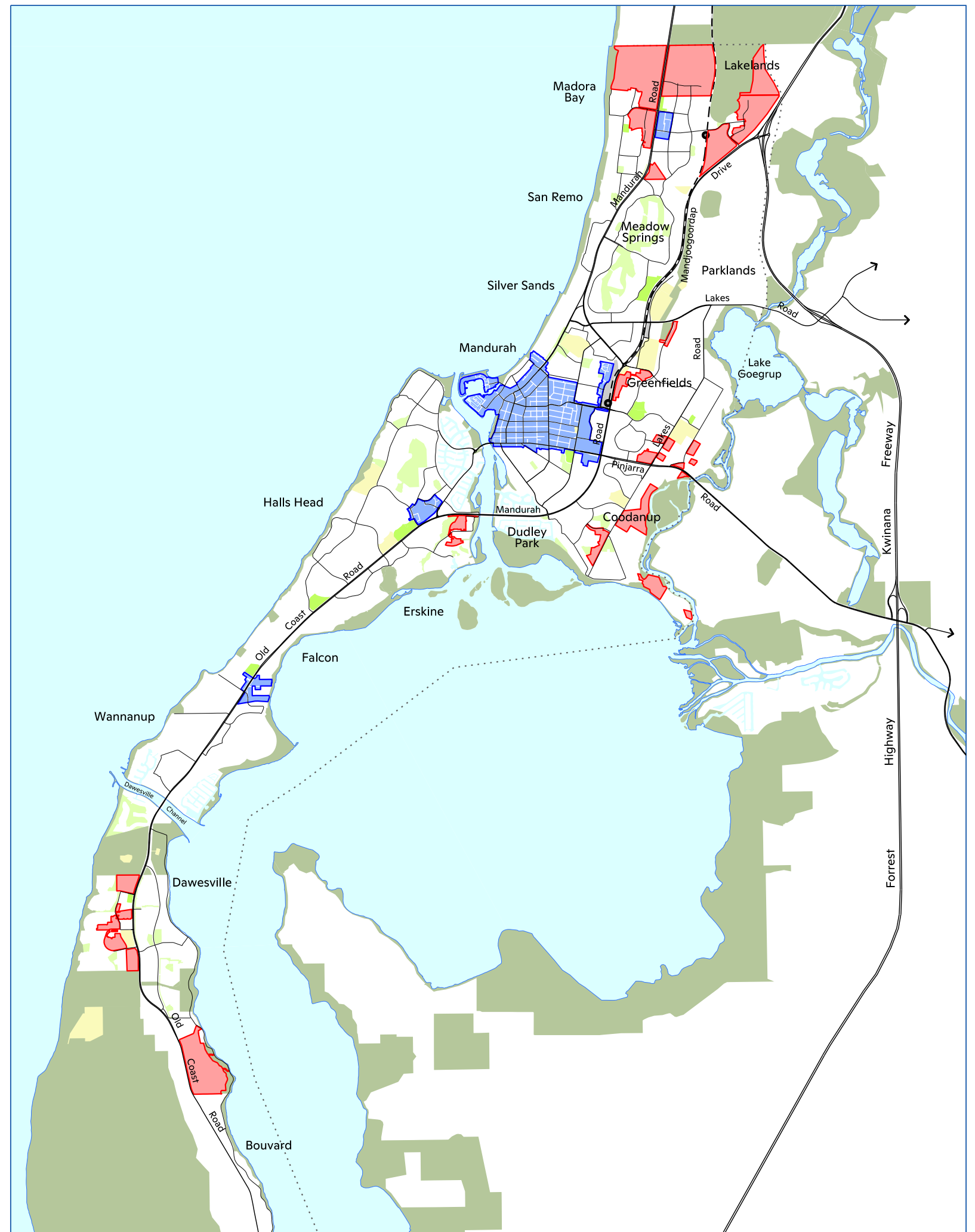
14 June 2022 | 13/4664/016E-p | 1:100 000 @ A3



Council Meeting
26 July 2022

Local Planning Strategy

Planning and Community Consultation Committee Report
12 July 2022



Local Planning Policy No 2

Signage



September 2017 July 2022

Record of Adoption

Stage	Document Version	Approval Date
Draft for Internal Review	Version 1 March 2017	N/A
Draft for Council Adoption	Version 2 April 2017	11 April 2017
Draft for Final Approval	Version 3 September 2017	12 September 2017

Schedule of Modifications

No	Summary of Modifications	Document Version	Approval Date
1	<u>Updated Formatting:</u> <u>Clause 1.3(b) Updated to reflect changes to <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>.</u>	<u>Version 4 July 2022</u>	



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1. Introduction

1.1 Policy Objectives

The objectives of this Local Planning Policy are to:

- (a) Ensure that advertisements are appropriately sized and sited for their location;
- (b) Require advertisements to maintain and enhance the amenity of the immediate area, including areas of historical or environmental significance;
- (c) Discourage the ineffective, visually intrusive and proliferation of excessive advertisements; and
- (d) Provide guidelines for consistent decision making for advertisements on zoned land within Mandurah.

1.2 Background

Local Planning Policy No. 2 Signage replaces Local Planning Policy 9 - Advertising Devices in accordance with, Part 2, Clause 6(a) in Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* (*'Deemed Provisions'*).

This policy replaces LPP7 dated March 2010. The policy seeks to exempt many forms of advertising from the need to obtain development approval where prescribed minimum requirements are met. This policy does not apply to signage on public land which is covered by the [City of Mandurah Local Government Property and Public Places Local Law](#)

1.3 Application of the Policy

- (a) This Local Planning Policy is prepared, advertised and adopted pursuant to Part 2 Division 2 of the Deemed Provisions ~~for Local Planning Schemes (as set out in the Planning and Development (Local Planning Schemes) Regulations 2015 Schedule 2)~~.
- (b) Item 10 of ~~Clauses 61(1)(i), 61(1)(h) and 61(2)(e)~~ of the Deemed Provisions ~~for Local Planning Schemes~~ outline that Development Approval is not required for the erection or installation of a sign of a class specified in a local planning policy that applies to the works ~~development works or the use of land where specified in a Local Planning Policy~~.

This Local Planning Policy does specify forms of development that do not require development approval.

- (c) Clause 3(5) and Clause 67(g) of the Deemed Provisions ~~for Local Planning Schemes~~ state that the local government is to have due regard to a local planning policy in making a determination under the local planning scheme and applications for development approval.



1.4 Definitions

For the purposes of this policy the following definitions apply:

Awning Sign:

A sign painted or affixed flat to the surface of an awning which does not extend vertically or horizontally beyond the limits of such an awning.

Construction or Development Sign:

A sign that provides details of a development occurring on a property which is displayed during the course of the development.

Inflatable Sign:

A sign or other recognisable figure or emblem that is painted, stencilled or attached to an inflated device such as a balloon, which is anchored to a building or land.

Portable Sign:

A sign that rests on the ground and is not designed to be permanently attached to a building or permanently anchored to the ground.

Projecting Sign:

A sign attached to and projecting perpendicularly or horizontally from the face of a wall or building, but is not attached to the roof of the building or structure.

Property for Sale or Lease Sign:

A sign displayed during a period over which a single property transaction is offered and negotiated.

Under Verandah Sign:

A sign attached to or supported under a verandah or awning.

Wall Sign:

A sign painted on or affixed flat to the face of a wall or building.

Window Sign:

A sign attached to, placed upon, or printed on the interior or exterior of a window or door of a structure.

Permanent Freestanding Sign ('Pylon Sign'):

A sign which is erected on a permanently attached freestanding pole or other structure and used to advertise one or multiple tenancies on private land.

Roof Sign:

A sign attached to, or erected on or above the parapet or eaves or roof surface of a building.



2. Exempt Development

Pursuant to Item 10 of clause 61(1)(H) of the Deemed Provisions, signage is exempt from the need to obtain development approval in the following circumstances:

- (a) The proposal involves rebadging or replacing of existing approved signage; or where
- (b) The requirements of Table 1 are met; and
- (c) The proposal does not result in more than 3 forms of signage per street frontage per tenancy; and
- (d) The signage is integrated with the architectural design of the building and does not obscure architectural features; and
- (e) The proposal does not include any advertisement which contains any illumination, radio animation or movement, reflective, retro-reflective or fluorescent materials in its design or structure unless otherwise permitted within Table 1; and
- (f) Approval has been obtained from Main Roads WA where the proposed sign location is within 100m of a traffic signal-controlled intersection or when it is visible from, or adjacent to, a road that is under the care and control of Main Roads WA.

Note: Advertisements in connection with an election, referendum or other poll conducted under the Commonwealth Electoral Act 1918, the Electoral Act 1907 or the Local Government Act 1995 are exempt from the need to obtain development approval under the Schedule 2, part 7, Cl 61 of the Planning and Development (Local Planning Schemes) Regulations 2015.



Table 1 Exempt Signage

Type of Sign	Zone	Criteria to be satisfied
Awning Sign	All zones except Residential	• Maximum of one sign per street frontage per tenancy; • Maximum height of 600mm; • Does not extend past awning; • Located on ground floor only; • Maintains a minimum clearance of 2.75m between the underside of the sign and the footpath below;
Home Occupation Sign	All zones	• Maximum of one sign per property; • Maximum area of 0.2m²;
Projecting Sign:	All zones except Residential	• Maximum of one sign per street frontage of tenancy; • Maximum size of 4m²; • May be internally illuminated in a manner that does not flash or pulsate; • Maintains a minimum clearance of 2.75m between the underside of the sign and the footpath below;
Portable Sign:	All zones except Mandurah Strategic Activity Centre (City Centre Core) and Residential	• Maximum one sign per tenancy; • Does not exceed 1.2m above the finished ground level; • Does not contain more than two sign faces; • Has no moving parts once the sign is in place; • Contains sign writing that is of a professional standard and quality and is appropriately maintained; • Is positioned wholly on the subject property and not within a road reserve; • Does not interfere with visibility and the safe movement of pedestrian and vehicular traffic;



Type of Sign	Zone	Criteria to be satisfied
Window Sign	All zones except Residential	• Permitted only on ground and first floor windows of a building; • Total area of sign must not cover more than one quarter (25%) of the total glazed surface area of each level of the building along each elevation; • Remaining 75% of the glazed surface to be visually permeable;
Wall Sign	All zones except Residential	• Maximum of one wall sign per elevation; • Sign is attached or directly painted on the external wall of the building; • The height of the sign does not exceed 1.2 metres and the length does not exceed two thirds of the length of the frontage of the building or tenancy, whichever is less; • The sign does not protrude past the limits of the façade or fascia of a building or tenancy portion;
Under Verandah Sign:	All zones except Residential	• Maximum one sign per street frontage per tenancy; • Maintains a minimum clearance of 2.75m between the underside of the sign and the footpath below; • Does not extend past the verandah or awning; • May be internally illuminated in a manner that does not flash or pulsate.



Type of Sign	Zone	Criteria to be satisfied		
Construction, Development and Property for Sale or Lease Signs	All Zones	- Maximum one sign per street frontage. - Displayed only during the period that building construction works are being undertaken, or the period in which the property is available for sale. - To be removed within 7 days of the completion of construction, or the sale, lease or rental agreement of the property. - Sign to be wholly located within the property boundary. - Maximum dimensions:		
		Type of development	Maximum Area	Maximum Height
		Single or grouped dwellings	2m ²	1.5m
		Multiple dwellings and mixed use development	5m ²	3m
		Non-residential property less than 1ha	5m ²	3m
		Non-residential properties and residential estates greater than 1ha.	10m ²	6m



3. Signage Requiring Approval

3.1 Signage Types

Development approval is required for the following forms of signage:

- (a) Signage that varies the requirements as set out in Part 2 and Table 1;
- (b) Roof Signs;
- (c) Permanent Free-Standing Signs;
- (d) Third Party Signs;
- (e) Inflatable Signs;
- (f) Any other form of signage not listed.

3.2 Assessment Criteria

Where an Application^s for Development Approval is required, the proposal will be assessed against the following criteria:

- (a) The scale and design of the proposed signage is compatible with the character of the locality and the general land use of the area.
- (b) The scale and design of the proposed signage is in keeping with the scale and design of the building and does not obscure architectural features.
- (c) The proposed signage does not block views, does not interfere with the safe movement of pedestrian traffic, or affect the amenity of adjoining properties.
- (d) The proposed signage represents a cohesive and attractive visual statement.
- (e) The proposed signage ensures that visual surveillance of the street is maintained or enhanced.



3.3 Variations to Standard Requirements

The approval of Roof Signs, Permanent Freestanding Signs, Third Party Signs, Inflatable Signs or any form or signage not listed within the policy will generally not be supported unless the following can be demonstrated:

- (a) The investigation and/or use of all alternative forms of advertising to adequately advertise the business have been exhausted or is considered to be ineffective due to the position of the building on-site, the topography of the site and surround land, or circumstances beyond the control of the applicant;
- (b) The scale and design of the proposed signage is compatible with the character of the locality and the general land use of the area;
- (c) The scale and design of the proposed signage is in keeping with the scale and design of the building and does not obscure architectural features;
- (d) The proposed signage does not block views, does not interfere with the safe movement of pedestrian traffic, or affect the amenity of adjoining properties;
- (e) The proposed signage represents a cohesive and attractive visual statement;
- (f) No more than one Roof Sign, Permanent Freestanding Sign or Inflatable Sign may be considered per lot.

3.4 Inflatable Signs

Where approval of an Inflatable Sign is proposed, the following requirements apply:

- (a) An inflatable sign shall only be erected for a maximum period of 28 days at a time and may only be erected on a property three times in each calendar year. A minimum period of 28 days must elapse between displays of an inflatable sign.
- (b) The inflatable sign shall be covered by general public liability insurance to a minimum of \$10 million by the property or business owner and a copy of this cover is to be submitted with the application together with confirmation that the cover does extend to the sign;
- (c) Approval must be sought from Main Roads WA where the proposed sign location is near a traffic signal controlled intersection or when it is visible from, or adjacent to, a road that is under the care and control of Main Roads WA;
- (d) The applicant is to provide in writing a minimum of 14 days notice, the period during which an approved inflatable sign is to be erected.
- (e) The sign shall not be internally or externally illuminated; and
- (f) Written certification from a professional engineer confirming the method of installation and confirming the placement of the sign will not compromise the structural integrity of the building to which it is to be attached shall be submitted with the application for the sign.



3.5 Permanent Freestanding Signs

Where approval for Permanent Freestanding Signs is proposed, the following requirements apply:

- (a) The proposed sign shall have no part more than 6.0m above the natural ground level immediately below the sign.
- (b) The proposed sign shall have a maximum width of 2.5m, measured horizontally across the extremities of the sign structure.
- (c) A maximum of one sign per property will be permitted irrespective of the number of tenancies.

Consistency with an approved Structure Plan ~~or Activity Centre plan~~ requirements if applicable.

Note: It is recognised that freestanding signs exist within the City of Mandurah that are in excess of the above requirements. These signs were approved under a previous policy that provided for large signs at major centres.

Rebadging or replacement of oversized freestanding signs may be considered where incorporated into a major shopping centre within Strategic or District Centres.



4. Enforcement

4.1 Planning Infringement Notices

Under Part 13, Division 3 of the Planning and Development Act 2005 an infringement notice may be issued for offences against a Local Planning Scheme.

This includes unauthorised advertising or erection of signage without an approval in accordance with this policy.

Planning Infringement Notices carry an initial penalty of \$500.

4.2 Enforcement Procedure

Where a sign is erected or installed contrary to the requirements of this policy, notice may be given in writing requiring the offender to remove the sign within 7 days.

Failure to remove the sign will result in the issuing of a planning infringement notice under the Planning and Development Act 2005.

Repeat offences will result in the immediate issue of a planning infringement notice.

Local Planning Policy No 4

Canal Waterways Structures



~~December 2017~~ July 2022

Record of Adoption

Stage	Document Version	Approval Date
Draft for Council Adoption	Version 1 Jun 2009	16 June 2009
Final	Version 2 Nov 2009	24 November 2009

Schedule of Modifications

No	Summary of Modifications	Document Version	Approval Date
1	Modify consultation requirements; jetty and lifting structures assessments criteria	Version 3 Dec 2010	Not Progressed
2	Renumbered Policy to LPP4 Reformatted and Updated to reflect LPS Regulations Exemptions from Approval Mandurah Ocean Marina requirements added	Version 4 Sep 2017 Version 5 December 2017	 19 December 2017
3	<u>Updated Formatting:</u> <u>Clause 1.3(b) Updated to reflect changes to Planning and Development (Local Planning Schemes) Regulations 2015.</u>	<u>Version 6 July 2022</u>	



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1. Introduction

1.1 Policy Objectives

The objective of this policy is to provide regulation over structures proposed within artificial canal waterways to ensure that:

- (a) Proposed waterway structure will not have any adverse impacts with regards to amenity and environmental sensitivity;
- (b) The construction of waterway structures maintains navigability in order to sustain safe and useable waterways;
- (c) Waterways structures are used only in association with water-based recreational activities;
- (d) The proliferation of waterway structures is controlled to avoid the alienation of public waterways and to maintain their aesthetic value; and
- (e) The assessment and approval process for the construction of a waterway structures is consistent and clearly identified.

1.2 Background

- (a) Local Planning Policy 4 Canal Waterways Structures replaces Local Planning Policy 11 under Clause 6(a) of in Schedule 2 of the Planning and Development (Local Planning Scheme) Regulations 2015 ~~Deemed Provisions for Local Planning Schemes~~ ('*Deemed Provisions*').

- (b) As per the Peel Region Scheme, the following development on reserved land does not require the planning approval of the Commission:

The erection, construction, maintenance, improvement or alteration of a jetty or associated structure (including boat lifting device or mooring pile) within an artificial waterway except where the jetty or associated structure –

- (i) *Does not comply with a policy in regard to such structures that is adopted by the relevant local government; or*
 - (ii) *Is situated within the Dawesville Channel or on a regionally significant waterway identified by resolution of the Commission for the purposes of this provision.*
- (c) The Peel Region Scheme Boating Facilities Policy applies to jetties and related development within the natural waterways of the Peel Region.



1.3 Application of the Policy

- (a) This Local Planning Policy is prepared, advertised and adopted pursuant to Part 2 Division 2 of the Deemed Provisions.
- (b) Item 20 of ~~Clauses 61(1)(i) and 61(2)(e)~~ of the Deemed Provisions outline that Development Approval is not required for development works ~~or the use of land~~ where specified in a Local Planning Policy.

This Local Planning Policy does specify forms of development that do not require development approval.

- (c) Clause 3(5) and Clause 67(g) of the Deemed Provisions state that the local government is to have due regard to a local planning policy in making a determination under the local planning scheme and applications for development approval.

1.4 Definitions



For the purposes of this policy the following definitions apply:

'Davit'

means a structure that is located on top of the canal wall and is capable of mechanically moving a vessel from the waterway on to the dry lot.

'Jetty Envelope'

means a designated area as identified by the endorsed civil engineering deposited plan for the subject property in which the jetty is to be wholly constructed and contained within.

'Mechanical Boat Lifting Structure'

means a solid metal structure, constructed on pylons, which lifts a vessel out of the water.

'Mooring Poles'

means solid poles used to secure a vessel ensuring it does not drift from the mooring envelope.

'Mooring Envelope'

means a designated area as identified by the endorsed civil engineering deposited plan for the subject property in which any mooring pile, boat or boat lifting structure is to be wholly constructed and contained within. The mooring envelope serves as the designated area for the storage and mooring of any permitted vessel.

'Primary walkway'

means the jetty walkway that the vessel is moored at.

'Secondary walkway'

means the jetty walkway which isn't supporting the mooring of a vessel.

'Sea Pen'

means a floating structure designed to dry dock a vessel at water level, without raising the vessel above the surface of the water.



2. Jetties

2.1 Assessment Criteria

All jetties shall be subject to the following criteria:

- (a) Jetties to be wholly located within the approved jetty envelope as per the plans for canal estates approved by the City of Mandurah and/or the Department of Transport;
- (b) Jetties shall not unduly impact on the navigability, accessibility and useability of the canal waterway;
- (c) Jetties shall not unduly impact on the amenity of the canal waterway and/or surrounding properties;
- (d) No jetty structure shall be permitted to place a horizontal surcharge on the canal wall. The application must be endorsed by a suitable qualified engineer to verify that no horizontal surcharge shall be placed on the canal wall upon construction of the jetty;
- (e) No more than one jetty shall be constructed within any one jetty envelope unless agreed upon in writing by the City of Mandurah;
- (f) Jetty shall not be used for any purpose other than to access a moored or stored vessel; and
- (g) Jetties are not to be roofed (permanently or temporarily) or have structures built on them (i.e. patios, pergolas, shade sails, tarpaulins etc.).

2.2 Jetty Design Requirements

Jetties are to be designed in accordance with the following criteria, unless otherwise prescribed in Section 5 Specific Location Requirements:

- (a) The configuration is to be one of the following arrangements:
 - Finger shaped;
 - 'T' shaped;
 - 'L' shaped; or
 - Land Backed.
- (b) The primary walkway is to have a maximum length of 15 metres (subject to the size and dimensions of the approved jetty envelope);
- (c) The primary walkway to be a minimum width of 0.9m and maximum width of 2.0m;
- (d) Any secondary walkway shall be a minimum width of 0.6m and maximum width of 2.0m; and
- (e) A 2.0m minimum setback to property boundaries subject to compliance with the jetty envelope, if proposal varies this neighbour consultation and marine officer assessment will occur.



2.3 Approvals and Assessment

- (a) Development Approval for the construction of jetties is **not** required where the design is consistent with the Assessment Criteria set out in section 2.1 and the Design Requirements set out in section 2.2.

Note: *All jetties require a Building Permit from the City of Mandurah and a Jetty Licence from the Department of Transport.*

- (b) Applications seeking a departure from the provisions of Section 2.2 require Development Approval and are subject to the assessment criteria outlined in section 2.1.
- (c) This assessment may include the need for the proposal to be subject to advertising in accordance with Clause 64 of the Deemed Provisions for Local Planning Schemes.

2.4 Jetty Arrangement Plans (JAPS)

The need for shared jetty arrangements is to be considered as part of Grouped and Multiple Dwelling Developments in Canals or subdivision for small lots.

This information will be as a Jetty Arrangement Plan (JAP) which shall address information pertaining to the location, design and dimensions of jetties, mooring envelopes and the allocation of boat pens.

JAPs shall be subject to the following criteria:

- (a) No more than one jetty per dwelling will be permitted. Where possible, arrangements should be made for jetties to be shared between dwellings;

- (b) Where a jetty is shared between two or more dwellings, no **mechanical** boat lifting structures will be permitted;
- (c) Floating boat lifting structures may be considered subject to compliance with section 3 of this policy as per the boat pen allocations identified on the JAP;
- (d) All jetties shall be of the same or similar configuration;
- (e) All mooring pile locations will be indicated on the JAP;
- (f) A minimum separation distance of 9 metres is provided between the nearest points of each jetty; and
- (g) The navigability of boats for the JAP and surrounding landowners will be considered as part of any proposed JAP application.

Note: *Consultation with Department of Transport maybe required to confirm navigation ability and safety within the canal waterway can be maintained.*

A JAP shall be subject to a Development Approval which may be considered in conjunction with the assessment of the development or subdivision of the lot.



3. Boat Lifting Structures

3.1 Assessment Criteria

All boat lifting structures ~~s-Jetties~~ are to be designed in accordance with the following criteria, unless otherwise prescribed in Section 5 Specific Location Requirements:

- (a) Prior to a boat lifting structure being considered for approval, any associated jetty shall be constructed or otherwise approved by the City of Mandurah and licensed by the Department of Transport;
- (b) The boat lifting structure to be wholly located within the designated mooring envelope as per the plans for canal estates approved by the City of Mandurah and/or the Department of Transport;
- (c) All boat lifting structures are to be located adjacent or attached to a jetty.

Where the associated jetty does not conform to a configuration identified in Clause 2.2, the location of the boat lifting structure shall be assessed on its merits.

- (d) No more than one boat lifting structure per jetty will be permitted, unless otherwise approved through a Jetty Arrangement Plan;
- (e) No boat lifting structure shall place a horizontal surcharge on the canal wall;

- (f) The boat lifting structure shall not unduly impact on the amenity of adjoining owners;
- (g) The boat lifting structure shall not unduly impact on, or impede the navigability, accessibility and useability of the canal;
- (h) The boat lifting structure shall be designed and finished to an acceptable standard, which is in keeping with the general amenity of the canal estate.

3.2 Boat Lifting Structure Design Requirements

- (a) The boat lifting structure must be located adjacent or attached to an associated jetty;
- (b) The boat lifting structure shall be no higher than 1 metre (when installed and in operation) above the height of the jetty deck;
- (c) Vessels being lifted by the boat lifting structure shall be limited to 8 metres in length (measured from the extremes of the vessel);
- (d) The keel of any vessel being lifted shall be no higher than 0.6 metres AHD at any time once the boat lifter is in operation; and
- (e) No part of any vessel being lifted shall be higher than 3.0 metres AHD at any time once the boat lifter is in operation; and
- (f) Mechanical boat lifting structures shall achieve a minimum setback of 4.5 metres to all side boundaries of adjacent mooring envelopes.



3.3 Approvals and Assessments

- (a) Development Approval for the construction of boat lifting structures is **not** required where the design is consistent with the Assessment Criteria set out in section 3.1 and the Design Requirements set out in section 3.2.
- (b) Applications seeking a departure from the provisions of Section 3.2 require Development Approval and are subject to the assessment criteria outlined in Section 3.1.

This assessment may include the need for the proposal to be subject to advertising in accordance with Clause 64 of the Deemed Provisions ~~for Local Planning Schemes~~.

- (c) Notwithstanding the above, all Davits require development approval and will be subject to advertising in accordance with Clause 64 of the Deemed Provisions ~~for Local Planning Schemes~~, with the following to apply:
 - (i) No boat is to be left suspended from the Davit at any time;



4. Mooring Poles

4.1 Design Requirements

Mooring Poles are to be designed in accordance with the following criteria:

- (d) Shall have a maximum height of 2.0m AHD;
- (e) The top 300mm are painted white or have a reflective tape provided;
- (f) No more than four mooring piles are within any one mooring envelope; and
- (g) Mooring piles and associated envelope areas, are not roofed (permanently or temporarily) or have structures built on them (i.e. patios, pergolas, shade sails, tarpaulins).

4.2 Approvals and Assessment

Development Approval for the construction of mooring poles is **not** required where the design is consistent with the Assessment Criteria set out in section 4.1.

5. Specific Location Requirements

5.1 Mandurah Ocean Marina

5.1.1 Summary

Precinct 1 (Residential/Mixed Use)

- (a) Generally lots with waterway frontage have mooring type A, with the exception of:
 - (i) Lot 246 has mooring type B.
 - (ii) Lot 247 has mooring type C.
- (b) Boat lifers of any type are not permitted

Precinct 2 (Residential)

- (a) Lots fronting a Venetian waterway have a mooring type A, with the exception of:
 - (i) Lots fronting marina (Lots 259-268; Lot 320) have mooring type D.
 - (ii) Lot 270 has mooring type E.
- (b) Boat Lifters of any type are not permitted.

Precinct 6(A) (Tourist/Residential/Mixed Use)

- (a) Lot 315 has mooring type E.
- (b) Boat lifters of any type are not permitted.



Lots 196 to 223, 238, 240 to 245, 248 to 258, 273, 276, 279, 281 to 286.

- ### 5.1.3 Type B

- As for type A except ~~maximum moorings designed for a~~ boat length of 8m.
- Additional boat fenders, or chafer upgrade, shall be provided by the lot owner to accommodate the type and size of boat to be moored. The mooring chafers attached to the waterway edge wall are intended for a boat of a maximum length of 6m.

Lot 247

- As for type A except moorings designed for a maximum_boat length 10m.

PLAN VIEW

ACCESS STAIR

LOT BOUNDARY

HOUSING SITE

PROMENADE

PUBLIC

R.L. 0.85

R.L. 1.20

FEATURE PLANTER

LOT BOUNDARY

WATERWAY EDGE WALL

JOINT USE MOORING & FENDER PILE. (BY OWNER)

MAX. LENGTH 6.0m POWER BOAT (TYPE A)
MAX. LENGTH 8.0m POWER BOAT (TYPE B)
MAX. LENGTH 10.0m POWER BOAT (TYPE C)

MOORING ENVELOPE - LENGTH VARIES

INDIVIDUAL LOT MOORING & FENDER PILE. (BY OWNER)

CADASTRAL (LOT) BOUNDARY

3.0m TYPE A
MOORING ENV.
4.0m TYPE B
5.0m TYPE C

CROSS SECTION

TIMBER CHAFERS

LOT MOORING & FENDER PILE. (BY OWNER)

R.L. 1.20

RL -0.50m AHD (L.A.T.)

BED LEVEL RL -2.00 AHD

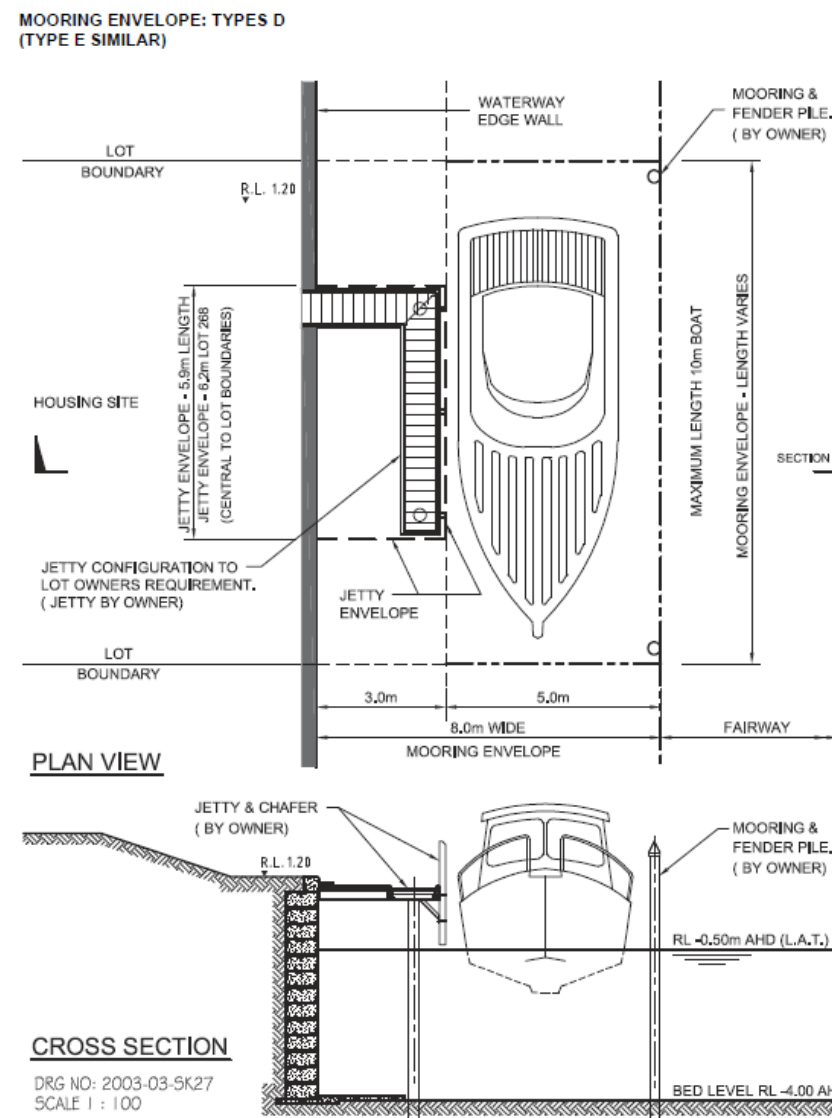
RL -2.40 AHD TYPES B & C.

DRG NO: 2003-03-5K26
SCALE 1 : 100

- Power or sail boat.
- ~~Moorings designed for a Maximum~~ boat length of 10m and to be ~~moored-contained~~ within the mooring envelope shown on the type D drawing.
- Mooring shall be remote from the waterway edge wall at a jetty to be constructed by the lot owner within the jetty envelope shown on the type D drawing.
- ~~Approval from the City of Mandurah for the construction of the jetty and a jetty licence from the Department of Planning and Infrastructure (DPI), prior to construction of the jetty is required.~~
- Mooring piles may be installed by the lot owner within the mooring envelope.

Lots 270 and 315.

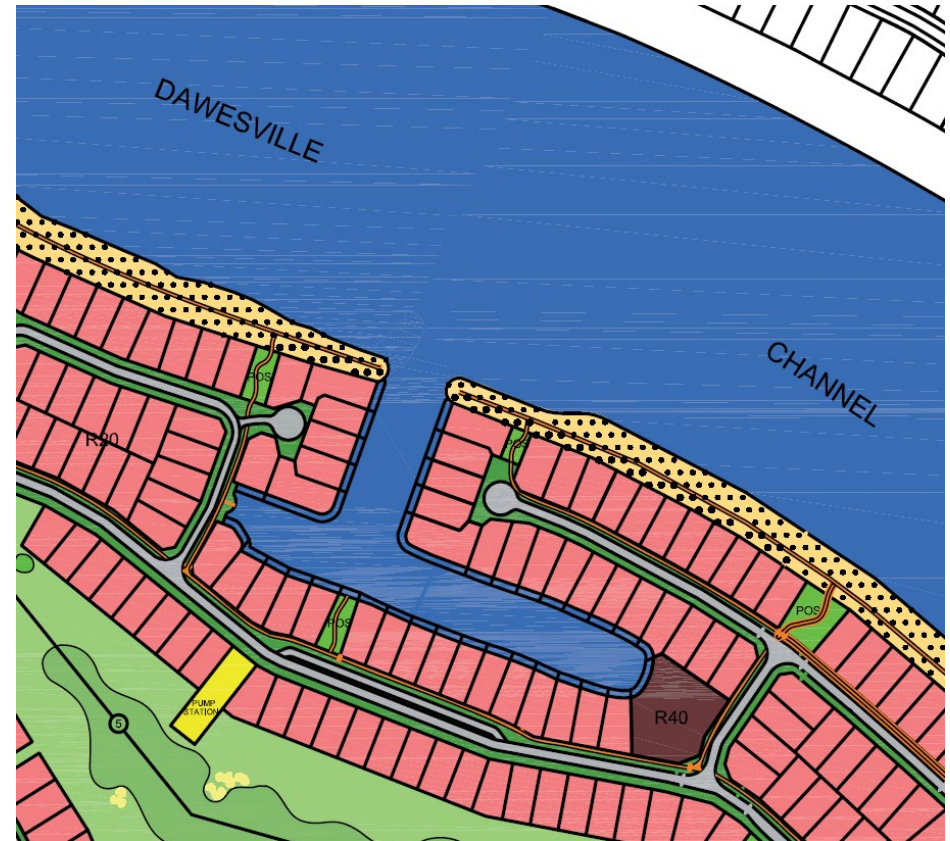
- As for type D except that the mooring space provided on the northern side of these lots is classed 'Group Mooring' which may accommodate a number of boats at a common (or individual) jetty.
- ~~Approval from the City of Mandurah for boat mooring configurations within the envelope and a jetty licence from DPI, prior to the construction of the jetty shall be obtained by the lot owner.~~
- Lot 270 has one additional type A single boat mooring at the location shown on the drawing.
- Lot 315 has three additional type A boat moorings, combined together as a 'group mooring'.



5.2 Southport Canals

No Jetties or Boat Lifting Structures shall be permitted within the Southport Canals due to the design configuration and width of the canal.

Chafers are provided on Canal Walls.



1	SUBJECT:	Financial Report June 2022
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	26 July 2022

Summary

The Financial Report for June 2022 together with associated commentaries, notes on investments, balance sheet information and the schedule of accounts are presented for Elected Members' consideration.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.17/6/21 22/06/2021 Adoption of Annual Budget 2021/22
- G.14/3/22 22/03/2022 Budget Review 2022

Background

Nil

Comment

Financial Summary

The financial report for June 2022 shows an actual surplus for this period of \$13 million. As detailed in the report and recommendations below there are carryovers as at 30 June 2022 for operating and capital work projects that are required to be carried forward to the 2022/23 financial year in order for the projects to be completed. If Council approve the carryovers identified in the recommendation, it will reduce the actual surplus. The preliminary calculations have confirmed that the operating total of \$2,089,213 and capital total of \$3,939,749 to be transferred into reserve as at 30 June 2022. An additional transfer to reserve for Major Public Artworks of \$90,000 is also requested. The City has previously drawn down \$3,247,526 of loan borrowings that relate to the carry over capital projects identified in this Council report. These funds also contribute to the surplus and as part of the end of year adjustments will be removed from the closing surplus. The City officers are still receiving and entering invoices for the 2021/22 financial year and are required to reconcile the waste actuals to transfer the surplus to the waste reserve. Therefore, if Council approve the carryovers, the remaining surplus of \$3,648,639 will reduce further over the next few months.

The proposed 2022/23 Annual Budget has estimated that there will be an unallocated surplus at 30 June 2022 of \$600,000 which will be used to offset the amount that is required from rates to fund the programs and services for the 2022/23 financial year. The closing surplus at 30 June 2022 will be closely monitored by City officers and presented to Council around November/December 2022 after the conclusion of the Annual Financial Statements audit (carried out by the Office of the Auditor General).

A summary of the financial position for June 2022 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)	4,538	4,538	4,538	-	0%
Revenue					
Revenue from operating activities	115,800	115,800	119,714	3,915	3%
Capital revenue, grants and Contribution	20,663	20,663	12,120	(8,543)	-41%
	136,463	136,463	131,834	(4,628)	
Expenditure					
Operating Expenditure	(140,690)	(140,690)	(133,961)	6,729	-5%
Capital Expenditure	(45,969)	(45,969)	(24,958)	21,011	-46%
	(186,659)	(186,659)	(158,919)	27,740	
Non-cash amounts excluded from operating activities	33,768	32,209	35,958	3,749	12%
Non-cash amounts excluded from investing activities	(5,536)	-	67	67	0%
Other Capital Movements	17,405	17,398	(464)	(17,862)	-103%
Closing Funding Surplus / (Deficit)	(21)	3,949	13,015	9,066	230%

Key Capital Projects

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

Project	2021/22 Actuals Incl. CMT \$`000s	2021/22 Annual Budget \$`000s	On Time / On Budget	Comment
Western Foreshore Recreation Precinct	3,133	6,032	<i>Project original date of completion was March 2022, it is now expected that all elements of the Playground is expected to be completed in September 2022. The project is expected to be substantially completed by July 2022.</i> <i>It remains within the budget allocated.</i>	Playground <i>Project status:</i> Installation of main play tower is complete. Electrical works for barbeques and lighting is nearing completion. Paving works around the perimeter of the site are complete and internally connecting paths are progressing. The majority of playground equipment has been procured. Shade sails and all shade shelters are installed. The manufacture and installation of the play space fence has been procured with construction to start in the coming weeks. The play space and surrounds are expected to be substantially complete by the end of July with an opening date to be confirmed.

Eastern Foreshore South Precinct	2,846	6,027	<i>Completed</i> <i>Project original date of completion was January 2022, it is expected that the project is completed by August 2022.</i> <i>It remains within the budget allocated.</i> <i>The new toilet block is expected to be completed by June 2023.</i>	Project status: <u>Estuary Pool</u> The Estuary Pool was opened to the public on 24 December 2021. A kick rail around the pool is expected to be installed in late August/September. <u>Eastern Foreshore South – Reserve Area</u> New parallel car bays on Mandurah Terrace have recently been completed and opened to the public. Carpark reconfiguration and paving is complete. Installation of fire and domestic water infrastructure to the new jetties is progressing. A concrete seating wall and soft landscaping works will commence in coming weeks. Works to the southern end of the Eastern Foreshore area are due to be substantially complete in late July 2022. Minor works including installation of bollards, tactile surface indicators, park furniture and installation of bike parking rails are progressing. Procurement for the design and construction of a new toilet block has commenced with construction expected to be completed by June 2023.
Smart Street Mall Upgrade	631	1,167	<i>Project has been delayed. Remains within budget</i>	Project status: Works will recommence in August at the Mandurah Terrace end of the Smart Street Mall. These will continue through to November with the works expected to be finalised ahead of the December school holidays.

Peel Street – Power Relocation	1,648	1,500	<i>Budget variation requested for \$268,423 as part of this report.</i> <i>Due to the complexity and reliance of the utility provider, the City's expected completion date has been delayed.</i>	Project status: Contract with power supply company confirmed. Design is being finalised. Land acquisition for road widening has been finalised and power supply works are expected to be completed before the end of December.
Pinjarra Road Stage 2 to 3	2,526	2,896	<i>Completed and within budget.</i> <i>Currently on time based on the revised timeframe. Within budget</i>	Project status: Stage 2 - Construction is complete and road opened. Stage 3 – Works progressing. Traffic switch for construction of city centre bound traffic lanes was completed in late June. Stage 3 is due to be complete by the end of September.
RR Mandurah Terrace	1,140	1,408	<i>Completed and within budget</i>	Project status: Project complete.

Statutory Environment

Local Government Act 1995 Section 6.4 Financial Report

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

Local Government Act 1995 Section 6.20 Borrowings

Policy Implications

Nil

Financial Implications

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

Risk Analysis

Nil

Strategic Implications

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

Organisational Excellence:

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

2021/22 Budget Variations

MARC Geothermal Pump & VSD

At the September 2021 Ordinary Council Meeting, a capital budget of \$164,000 was approved to replace the MARC Geothermal Pump and VSD and for completion of the ancillary works. Following further investigation, it has been revealed that the cables that feed the submersible require replacement at an estimated cost of \$50,000. It is requested that approval be granted to increase this budget from \$164,000 to \$214,000.

It is proposed that the additional budget required be funded from the Reserve Meter Replacement Program that has a remaining budget of \$50,566. This is an annual program to replace non-compliant power meters in reserves, however, was not utilised in 2021/22. It is proposed to use \$50,000 of this budget to fund the MARC Geothermal Pump & VSD capital project.

Drainage Mathew Street, Falcon

The 2021/22 capital works program included a budget of \$104,969 for a drainage project at Matthew Street, Falcon. A review of the initial design was undertaken in March 2022 which identified a high probability of ground water issues and tree root impacts. This would mean difficulty in getting a design to work that would mitigate all issues and constraints. A re-design was completed to address these issues and has resulted in an increase in the scope of works required. The estimated cost of this project is now \$180,000; therefore, it is requested that Council approve a \$75,031 budget increase to enable delivery of this project.

It is proposed that the additional budget required, be partly funded by the Mandurah Bowling Club Bi-fold doors capital project. This project had a budget of \$65,000, however will no longer be required as the works are to be completed through maintenance as after further investigation it was deemed that new doors were not required. It is proposed to use this \$65,000 budget to fund the DR Mathew Street, Falcon project.

It is proposed that the remaining budget required, be funded from the SL Light Pole Replacement Program. This annual program to replace rusted light poles with swivel poles in parks and reserves, had an underspend of \$15,455 in 2021/22, against a budget of \$60,926. It is proposed to use \$10,031 of this budget to fund the DR Mathew Street, Falcon project.

Owen Avenue Ablution

The 2021/22 capital works program included a total budget of \$279,242 for the Owen Avenue Ablution project to demolish the existing ablution and construct new facilities. Original cost estimates for the sewer connection allowed for the sewer to be connected to the existing sewer main and the water service provider approved this, however this decision was then reversed based on an internal assessment that showed the existing sewer was vacuum fed and not gravity fed. Negotiations with the water service provider are underway for them to undertake the works, however with this change in scope it is estimated that an additional budget of \$50,000 is required. Approval is requested to increase this budget from \$279,242 to \$329,242 to enable the completion of these works.

It is proposed that this increase in budget be funded from the 2022/23 other building renewal capital program budget. The other building renewal program account has a budget of \$296,000. It is proposed to use \$50,000 of this budget to fund the Owen Avenue Ablution project for the 2022/23 financial year.

LRCI Phase 2 Grant Funding

The LRCI Program was established by the Australian Government, to support local governments to deliver priority projects, to help communities recover from the impacts of COVID-19. In 2020/21 the City received \$2,858,144 in grant funding for LRCI – Phase 2. This grant funding was allocated to two capital projects, being Road Reseal Mandurah Terrace (\$1,358,144 budget) and Peel Street – Power Relocation (\$1,500,000 budget). The Road Reseal Mandurah Terrace project is now complete with an underspend of \$268,423. The Peel Street – Power Relocation will be carried over to 2022/23, however will require additional budget to complete the works. The LRCI – Phase 2 funding allows movements of funds between existing approved projects to extend project delivery outcomes and expend the full allocation. Approval is therefore requested to reduce the revenue and expenditure budgets of Road Reseal Mandurah Terrace by \$268,423 and reallocate these to Peel Street – Power Relocation.

Mandurah Netball Feasibility Study – CSRFF

The Mandurah Netball Association was successful in securing a \$4,545 grant from Netball WA to contribute towards the Mandurah Netball Feasibility Study capital project. This capital project has a budget of \$40,000 in 2021/22 which is partly funded by an \$11,200 grant from CSRFF. This additional funding from Netball WA will reduce the municipal funding required, therefore it is recommended that Council approve the increase in capital grant funding of \$4,545.

RC Leslie Street Stage 2

Work has recently been completed on the Leslie Street Stage 2 capital project; however, costs have exceeded the budget of \$786,420 by \$189,888 due to unidentified shallow gas and water feeds crossing the road at various locations, COVID-19 affecting resources, adverse and inclement weather conditions and an increase in supplier and subcontract rates. Approval is requested to increase the budget from \$786,420 to \$976,308 to accommodate the overspend.

It is proposed that that overspend for Leslie Street Stage 2 be funded by the underspend on the operating Civil Construction Maintenance - Heavy Patching project. This operating budget has an underspend of \$193,078 due to staff vacancy and timing issues that did not allow delivery of these works.

2021/22 Operating Carryovers

Attachment 1.3 provides a detailed list of operating projects that require a budget variation to carry forward partial/all the unspent 2021/22 budget. The attachment includes an explanation as to why the budget is required in 2022/23. It is recommended that Council approves these carry forward budget variation requests totalling \$2,089,213 to enable the projects to be completed in the 2022/23 financial year.

As per Attachment 1.3, Recreation Services have requested to carry forward the unspent balance of the 2022 Every Club Funding grant as this funding is provided on a calendar year basis. The funding received by the City was \$40,000, however, to ensure adherence to the AASB Revenue Standard this revenue cannot be recognised until all performance obligations have been met and the grant is acquitted (due January 2023). As a result, it is requested that Council also approve to carryover grant revenue of \$40,000 to align the revenue budget with the revenue recognition timing.

Waterways have also requested to carry forward the unspent balance of the CHRMAP project. There is a \$37,500 operating grant associated with this project, however the terms of the grant are that these funds will be received once the project is complete. The project was delayed in 2022/23 due to the availability of an external consultant, however completion is now expected in August/September 2022. It is therefore requested that Council approve to carryover grant revenue of \$37,500 to align with receipt of the grant funding.

Of the \$2,089,213 proposed operating carryovers, \$2,050,114 is funded by general rates, therefore it is recommended that these funds be put into Restricted Cash Reserve at 30 June 2022. The remaining \$39,099 is the unspent expenditure budget for Every Club Funding grant \$22,998 and the CHRMAP grant \$16,101. It is recommended that these funds be put into the Unspent Grant Reserve as at 30 June 2022.

These funds will be removed from the respective reserves in 2022/23 to enable completion of these projects.

2021/22 Capital Works Carryovers

As identified throughout the Long Term Financial Plan workshops, the Capital Works Program continues to be impacted by the availability of resourcing in terms of materials, contractors, and internal labour. As at 30 June 2022, City officers have identified and reviewed the projects that will be incomplete at year end and determined that approximately \$19,076,830 of the 2021/22 capital works program will remain unspent and is required to be carried forward to 2022/23. A detailed list of the projects that have not been completed prior to 30 June 2022 is shown in Attachment 1.4.

The \$19,076,830 of capital expenditure that is expected to be unspent is funded from the following sources:

Funding Source	\$
External Non-Operating Grants & Contributions	6,431,383
City of Mandurah Funding	
- Loan Borrowings	5,495,989
- Reserves	2,657,365
- Proceeds from Sale of Assets	552,344
- General Rates raised in 2021/22	3,939,749
Total	19,076,830

The expected capital grant revenue relating to the above carry over expenditure is \$6,431,383. The City has received \$4,541,456 and it is proposed that this amount be transferred into reserve and utilised in the 2022/23 financial year. The capital grant revenue amount that has not been received, being \$1,889,927, will be received in 2022/23 as the required payment milestones had not been met in 2021/22. The projects being financed by these grants include Dawesville Community Centre \$673,052, MARC Roof Repairs \$877,524 and Peel Street Power Relocation \$339,351. It is proposed that the capital grant revenue that has not been received of \$1,889,927 will be included as capital revenue in the 2022/23 Budget.

It is proposed that the total capital revenue in the 2021/22 budget be reduced by \$6,731,383, being \$1,889,927 for grant revenue not received and the \$4,477,559 for grant funds received, yet unable to be recognised as revenue in 2021/22, \$63,897 for unspent contributions and \$300,000 for the Yalgorup National Park grant, already included in the 2022/23 Capital Budget.

In the 2021/22 financial year, the funding relating to the proposed carry over projects identified in this report consisted of loan borrowings of \$5,495,989. The City has previously drawn down \$3,247,526. In order for carry over projects to be completed in the 2022/23 financial year, Council must approve an additional \$2,248,463 as new loan borrowings. City officers only draw down on loan borrowings when the expenditure has been incurred. This ensures the City is not paying interest expenses on loans where the money has been drawn down but is surplus to the City's requirements and because the term deposit interest rate is significantly less than the interest rate the City has to pay for its loans borrowings, it is good practice to only draw down loans when the expenditure has been incurred by the City. In order for the City to complete the carry forward projects in the 2022/23 financial year, there is \$5,495,989 of loan borrowings, of which \$2,248,463 was not received in the 2021/22 financial year or included in the Adopted 2022/23 Annual Budget, that must be approved by Council as new Borrowings and the City must give one month's local public notice.

The \$552,344 reduction in proceeds from sale of assets is in relation to the plant and machinery renewal purchases that have not occurred in 2021/22, therefore it is proposed that the capital revenue for proceeds in the 2021/22 budget be reduced by \$552,344. As these purchases are scheduled to occur in 2022/23, the \$552,344 will be included in the 2022/23 Annual Budget as proceeds from sale of assets.

It is recommended that the revenue relating to funding the proposed capital works that are required to be carried forward to complete the works is transferred to reserve, as detailed below:

- general rates funding from 2021/22 of	\$ 3,939,749
- non-operating grants and contributions (capital revenue) already received	\$ 4,541,456
- the reserve funds that were going to fund the projects of	\$ 2,657,365
- Major Public Artwork future project funding of	\$ 90,000
	<u>\$11,228,570</u>

These projects will be listed in the capital works program for 2022/23 and the funds drawn down upon when the works recommence.

2022/23 Budget Variations

Libraries – She Codes Workshop

The City's Libraries has been successful in obtaining \$5,000 in sponsorship from the Peel Development Commission to run a one day She Codes Workshop at the Falcon Library. She Codes is a program devoted to helping women or non-binary to improve their tech skills and move into tech careers. The one-day workshop will offer beginner level HTML & CSS, and Django & Python workshops, in a self-paced environment, mentored by industry professionals. Approval is requested to increase the Libraries operating contribution budget and expenditure budget by \$5,000 to enable utilisation of these funds.

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, Creditor Schedule of Accounts Paid, and approve the budget variations and the borrowings relating to the carried forward capital projects being drawn down in the 2022/23 financial year, which is the year the expenditure will be incurred.

NOTE:

- Refer **Attachment 1.1** *Monthly Financial Report*
Attachment 1.2 *Schedule of Accounts (electronic only)*
Attachment 1.3 *2021/22 Operating Carryovers to 2022/23*
Attachment 1.4 *2021/22 Capital Carryovers to 2022/23*

RECOMMENDATION

That Council

- 1 **Receives the Financial Report for June 2022 as detailed in Attachment 1.1 of the report.**
- 2 **Receives the Schedule of Accounts for the following amounts as detailed in Attachment 1.2 of the report:**

Total Municipal Fund	\$ 17,331,342.77
Total Trust Fund	\$ 0.00
	<u>\$ 17,331,342.77</u>
- 3 **Approves the following budget variations for 2021/22 annual budget:**
 - 3.1 **Additional capital expenditure of \$50,000* for MARC Geothermal Pump & VSD.**
 - **To be funded from Reserve Meter Replacement Program project \$50,000*.**
 - 3.2 **Additional capital expenditure of \$75,031* for Drainage Mathew Street, Falcon.**

- To be funded from Mandurah Bowling Club Bi-fold doors \$65,000* and SL Light Pole Replacement Program \$10,031*.
 - 3.3 Additional capital expenditure of \$50,000* for Owen Avenue Ablution.
 - To be funded in 2022/23 from other building renewal program \$50,000*.
 - 3.4 Additional capital expenditure and capital revenue of \$268,423* for Peel Street – Power Relocation.
 - To be funded from Road Reseal Mandurah Terrace project capital expenditure and capital revenue \$268,423*.
 - 3.5 Additional capital revenue of \$4,545* for Mandurah Netball Feasibility Study – CSRFF project.
 - 3.6 Additional capital expenditure of \$189,888* for Road Construction Leslie Street Stage 2.
 - To be funded from Civil Construction Maintenance – Heavy Patching operating project \$189,888*.
- 4 Approves the following budget variations for Operating Carryovers that were scheduled in the 2021/22 year to be carried forward to the 2022/23 year:
 - 4.1 Unbudgeted operating expenditure of \$2,089,213* as detailed in Attachment 1.3 for the 2021/22 operating projects to be carried over to 2022/23.
 - To be funded in 2022/23 from restricted cash reserve \$2,050,114* and unspent grant reserve \$39,099*.
 - 4.2 Unbudgeted operating grant revenue of \$40,000* for Every Club Funding project to be carried over to 2022/23.
 - 4.3 Unbudgeted operating grant revenue of \$37,500* for Waterways CHRMAP project.
- 5 Approves the following adjustments for 2021/22 Capital Works Carryovers that were scheduled in the 2021/22 year to be carried forward to the 2022/23 year as detailed in Attachment 1.4 and summarised as follows:
 - 5.1 Decrease in capital expenditure of \$19,653,428*
 - 5.2 Decrease in proceeds from new debentures/loans of \$2,248,463* (refer to recommendation 7)
 - 5.3 Decrease in unspent loans utilised of \$3,247,526
 - 5.4 Decrease in fleet proceeds of \$552,344*
 - 5.5 Decrease in capital revenue of \$6,731,383*
 - 5.6 Net movement in transfer to reserves of \$11,228,570* made up of
 - 5.6.1 Increase transfer to reserves for unspent grants/contributions \$63,897*
 - 5.6.2 Increase transfer to reserves contract liabilities \$4,477,559*
 - 5.6.3 Reduction in transfer from reserves \$2,657,365*
 - 5.6.4 Increase transfer to reserves for 2021/22 general rates funding \$3,939,749*
 - 5.6.5 Increase transfer to reserves \$90,000* for Major Public Artworks future project funding
- 6 Approves the following budget variations for 2022/23 annual budget:
 - 6.1 Unbudgeted operating expenditure of \$5,000* for Mandurah Libraries – She Codes Workshop.
 - To be funded from Peel Development Commission operating contribution \$5,000*.

7. Approve* the following borrowings for the 2022/2023 Annual Budget as a result of the 2021/22 Carryover Projects and give one month's local public notice in accordance with section 6.20 of the *Local Government Act 1995*:

Purpose	Loan #	Interest Rate	Proposed New Loan Amount	Budget Principal repayment	Budget Interest Repayment
Stage 2 of Upgrades to Peelwood Reserve	22/23 26	3.5%	\$70,000	0	0
Bortolo Fire Track Water Infrastructure	22/23 27	3.5%	\$40,000	0	0
RC Pinjarra Road Stage 3	22/23 28	3.5%	\$500,000	0	0
Smart Street Mall Upgrade	22/23 29	3.5%	\$267,396	0	0
Halls Head Pde Beach Central CP Stage 2	22/23 30	3.5%	\$135,361	0	0
Cambria Island Abutment Walls Repair	22/23 31	3.5%	\$341,023	0	0
Western Foreshore Recreation Precinct	22/23 32	3.5%	\$800,000	0	0
Eastern Foreshore South Precinct	22/23 33	3.5%	\$94,683	0	0

***ABSOLUTE MAJORITY REQUIRED**

Monthly Financial Report

June 2022



City of Mandurah June 2022

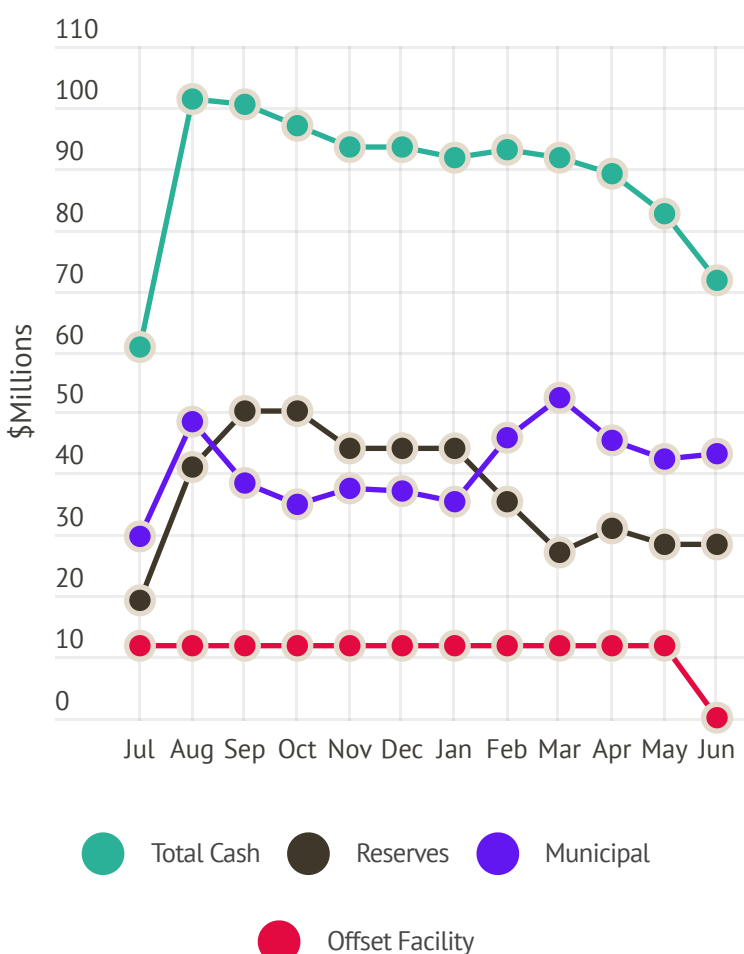
\$82.9K

Estimated Surplus at 30 June 2022 with
proposed budget amendments

\$13.02 million

Year to Date Actual Surplus

Investments



Loans

- Actual Principal Outstanding \$23.85M ▲
- Actual Principal Repayments Made \$5.34M ▲
- Actual Interest Paid \$245K ▲
- Actual New Loans Drawdown \$4.63M ▲
- Amount of Interest Saved from Loan Offset Facility \$191K ▲

Rates Outstanding

- 27 Properties with >\$10K outstanding ▲
- 172 Properties \$3K to \$10K outstanding ▲
- 39 Properties commenced legal action in 21/22 —
- \$2.03M Rates Exemptions —

Sundry Debtors Outstanding

- 96 current accounts due (\$1.13M) ▼
- 205 accounts overdue i.e >30 days (\$235K) ▼

Budget Proposed Amendments

- Additional capital expenditure for MARC Geothermal Pump & VSD \$50K
 - Additional capital expenditure for DR Mathew Street, Falcon \$75K
 - Additional capital expenditure for Owen Avenue Ablution \$50K
 - Additional capital expenditure and capital revenue for Peel Street - Power Relocation \$268K
 - Additional capital revenue for Mandurah Netball Feasibility Study - CSRFF project \$4.5K
 - Additional capital expenditure of \$190K for RC Leslie Street Stage 2
 - Operating projects 2021/22 carryover reconciliation for unspent funds to 2022/23
 - Capital Works 2021/22 carryover reconciliation for unspent funds to 2022/23
 - Unbudgeted operating expenditure and operating revenue in 2022/23 for Mandurah Libraries - She Codes Workshop \$5K
- 3 Tenders awarded during the month through CEO delegation —
 - 77% Council Meetings received for the 21/22 year ▲

Summary

- Actual Rates Raised \$82.6M ▲
- Actual Rates Received \$83.6M (97.6% collected) ▲
- Actual Operating Revenue \$119.7M ▲
- Actual Capital Revenue \$10.5M ▲
- Actual Operating Expenditure \$134M ▲
- Actual Capital Expenditure \$25M ▲
- Actual Proceeds from Sale of Assets \$1.7M ▲

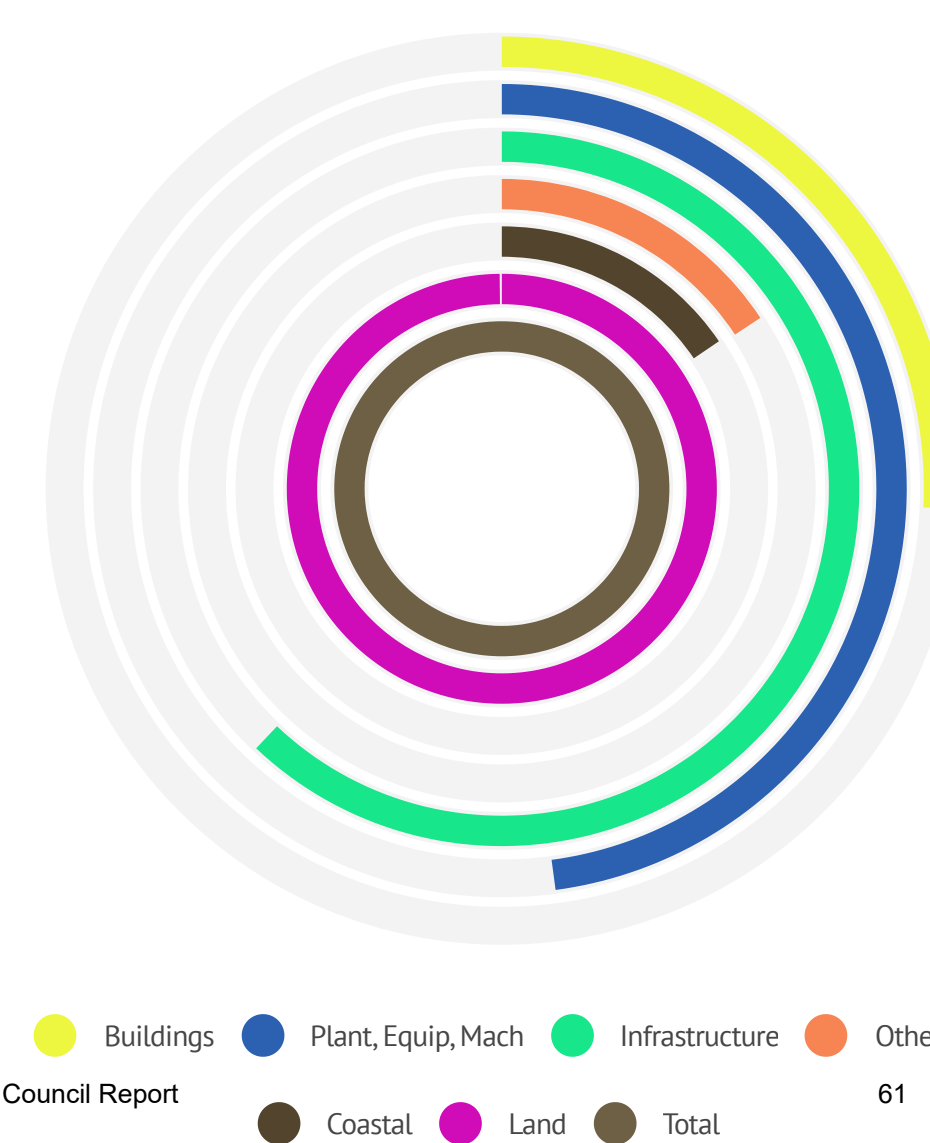
Year to Date Revenue Actuals Compared to Current Budget

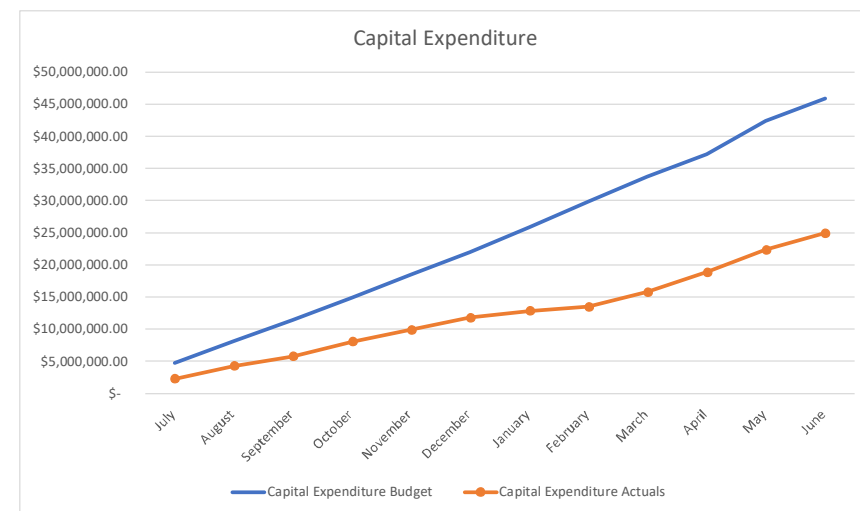
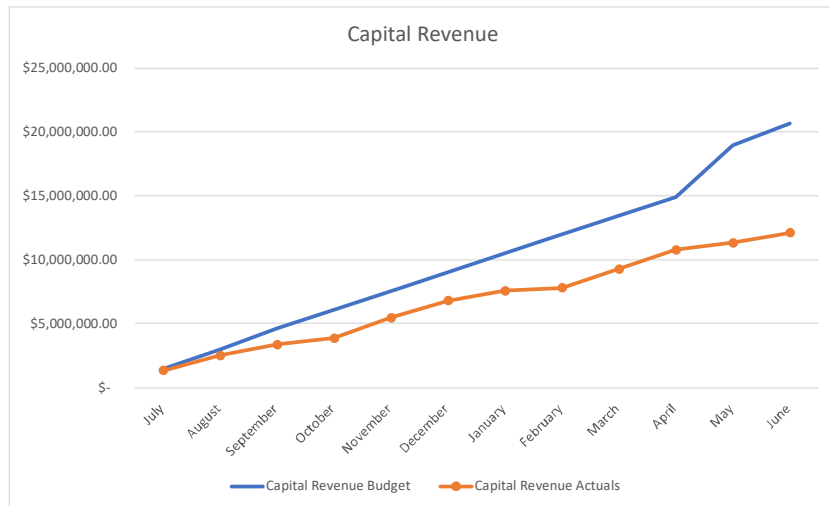
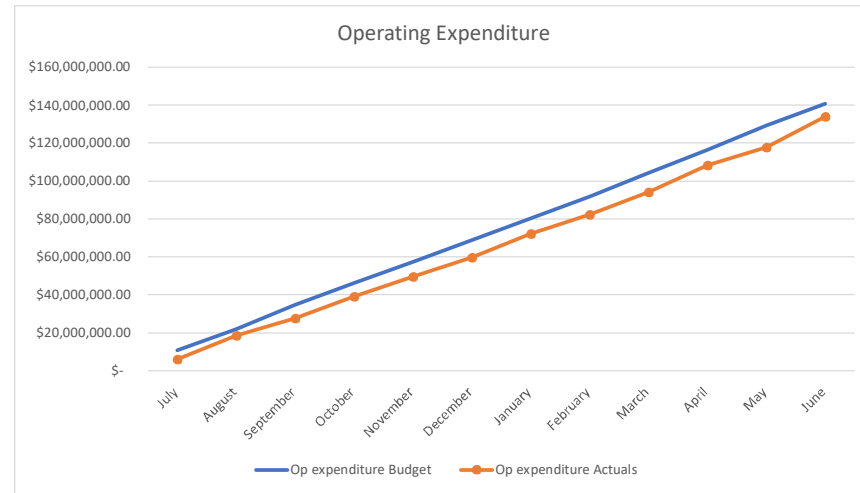
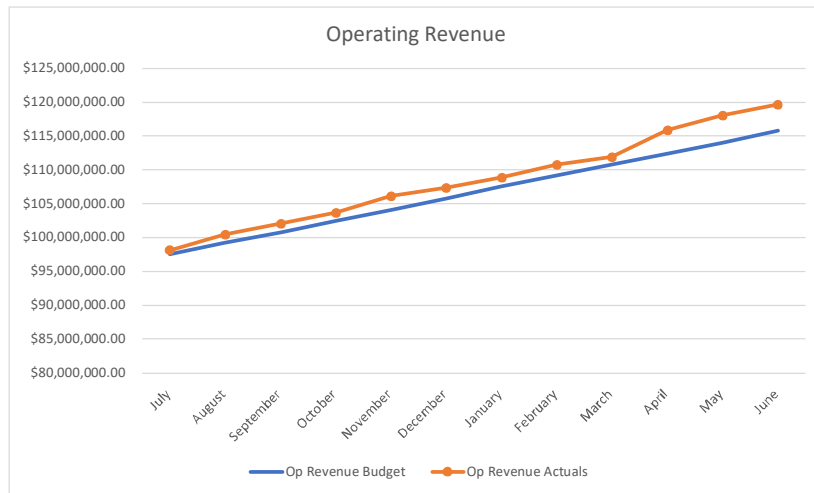


Year to Date Expenditure Actuals Compared to Current Budget



Year to Date Capital Actuals Compared to Current Budget





CITY OF MANDURAH

MONTHLY FINANCIAL REPORT

For the Period Ended 30 June 2022

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**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

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)		4,538,223	4,538,223	4,538,223			
Revenue from operating activities							
Rates		82,694,007	82,694,007	82,607,155	(86,852)	(0.11%)	
Operating grants, subsidies and contributions		3,128,891	3,128,891	6,125,682	2,996,791	95.78%	▲
Fees and charges		27,959,369	27,959,369	28,536,377	577,008	2.06%	
Interest earnings		865,000	865,000	1,003,894	138,894	16.06%	▲
Other revenue		1,152,348	1,152,348	1,441,117	288,769	25.06%	▲
		115,799,615	115,799,615	119,714,225	3,914,610	3.38%	
Expenditure from operating activities							
Employee costs		(48,123,327)	(48,123,327)	(47,062,437)	1,060,890	2.20%	
Materials and contracts		(52,855,577)	(52,855,577)	(44,772,412)	8,083,165	15.29%	▲
Utility charges		(4,494,084)	(4,494,084)	(3,876,235)	617,849	13.75%	▲
Depreciation on non-current assets		(32,209,187)	(32,209,187)	(30,767,932)	1,441,255	4.47%	
Interest expenses		(954,014)	(954,014)	(739,333)	214,681	22.50%	▲
Insurance expenses		(1,425,774)	(1,425,774)	(1,536,960)	(111,186)	(7.80%)	
Other expenditure		(16,871)	(16,871)	(27,481)	(10,610)	(62.89%)	▼
Loss on disposal of assets	1(a) & 4	(610,738)	(610,738)	(5,178,074)	(4,567,336)	(747.84%)	▼
		(140,689,572)	(140,689,572)	(133,960,864)	6,728,708	4.78%	
Non-cash amounts excluded from operating activities	1(a)	33,768,469	33,768,469	35,958,162	2,189,693	6.48%	
Amount attributable to operating activities		8,878,512	8,878,512	21,711,524	12,833,012	(144.54%)	
Investing activities							
Non-operating grants, subsidies and contributions	10	18,433,161	18,433,161	10,466,653	(7,966,508)	(43.22%)	▼
Proceeds from disposal of assets	4	2,229,889	2,229,889	1,653,512	(576,377)	(25.85%)	▼
Payments for property, plant and equipment	6	(45,968,953)	(45,968,953)	(24,957,669)	21,011,284	45.71%	▲
Amount attributable to investing activities		(25,305,903)	(25,305,903)	(12,837,504)	12,468,399	49.27%	
Non-cash amounts excluded from investing activities	1(b)	(5,536,246)	(5,536,246)	67,223	5,603,469	(101.21%)	
Amount attributable to investing activities		(30,842,149)	(30,842,149)	(12,770,282)	18,071,867	58.59%	
Financing Activities							
Proceeds from new debentures	7	7,016,194	7,016,194	4,630,731	(2,385,463)	(34.00%)	▼
Unspent Loans Utilised		1,901,692	1,901,692	-	(1,901,692)	100.00%	▼
Repayment of debentures	7	(5,105,388)	(5,105,388)	(5,339,864)	(234,476)	(4.59%)	
Payment of lease liability		(598,710)	(598,710)	(589,508)	9,202	1.54%	
Proceeds from new interest earning liability		1,022,942	1,022,942	1,123,403	100,461	9.82%	
Payment of interest earning liability		(421,809)	(421,809)	(384,337)	37,472	8.88%	
Proceeds from community loans		82,553	82,553	95,237	12,684	15.36%	▲
Advances of community loans		(50,000)	(50,000)	-	50,000	(100.00%)	▲
Transfer from reserves	8	20,502,838	20,502,838	-	(20,502,838)	(100.00%)	▼
Transfer to reserves	8	(6,945,606)	(6,945,606)	-	6,945,606	100.00%	▲
Amount attributable to financing activities		17,404,705	17,404,705	(464,338)	(17,869,043)	102.67%	
Closing Funding Surplus / (Deficit)	1(d)	(20,709)	(20,709)	13,015,127	13,035,836	-62947.68%	

KEY INFORMATION

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

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

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

(a) Non-cash items excluded from operating activities

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

	Notes	Annual Budget	YTD Budget (a)	YTD Actual (b)
Non-cash items excluded from operating activities		\$	\$	\$
Adjustments to operating activities				
Less: Non-cash grants and contributions for assets				(286,638)
Movement in liabilities associated with restricted cash		(89,910)	(89,910)	(44,910)
Movement in pensioner deferred rates (non-current)		-	-	65,992
Movement in employee benefit provisions (non-current)		1,038,454	1,038,454	277,712
Add: Loss on asset disposals	4	414,725	414,725	299,747
Add: Loss on asset write offs		196,013	196,013	4,878,327
Add: Depreciation on assets		32,209,187	32,209,187	30,767,932
Total non-cash items excluded from operating activities		33,768,469	33,768,469	35,958,162

(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		(5,536,246)	(5,536,246)	67,223
Total non-cash amounts excluded from investing activities		(5,536,246)	(5,536,246)	67,223

(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 2021	Budget Closing 30 Jun 2022	Year to Date 30 Jun 2022
Adjustments to net current assets				
Less: Reserves - restricted cash		(20,116,870)	(24,888,945)	(44,767,915)
Less: Unspent loans		(431,591)	(207,137)	(2,197,470)
Less: Other receivables		-	(80,000)	-
Less: Prepaid Rates		(2,455,879)	-	-
Add: Borrowings	7	7,499,999	9,826,754	337,915
Add: Other liabilities		3,081,188	3,417,743	6,196,651
Add: Lease liability		608,382	759,243	(16,148)
Add: Provisions - employee		5,041,426	5,216,724	4,088,433
Total adjustments to net current assets		(6,773,345)	(5,955,618)	(36,358,534)

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

Current assets				
Cash and cash equivalents	2	23,835,328	23,739,111	71,465,819
Rates receivables	3	3,519,116	2,480,445	2,028,200
Receivables	3	3,644,928	4,341,798	3,324,594
Other current assets		524,062	549,233	1,156,130
Less: Current liabilities				
Payables		(4,555,419)	(9,848,897)	(12,370,471)
Borrowings	7	(7,499,999)	(5,105,388)	(337,915)
Interest earning liabilities		-	-	(715)
Unspent non-operating grant, subsidies and contributions liability		(3,464,329)	(1,065,909)	(5,648,470)
Lease liabilities		(608,382)	(759,243)	(104,699)
Provisions		(8,621,960)	(8,396,241)	(10,138,813)
Less: Total adjustments to net current assets	1(c)	(6,773,345)	(5,955,618)	(36,358,534)
Closing Funding Surplus / (Deficit)		-	(20,709)	13,015,127

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.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022

OPERATING ACTIVITIES
NOTE 3
RECEIVABLES

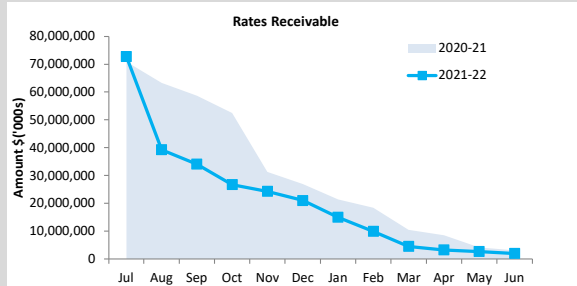
Rates Receivable	30-Jun-21	30-Jun-21	30 Jun 22
	\$		\$
Opening Arrears Previous Years	3,317,555	3,317,555	3,093,324
Rates levied	80,353,712	80,352,904	82,607,155
Less - Collections to date	(80,577,943)	(80,577,135)	(83,672,279)
Equals Current Outstanding	3,093,324	3,093,324	2,028,200
Net Rates Collectable	3,093,324	3,093,324	2,028,200
% Collected	96.3%	96.3%	97.6%

	30 Jun 21	30 Jun 22
- No. of Legal Proceedings Commenced for the financial year	34	39
- No. of properties > \$10,000 outstanding	20	27
- No. of properties between \$3,000 and \$10,000 outstanding	97	172
- Value of Rates Concession	73,427	69,766
- Value of Rates Exemptions	1,992,032	2,027,889

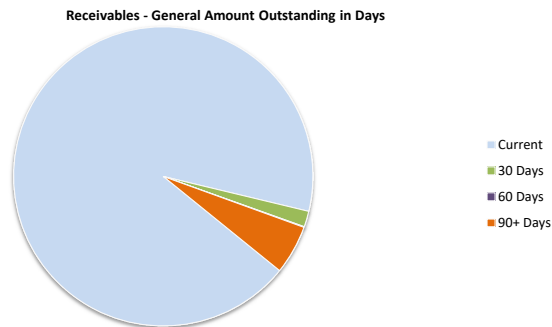
Receivables - General	30-Jun-21	Current	30 Days	60 Days	90+ Days	30 Jun 22
	\$	\$	\$	\$	\$	\$
Balance per Trial Balance						
Sundry receivable	1,398,532	988,633	56,620	2,551	175,547	1,223,351
Recreation Centres	146,009	122,915				122,915
Mandurah Ocean Marina	0	22,829				22,829
GST receivable	373,122	864,929				864,929
Allowance for impairment of receivables	(139,014)	(158,610)				(158,610)
Infringements	1,044,472	871,737				871,737
Pensioners rates and ESL deferred	89,287	77,625				77,625
Other Receivables	392,992	299,818				299,818
Total Receivables General Outstanding	3,305,400	3,089,876	56,620	2,551	175,547	3,324,595
Percentage		92.9%	1.7%	0.1%	5.3%	

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.



Collected	Rates Due
97.6%	\$2,028,200



Debtors Due
\$3,324,595
Over 30 Days
7%
Over 90 Days
5%

	Total Amount	Interest rate	Total calculated interest Earnings	Institution	S&P rating	Deposit Date	Maturity Date	Term days
	\$	\$	\$	\$				
Cash on hand								
Westpac Municipal Bank Account	18,576,401	Variable		Westpac	AA-	NA	NA	
	18,576,401							
Municipal Investments								
Muni 10 - 9652-46197	29,829	0.20%	60	ANZ	AA-	1/10/2021	1/10/2022	365
Muni 40 - 24-879-6372	3,008,137	0.55%	8,137	NAB	AA-	2/03/2022	29/08/2022	180
Muni 41 - 24-055-4504	3,014,806	1.60%	11,847	NAB	AA-	31/05/2022	29/08/2022	90
Muni 42 - 98-829-1441	6,023,671	0.80%	23,671	NAB	AA-	23/03/2022	19/09/2022	180
MNS 31 - 582058	6,155,135	0.45%	1,771	Westpac	AA-	31/05/2022	30/06/2022	30
MNS 60 - 582007	6,383,676	0.55%	3,409	Westpac	AA-	31/05/2022	30/06/2022	30
	24,615,254							
Reserve Investments								
Reserve 42 - 36-976-7906	3,054,900	3.00%	44,537	NAB	AA-	22/06/2022	19/12/2022	180
Reserve 44 - 70-586-3025	3,025,591	2.30%	17,251	NAB	AA-	28/06/2022	27/09/2022	91
Reserve 45 - 70-568-6989	3,019,113	0.89%	13,266	NAB	AA-	30/03/2022	27/09/2022	181
Reserve 47 - B33713404.106	4,009,666	0.98%	9,666	CBA	AA-	21/04/2022	20/07/2022	90
Reserve 48 - B33713404.106	6,042,904	1.45%	42,904	CBA	AA-	21/04/2022	18/10/2022	180
RNS 31 - 581565	5,878,033	0.45%	2,656	Westpac	AA-	31/05/2022	30/06/2022	30
RNS 60 - 581573	3,243,958	0.55%	1,732	Westpac	AA-	31/05/2022	30/06/2022	30
	28,274,164							
Total Municipal and Reserve Funds	71,465,819		180,906					

Interest revenue

Investment Interest Accrued	180,906
Investment Interest Matured	98,144
Rates Interest	724,844
	1,003,894

Interest Earned

\$1,003,894

	Amount	Interest rate on loans	Interest Saved	YTD Interest Saved
Loan Offset Facility				
Westpac	-	1.60%	11,369	190,998

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:

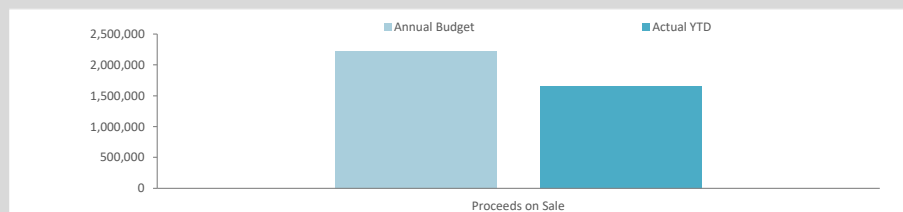
- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Total Municipal Cash	Unrestricted
\$71.47 M	\$43.19 M

Asset	Asset ID	Asset Owner	Budget	YTD Actual			
			Proceeds	Net Book Value	Proceeds	Profit	(Loss)
			\$	\$	\$	\$	\$
Land							
Land		Sale of 81-87A Allnutt Street, Mandurah	942,000	1,445,000	945,000	0	(500,000)
Infrastructure Assets							
Light Passenger Vehicles - Replacement							
MITSUBISHI-MIRAGE MH7413A	C00518	People & Communities - YOUTH SERVICES					
HYUNDAI-SANTE MH7641A	FEC01718 - C01718	COORDINATOR	0	0	0	0	0
SUBARU-OUTBACK MH6704A	C02518	Built & Natural - DESIGN & DEVELOPMENT SERVICES	15,836	0	0	0	0
TOYOTA-RAV4 MH7382A	C03818	People & Communities - GENERAL MANAGER MPAC	15,765	0	0	0	0
MAZDA-CX-5 MH7550A	C04318	Built & Natural - DESIGN & DEVELOPMENT SERVICES	12,326	0	0	0	0
MITSUBISHI-LS OUTLANDER MH5475A	C04717	Built & Natural - CIVIL MAINTENANCE	15,478	0	0	0	0
HOLDEN-TRAILBLAZER MH8607A	C06518	Built & Natural - ENGINEERING COORDINATOR	12,500	0	0	0	0
TOYOTA-COROLLA MH5842A	C05917	Built & Natural - DESIGN & DEVELOPMENT SERVICES	10,565	16,430	26,631	10,202	0
TOYOTA-RAV4 MH7273A	C06918	Built & Natural - OPERATIONS STORE	10,542	11,676	18,462	6,786	0
TOYOTA-RAV4 MH7691A	C07418	Built & Natural - DESIGN & DEVELOPMENT SERVICES	12,326	14,426	20,722	6,296	0
MAZDA-CX-5 MH8253A	C07618	Built & Natural - CITYPARKS	12,241	0	0	0	0
MAZDA CX-5 - MH4519A	C03917	Business Services - RANGER SERVICES COORDINATOR	15,400	0	0	0	0
		Built & Natural - LANDSCAPE SERVICES	0	13,009	19,371	6,362	0
Light Commercial Vehicles - Replacement							
FORD-RANGER MH5709A	U00217	Built & Natural -CITYBUILD	27,327	21,269	27,327	6,058	0
FORD-RANGER MH7859A	U00417	Built & Natural -CITYWORKS	20,353	0	0	0	0
FORD-RANGER MH6525A	U00617	Built & Natural -CITYWORKS	15,784	0	0	0	0
MITSUBISHI-TRITON MH6414A	U00817	Built & Natural -CITYPARKS	18,673	20,918	30,962	10,044	0
FORD-RANGER MH8377A	U01018	Built & Natural -CITYWORKS	12,451	0	0	0	0
HOLDEN-COLORADO MH6347A	U02017	Built & Natural -CITYWORKS	18,053	0	0	0	0
HOLDEN-COLORADO MH6352A	U02317	Built & Natural -CITYBUILD	16,569	0	0	0	0
FORD-RANGER MH8056A	U02418	Built & Natural -SURVEYING SERVICES	19,329	0	0	0	0
HOLDEN-COLORADO MH6534A	U02517	Built & Natural -RANGERS	18,405	19,372	27,541	8,169	0
HOLDEN-COLORADO MH6353A	U02717	Built & Natural -CITYBUILD	16,569	18,147	30,048	11,900	0
HOLDEN-COLORADO MH6112A	U03117	Built & Natural -CITYBUILD	18,228	0	0	0	0
FORD-RANGER MH7543A	U03417	Built & Natural -TRAFFIC MANAGMENT	20,507	0	0	0	0
HYUNDAI-ILOAD MH6241A	U03617	Built & Natural -PARKS MAINTENANCE - RETIC	18,607	0	0	0	0
TOYOTA-HILUX MH6817A	U03817	Built & Natural -CITYBUILD	17,486	19,812	35,495	15,683	0
FORD-RANGER MH6165A	U05017	Built & Natural -WATERWAYS/MARINA	21,528	24,115	24,359	244	0
		Business Services -ENVIRONMENTAL HEALTH					
ISUZU-D'MAX MH5394A	U05717	COORDINATOR	18,815	16,344	30,864	14,521	0
HOLDEN-COLORADO MH8950A	U06118	Built & Natural -TECHNICAL SERVICES	30,055	22,854	30,055	7,201	0
HOLDEN-COLORADO MH6110A	U06717	Built & Natural -CITYBUILD	18,228	0	0	0	0
HYUNDAI-ILOAD MH6169A	U07117	Built & Natural -CITYBUILD	20,157	0	0	0	0
FORD-RANGER MH6092A	U07217	Built & Natural -PARKS CENTRAL	16,337	18,180	21,859	3,679	0
FORD-RANGER MH4982A	U07417	Built & Natural -CITYWORKS	16,048	0	0	0	0
HOLDEN-COLORADO MH9283A	U07818	Built & Natural -RANGERS	22,036	0	0	0	0
Trucks & Buses Replacements							
Trailers							
Parks & Mowers							
TORO - ZERO TURN 60" SD DECK	M00117	Built & Natural -PARKS CENTRAL	12,000	0	0	0	0
RAZORBACK - MOWER SLASHER PTO	M00517	Built & Natural -PARKS NATURAL AREAS	7,000	9,881	7,632	0	(2,249)
TORO - ZERO TURN 72" RD DECK	M01817	Built & Natural -PARKS SOUTHERN	7,643	0	0	0	0
Minor Equipment >\$5000							
PUMPS AUSTRALIA-HPM WATER CLEANER HOT AND COLD	P61517	Built & Natural -CITYBUILD	2,500	0	0	0	0
PUMPS AUSTRALIA-HPM WATER CLEANER HOT AND COLD	P61617	Built & Natural -CITYBUILD	2,500	0	0	0	0
HAKO-CITYMASTER	P61817	Built & Natural -CIVIL MAINTENANCE	25,000	0	0	0	0
Construction Vehicles - Replacement							
KOMATSU - WHEEL LOADER	G005	Built & Natural -WORKS CONSTRUCTION	65,410	0	0	0	0
Plant Disposed from 2020/21 budget:							
Light Passenger Vehicles - Replacement							
Mazda CX-5 MH5068A	C05517	Built & Natural -ASSET MANAGEMENT	16,460	0	0	0	0
Toyota Prado MH7056A	C01117	Mayor's Office	24,367	0	0	0	0
Mazda CX-5 MH3806A	C04016	Place & Communities -RECREATION SERVICES	16,150	0	0	0	0
Mitsubishi Outlander MH4776A	C04217	Strategy & Economic Development	20,736	12,442	20,736	8,294	0
Mazda CX5 MH3283A	C05216	Built & Natural -ASSET MANAGEMENT	17,100	13,056	17,100	4,044	0

Asset	Asset ID	Asset Owner	Budget	YTD Actual			
			Proceeds	Net Book Value	Proceeds	Profit	(Loss)
Light Commercial Vehicles - Replacement							
Toyota Hiace Van MH5074A	U04617-U04620	Built & Natural -CITYPARKS	16,157	0	0	0	0
Toyota Hiace Van MH3479A	U01716-U01720	Built & Natural -CITYPARKS	16,588	16,725	30,495	13,770	0
Holden-Colorado MH5329A	U03317-U03320	Business Services -RANGERS	26,191	18,016	26,191	8,175	0
Ford Ranger MH3964A	U02617-U02620	Business Services -RANGERS	16,100	0	0	0	0
Ford Ranger MH3709A	U04116-U04120	Built & Natural - ENVIRONMENTAL SERVICES	29,145	19,392	29,145	9,753	0
Ford Ranger MH3956A	U04417-U04420	Built & Natural - CITYPARKS	18,915	0	0	0	0
Ford Ranger MH4447A	U06617-U06620	Business Services -RANGERS	19,720	0	0	0	0
Ford Ranger MH4976A	U01617-U01620	Built & Natural -CITYPARKS	18,450	18,598	28,229	9,631	0
Ford Ranger MH4698A	U05517-U05520	Built & Natural -CITYPARKS	15,760	0	0	0	0
Isuzu Ute	C04617-C04620/U08321	Built & Natural - Irrigation	16,460	0	0	0	0
Ford Ranger MH3952A	U01816-U01820	Business Services -RANGERS	19,630	19,802	26,866	7,064	0
Mitsubishi Outlander MH4439A	U01417	Built & Natural	30,509	22,241	30,509	8,268	0
Ford Ranger PU MK11 MH4983A	U06017	Built & Natural -CITYPARKS	28,236	20,385	28,236	7,851	0
Ford Ranger MH4537A	U03017	Built & Natural - Irrigation	28,464	15,154	28,464	13,310	0
Ford Ranger PX MH4453A	U01517	Built & Natural - Irrigation	23,691	15,835	23,691	7,856	0
Trucks & Buses Replacements							
Hino 816 3 MH472H	T044	Built & Natural - CityWorks Civil Maintenance	30,519	36,000	30,519	0	(5,481)
Trailers							
3T Tandem Tipper Trailer	V033-V03320	Built & Natural	4,404	1,113	4,404	3,291	0
Wastech Semi Trailer	V05020-	Built & Natural	35,327	0	0	0	0
Wastech Semi Trailer	V05120-	Built & Natural	35,327	0	0	0	0
Southwest Mowing MH73719	V004	Built & Natural	9,252	2,597	9,252	6,655	0
Southwest - Mowing 4500kg	V008	Built & Natural	0	2,448	5,142	2,694	0
Parks & Mowers							
5 Gang mower	M02517-M02520	Built & Natural	18,252	20,617	7,929	0	(12,688)
Mower with Cab	M01516-M01520	Built & Natural	7,500	0	0	0	0
Mower 72"	M01916-M01920	Built & Natural	6,000	7,404	10,277	2,872	0
Minor Equipment >\$5000							
Construction Vehicles - Replacement							
MULTI ROLLER	R002-R00220	Built & Natural	45,900	0	0	0	0
			2,229,889	1,953,258	1,653,512	220,671	(520,418)

KEY INFORMATION



Proceeds on Sale		
Annual Budget	YTD Actual	%
\$2,229,889	\$1,653,512	74%

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

**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
				\$
T03-2022*	Provision of Tree Pruning and Associated Services - SP 1	Beaver Tree Services Aust Pty Ltd	One (1) year plus two(2) year extension	\$2.1mil over the term of the contract including option period
T03-2022*	Provision of Tree Pruning and Associated Services - SP 2	Hayes Tree Care Pty Ltd	One (1) year plus two(2) year extension	\$1.5mil over the term of the contract including option period
RFQ03-2022	Provision of Leasing Services - Network Refresh	Dell Financial Services Pty Ltd	60 months	\$445,793 over the term of the contract

* Council approved the award of Tender at its June 2022 Ordinary Council Meeting

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

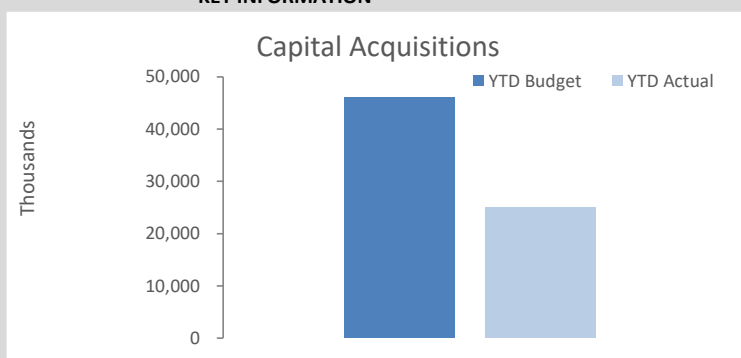
**INVESTING ACTIVITIES
NOTE 6
CAPITAL ACQUISITIONS**

Capital Acquisitions	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	YTD Actual Variance
	\$		\$	\$	\$
Land	0	1,698,300	1,698,300	1,695,557	(2,743)
Buildings	5,327,975	7,643,349	7,643,349	1,964,969	(5,678,380)
Equipment	61,127	225,793	225,793	120,415	(105,378)
Machinery	4,185,542	3,914,738	3,914,738	1,861,972	(2,052,766)
Infrastructure - Roads	14,775,329	11,975,546	11,975,546	9,527,330	(2,448,216)
Bridges	3,871,067	420,010	420,010	186,601	(233,409)
Parks	14,256,393	16,789,246	16,789,246	8,095,018	(8,694,228)
Drainage	1,222,989	1,478,703	1,478,703	1,220,099	(258,603)
Coastal & Estuary	706,907	552,194	552,194	85,824	(466,370)
Other Infrastructure	600,500	1,271,074	1,271,074	199,883	(1,071,191)
Capital Expenditure Totals	45,007,828	45,968,953	45,968,953	24,957,669	(21,011,284)
Capital Acquisitions Funded By:					
	\$		\$	\$	\$
City of Mandurah Contribution	7,543,360	8,577,182	26,247,903	9,151,773	(17,096,130)
Capital grants and contributions	17,656,844	18,390,332	18,433,161	10,466,653	(7,966,508)
Borrowings	9,826,754	8,917,885	-	4,630,731	4,630,731
Other (Disposals & C/Fwd)	1,108,878	1,287,889	1,287,889	708,512	(579,377)
Cash Backed Reserves					
Building Reserve	1,771,058	735,818	-	-	-
Asset Management Reserve	3,666,399	3,555,311	-	-	-
Cultural Centre Reserve	-	213,495	-	-	-
Sustainability Reserve	259,000	259,000	-	-	-
Sanitation Reserve	1,238,520	918,520	-	-	-
Traffic Bridge Reserve	-	50,000	-	-	-
Waterways Reserve	13,425	13,425	-	-	-
Unspent Grants & Contributions Reserve	1,028,409	590,227	-	-	-
Bushland Acquisition Reserve	0	1,698,300	-	-	-
Plant Reserve	895,181	761,568	-	-	-
Capital Funding Total	45,007,828	45,968,953	45,968,953	24,957,669	(21,011,284)

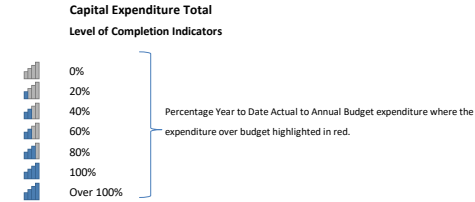
SIGNIFICANT ACCOUNTING POLICIES

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
	\$45.97 M	\$24.96 M	54%
Capital Grant	Annual Budget	YTD Actual	% Received
	\$18.39 M	\$10.47 M	57%



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							
850000	Land Acquisition	0	1,698,300	1,698,300	1,695,557	2,743	Complete.
Buildings							
750647	Dawesville Community Centre	719,847	719,847	719,847	26,948	692,899	Project to be carried over to 2022-23.
750648	Enhancements to Reserve Changerooms to Make Amenities Unisex	25,286	0	0	0	0	Budget transferred to Stage 2 of Upgrades to Peelwood Reserve at Budget Review.
750649	Falcon Family Centre - External Works	57,683	0	0	0	0	Project deferred to 2022-23 at Budget Review.
750650	Air Conditioner at Madora Bay Hall	10,411	7,611	7,611	7,611	0	Complete.
750651	Air Conditioner at Halls Head Community and Sports Facility	30,566	24,166	24,166	24,166	0	Complete.
750652	LED Buildings Plan	80,514	80,514	80,514	59,271	21,244	Construction complete. Finances to be finalised.
750653	MARC - Administration Office CCTV Camera Installation	15,514	10,045	10,045	10,045	0	Complete.
750654	MARC CCTV Stadium	30,514	12,345	12,345	12,345	0	Complete.
750655	MARC Leisure Pool Acoustics	206,736	0	0	0	0	Project deferred to 2022-23 at Budget Review.
750656	MARC Plantroom Chlorine Gas Detectors & Shutdown System	15,566	11,516	11,516	10,216	1,300	Complete.
750657	MPAC Internal Refurb	328,084	338,084	338,084	9,284	328,800	Project to be carried over to 2022-23.
750658	Reserve Meter Replacement Program	50,566	50,566	50,566	566	50,000	Complete. Budget variation source for MARC Geothermal Pump & VSD.
750659	WMC - CCTV Upgrade	15,754	15,754	15,754	754	15,000	Construction complete. Finances to be finalised.
750660	WMC Tipping Shed	261,491	261,491	261,491	30,793	230,698	Project to be carried over to 2022-23.
750661	Works & Services Building Refurb	211,848	211,848	211,848	25,448	186,400	Project to be carried over to 2022-23.
750662	WMC Fire Water Service	50,463	15,463	15,463	463	15,000	Complete.
750662	Site Main Switchboard Program	50,514	50,514	50,514	5,148	45,366	Construction complete. Finances to be finalised.
750663	Admin Building Carpet	107,621	107,621	107,621	87,844	19,777	Complete.
750664	Billy Dower Offices Flooring	20,952	20,952	20,952	16,584	4,368	Complete.
750665	Civic Building - Rates Team Work Area	15,286	0	0	0	0	Project deferred and budget reallocated to Stage Door Waterfront HVAC project.
750666	Civic Staff Amenity Room Refurbishment	44,622	44,622	44,622	24,907	19,715	Complete.
750667	External Painting Program	25,463	25,463	25,463	19,775	5,687	Complete.
750668	Falcon E - Library AC#1 Replacement	55,411	41,211	41,211	41,211	0	Complete.
750669	Fire System Replacement Program	20,566	17,115	17,115	17,115	0	Complete.
750670	Mandurah Library HVAC	95,514	91,214	91,214	91,214	0	Complete.
750671	Mandurah Library Re Roofing Project	161,428	174,428	174,428	9,063	165,365	Project to be carried over to 2022-23.
750672	Mandurah Ocean Marina Chalets	158,269	158,269	158,269	96,961	61,308	Construction complete. Finances to be finalised.
750673	Mewburn Ablution Refurbishment	55,883	178,883	178,883	8,433	170,450	Project to be carried over to 2022-23.
750674	Museum CCTV Upgrade	40,514	19,900	19,900	19,902	(2)	Complete.
750675	Rushton Park Pavilion - Ext Coatings	45,463	45,463	45,463	35,136	10,327	Complete.
750676	Oven Replacement Peelwood Pde Facility	9,238	8,051	8,051	8,051	0	Complete.
750677	District Cooling System	614,316	0	0	0	0	Project deferred to 2022-23 at Budget Review.
400015	South Mandurah FC Changerooms (CSRFF)	6,666	11,190	11,190	11,190	0	Complete.
400021	Mandurah Mustangs FC - Facility Development	204,289	235,936	235,936	8,252	227,684	Project is not proceeding.
400026	Peel Community Kitchen	26,615	85,333	85,333	85,333	0	Complete.
400030	Owen Avenue Ablution	279,242	279,242	279,242	185,152	94,090	Budget variation required to increase budget by \$50,000 to \$329,242 due to scope increase. Project to be carried over to 2022-23.
400046	Site Main Switchboards	95,133	2,571	2,571	2,571	0	Complete.
750620	Solar Plan	60,000	60,000	60,000	36,340	23,660	Construction complete. Finances to be finalised.
750623	Administration Building - Foyer Security	68,280	60,823	60,823	38,065	22,758	Project to be carried over to 2022-23.
750625	Mandurah Community Museum Roof Replacemt	143,400	117,971	117,971	117,971	0	Complete.
750631	Mdh Bowling & Rec Club - Bar Repairs	21,364	21,364	21,364	1,364	20,000	Preliminary investigative work only.
750633	Stage 2 of Upgrades to Peelwood Reserve	99,720	260,835	260,835	7,492	253,343	Project to be carried over to 2022-23.
750638	Ablution Bortolo Reserve	247,540	252,879	252,879	272,738	(19,859)	Complete. Overspend covered by 2021-22 capital surplus.
750639	Peel Hockey Association - Floodlighting	56,923	38,520	38,520	38,520	0	Complete.
750643	Falcon Family Centre Upgrade	96,000	76,000	76,000	4,205	71,796	Project to be carried over to 2022-23.
750644	Mandurah Visitors Centre Refurbishment	92,145	135,704	135,704	131,236	4,468	Complete.
750645	MARC Acoustics	68,000	34,810	34,810	19,146	14,664	Construction complete. Finances to be finalised.

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

Account Description			Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
	750679	Solar Plan 2021/22	130,754	130,754	130,754	11,754	119,000	Project to be carried over to 2022-23.
	750678	ManPAC RVIF Lighting	0	238,495	238,495	0	238,495	Project to be carried over to 2022-23.
	750628	Civic Building-Mayors Office Reconfiguration	0	68,685	68,685	68,685	0	Complete.
	400022	Peelwood Res - Changeroom Upgrade	0	0	0	0	0	Budget transferred to Stage 2 of Upgrades to Peelwood Reserve at Budget Review.
	750636	WMC - Upgrade Alarm System	0	30,000	30,000	24,450	5,550	Construction complete. Finances to be finalised.
	750627	Administration Centre External Painting Project	0	12,341	12,341	12,341	0	Complete.
	750680	Stage Door Waterfront HVAC	0	17,986	17,986	17,986	0	Complete.
	750681	MARC Roof Repairs	0	2,500,000	2,500,000	130,057	2,369,943	Tendering process in progress. Project to be carried over to 2022-23.
	750682	Falcon eLibrary Retrofit	0	74,492	74,492	2,624	71,868	Construction complete. Finances to be finalised.
	750683	WTS - Recycle Area Roller Door	0	8,464	8,464	8,464	0	Complete.
	750684	Southern Operations Ramp	0	20,000	20,000	0	20,000	Project to be carried over to 2022-23.
	750685	Visitors Centre Transit Station	0	15,000	15,000	0	15,000	Project to be carried over to 2022-23.
	750698	Mandurah Bowling Club Bi-fold doors	0	65,000	65,000	0	65,000	Project is not proceeding. Budget variation source for DR Mathew Street, Falcon.
	750721	Rushton Park Main - Staircase Remedial Work	0	18,000	18,000	0	18,000	Project to be carried over to 2022-23.
	750723	Roof Access Points at Operations Centre	0	12,500	12,500	0	12,500	Construction complete. Finances to be finalised.
	750724	Roof Access Points at BNE (Ormsby Terrace) Building	0	15,500	15,500	15,081	419	Complete.
Bridges								
	880013	BR Pedestrian Bridge Mandurah Road	3,521,067	0	0	0	0	Project deferred at Budget Review.
	880012	Lakelands-Madora Bay Pedestrian Bridge	350,000	395,010	395,010	161,601	233,409	Project to be carried over to 2022-23.
	880000	Old Mandurah Bridge	0	25,000	25,000	25,000	0	Complete.
Parks								
	700476	Installation of Permanent Soccer Goals	10,353	10,353	10,353	3,353	7,000	Complete.
	700478	Meadow Springs Golf Course Fence	46,004	46,004	46,004	6,004	40,000	Project to be carried over to 2022-23.
	700479	Rushton Precinct Master Plan - Netball Courts	74,805	0	0	0	0	Project deferred to 2022-23 at Budget Review.
	700480	Central Irrigation Management System Renewal	93,407	93,407	93,407	3,407	90,000	Project to be carried over to 2022-23.
	700481	Bin Enclosures for Eastern/Western foreshore	55,839	55,839	55,839	5,839	50,000	Project to be carried over to 2022-23.
	700440	Major Public Artworks	90,411	90,411	90,411	411	90,000	Budget to be allocated to Asset Management Reserve for future use.
	700482	Abbotswood Park Erskine Path Connection	26,857	26,317	26,317	24,602	1,716	Complete.
	700483	Falcon Reserve Cricket Net renewal	43,328	68,328	68,328	66,793	1,535	Complete.
	700484	Avalon Foreshore Westview Parade Stage 2	60,894	66,894	66,894	59,927	6,967	Complete.
	700485	Bortolo Park Drainage Basin	61,613	61,613	61,613	11,613	50,000	Project to be carried over to 2022-23.
	700487	Eros Reserve - Basketball Crt Concrete	28,280	28,280	28,280	7,298	20,982	Construction complete. Finances to be finalised.
	700488	Gallop Reserve	109,096	129,096	129,096	142,902	(13,806)	Complete. Overspend covered by 2021-22 capital surplus.
	700489	Mandurah Road Median	167,781	0	0	0	0	Project cancelled at Budget Review.
	700490	Meadow Springs Turf Wicket	12,404	12,404	12,404	13,974	(1,570)	Complete. Overspend covered by 2021-22 capital surplus.
	700491	Milgar BMX Track	24,805	24,805	24,805	19,605	5,200	Complete.
	700492	Lavender Gardens Reserve	65,839	68,257	68,257	66,627	1,630	Complete.
	700493	Pinjarra Road East Median Stage 4	129,185	155,163	155,163	136,535	18,628	Complete.
	700494	Pleasant Grove Foreshore	85,832	0	0	0	0	Project deferred to 2022-23 at Budget Review.
	700495	Kangaroo Paw Park	55,175	55,175	55,175	16,617	38,558	Project to be carried over to 2022-23.
	700496	Riverside Gdns Foreshore Park Furniture	51,045	51,045	51,045	54,980	(3,934)	Construction complete. Finances to be finalised. Overspend covered by 2021-22 capital surplus.
	700497	Shade Tree Planting at Sports Grounds	22,038	22,038	22,038	12,442	9,596	Complete.
	700498	Tickner Reserve Final Stage	226,414	226,414	226,414	150,928	75,486	Project to be carried over to 2022-23.
	700499	Western Foreshore Bore Hole Replacement	25,497	12,863	12,863	12,863	0	Complete.
	700500	Mary Street (near Lagoon)	18,497	0	0	0	0	Project cancelled at Budget Review.
	700501	Florida Reserve Fencing	21,497	8,887	8,887	8,887	0	Complete.
	700502	Northport Oval Fencing	35,466	35,466	35,466	30,556	4,910	Complete.
	700503	Henry Sutton	37,089	11,144	11,144	10,689	455	Complete.
	700504	Hennessy Reserve	91,754	128,251	128,251	121,400	6,851	Construction complete. Finances to be finalised.
	700505	Madora Bay Hall	56,798	56,798	56,798	41,384	15,414	Construction complete. Finances to be finalised.
	700506	Caterpillar Park	25,738	15,822	15,822	15,822	0	Complete.
	700507	Replacement of Rubber Softfall	83,456	83,456	83,456	81,304	2,152	Complete.
	700508	Signage Renewal	49,045	0	0	0	0	Project deferred to 2022-23 at Budget Review.
	700509	BBQ New Program	51,548	51,548	51,548	27,909	23,640	Construction complete. Finances to be finalised.
	700510	Boardwalk Renewal Program	250,000	30,000	30,000	0	30,000	Complete.
	700439	Enclosed Dog Park	229,849	218,781	218,781	201,486	17,295	Construction complete. Finances to be finalised.
	700441	Bortolo Reserve - Shade Sail	34,011	34,011	34,011	19,711	14,300	Complete.
	700471	Hermitage Park - Shade Sail	45,419	45,419	45,419	40,339	5,080	Complete.
	700472	Country Club Drive - Shade Sail	34,011	34,011	34,011	19,791	14,220	Complete.
	700443	Falcon Bay Upgrade - Stage 4 of 5	129,261	71,440	71,440	53,323	18,117	Project to be carried over to 2022-23.
	700444	Novara Foreshore Stage 4	282,348	293,636	293,636	278,804	14,832	Project to be carried over to 2022-23.
	700453	Falcon Reserve Activation Plan - Stage 2	127,331	168,822	168,822	157,652	11,170	Construction complete. Finances to be finalised.
	700462	Madora Bay Beach	113,441	113,441	113,441	13,441	100,000	Project to be carried over to 2022-23.
	700464	Shade Sails Over Playgrounds	196,198	187,028	187,028	186,484	544	Complete.
	700511	Mandurah Parks - Shade Sails	0	150,000	150,000	93,557	56,443	Project to be carried over to 2022-23.
	700512	Cricket SF - Cricket Nets	0	45,500	45,500	45,500	0	Complete.

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

Account Description			Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
	700020	Pebble Beach Boulevard Res 46649	0	921	921	921	0	Complete.
	700463	Madora Beach Shade Shelters	0	53,210	53,210	52,737	473	Complete.
	700513	Artesian Pump Replacement Program	0	50,000	50,000	0	50,000	Construction complete. Finances to be finalised.
	700514	Bortolo Fire Track Water Infrastructure	0	100,000	100,000	0	100,000	Project to be carried over to 2022-23.
	700515	Mandurah Netball Feasibility Study - CSRFF	0	40,000	40,000	0	40,000	Budget variation required to allocate Netball WA contribution of \$4,545. Project to be carried over to 2022-23.
	700516	Yalgorup National Park	0	400,000	400,000	0	400,000	Project to be carried over to 2022-23.
	700569	Tranby Street Car Park Wall	0	27,279	27,279	28,143	(864)	Complete.
Roads								
	501087	Access Pathway at Rushton North Pavilion	60,665	60,665	60,665	28,423	32,242	Construction complete. Finances to be finalised.
	501088	RC Leslie Street Stage 2	786,420	786,420	786,420	956,182	(169,761)	Budget variation required to increase budget by \$189,888 to \$976,308 due to overspend. Construction complete. Finances to be finalised.
	501089	RC Peel Street Stage 3	1,540,664	0	0	0	0	Project deferred to 2022-23 at Budget Review.
	501090	RC Pinjarra Road Stage 3	1,553,728	1,553,728	1,553,728	1,025,375	528,352	Refer to Financial Report, Key Capital Projects table. Project to be carried over to 2022-23.
	501091	SL Street Lighting New Program	130,276	130,276	130,276	32,013	98,263	Project to be carried over to 2022-23.
	501092	TM Discretionary Traffic Management Program	202,864	199,348	199,348	204,230	(4,881)	Construction complete. Finances to be finalised. Overspend covered by 2021-22 capital surplus.
	501093	WTC Roadway and Concrete Hardstand	320,852	35,852	35,852	20,852	15,000	Complete.
	501094	MRF Building Hardstand	57,281	57,281	57,281	7,281	50,000	Project is not proceeding.
	501051	SF Street Furniture New Program	57,179	57,179	57,179	11,831	45,349	Construction complete. Finances to be finalised.
	501097	Tims Thicket Road	567,929	0	0	0	0	Project cancelled at Budget Review.
	501098	RR France/Aldgate St Intersection	350,958	350,958	350,958	336,287	14,672	Construction complete. Finances to be finalised.
	501099	RR Bortolo Drive/Lowden St Intersection	259,435	259,435	259,435	278,816	(19,381)	Complete. Overspend covered by 2021-22 capital surplus.
	501100	RR Sticks Boulevard	33,004	33,004	33,004	26,442	6,563	Complete.
	501111	RS Tennyson Avenue (HALLS HEAD)	220,576	95,183	95,183	95,183	0	Complete.
	501112	SP Falcon Coastal Shared Path	75,086	75,086	75,086	75,138	(51)	Complete.
	501113	SP Halls Head PSP	416,663	0	0	0	0	Project deferred to 2022-23 at Budget Review.
	501114	SP Missing Links	111,543	48,722	48,722	44,632	4,090	Complete.
	501115	SP Biara Court PAW Renewal	43,446	73,446	73,446	8,591	64,855	Project to be carried over to 2022-23.
	501116	SP Pleasant Grove POS	46,102	0	0	0	0	Project deferred to 2022-23 at Budget Review.
	501117	SP Waterside Gardens Paving Rehabilitation	32,022	32,022	32,022	26,308	5,714	Complete.
	501123	Ayrton St POS Carpark	76,098	76,098	76,098	53,184	22,914	Construction complete. Finances to be finalised.
	501124	Emulsion tank with bunding	45,566	45,566	45,566	566	45,000	Project to be carried over to 2022-23.
	501125	Corsican Road	101,439	101,439	101,439	161,241	(59,802)	Construction complete. Finances to be finalised. Overspend covered by 2021-22 capital surplus.
	501126	Southern Operations Centre	164,245	164,245	164,245	14,245	150,000	Project is not proceeding. Budget variation source for Owen Avenue Ablution.
	501118	SL Carpark Lighting Replacement Program	100,874	75,874	75,874	38,668	37,206	Complete.
	501119	SL Light Pole Replacement	100,926	60,926	60,926	35,926	25,000	Complete. Budget variation source for DR Mathew Street, Falcon.
	501120	SL Mandurah Marina Canal Light Poles	68,874	68,874	68,874	56,804	12,070	Complete.
	501121	SL Parks and Reserves LED Program	70,874	70,874	70,874	60,362	10,512	Complete.
	501101	Halls Head Beach Car Park Stage 2	105,303	205,303	205,303	83,742	121,561	Project to be carried over to 2022-23.
	501102	RS Aldgate Street (MANDURAH)	56,048	56,048	56,048	53,123	2,925	Complete.
	501103	RS Ayrton Street (DAWESVILLE)	166,255	94,312	94,312	94,312	0	Complete.
	501104	RS Chapman Road (DAWESVILLE)	105,928	48,373	48,373	48,373	0	Complete.
	501105	RS Durham Crescent (DAWESVILLE)	80,964	54,353	54,353	54,353	0	Complete.
	501106	RS Inneston Place (DAWESVILLE)	50,793	43,769	43,769	43,769	0	Complete.
	501107	RS Napier Close (HALLS HEAD)	40,778	25,397	25,397	25,397	0	Complete.
	501108	RS Sabina Drive (MADORA BAY)	83,248	83,248	83,248	62,205	21,043	Construction complete. Finances to be finalised.
	501109	RS Sandford Crescent (HALLS HEAD)	106,048	70,610	70,610	70,610	0	Complete.
	501110	RS Seaton Close (HALLS HEAD)	35,778	26,745	26,745	26,745	0	Complete.
	501127	Falcon Reserve Activation Plan - Stage 3	424,794	0	0	0	0	Project deferred to 2022-23 at Budget Review.
	501083	RR Mandurah Terrace	1,408,095	1,408,095	1,408,095	1,071,457	336,638	Refer to Financial Report, Key Capital Projects table. Construction complete. Finances to be finalised. Budget Variation requested to reassign LRCI Phase 2 funding to Peel Street - Power Relocation.
	501041	SL Rushton Sports Flood Lighting	52,826	24,826	24,826	17,356	7,470	Complete.
	501027	RR Pinjarra Road Stage 1	1,125,578	1,342,037	1,342,037	1,405,401	(63,364)	Complete. Overspend covered by 2021-22 capital surplus.
	501031	RR Catalina Dr/Badgerup Ave Roundabout	14,069	2,828	2,828	0	2,828	Complete.
	501033	RR Old Coast Road/Albany Drive	106,247	28,752	28,752	22,456	6,296	Complete.
	501064	SP Mulberry Close PAW	52,009	57,816	57,816	47,203	10,613	Complete.
	500016	Smart Street Mall Upgrade	897,835	1,167,355	1,167,355	506,717	660,638	Refer to Financial Report, Key Capital Projects table. Project to be carried over to 2022-23.
	501076	RR Guava Way	301,000	230,261	230,261	228,728	1,532	Complete.
	501084	Peel Street - Power Relocation	1,500,000	1,500,000	1,500,000	1,288,752	211,248	Refer to Financial Report, Key Capital Projects table. Project to be carried over to 2022-23. Budget Variation requested to reassign LRCI Phase 2 funding from RR Mandurah Terrace.
	501128	Dawesville Channel SE Foreshore Upgrade	466,144	475,733	475,733	479,212	(3,479)	Complete. Overspend covered by 2021-22 capital surplus.
	501038	SP Stingray Point Footpath Replacement	0	43,952	43,952	43,952	0	Complete.
	501050	Mandurah Road Median	0	96,599	96,599	62,988	33,611	Construction complete. Finances to be finalised.
	501086	SP Denham Street	0	97,045	97,045	97,045	0	Complete.
	501039	SL Street Lighting New Program	0	47,149	47,149	31,257	15,892	Construction complete. Finances to be finalised.
	501042	SL Light Pole Replacement	0	46,510	46,510	46,510	0	Complete.
	501048	TM Discretionary Traffic Management Program	0	3,515	3,515	4,982	(1,467)	Complete. Overspend covered by 2021-22 capital surplus.
	501062	SP Pinjarra Road Park	0	1,539	1,539	1,539	0	Complete.

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

Account Description			Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
	501065	Missing Links	0	2,410	2,410	2,410	0	Complete.
	501077	SP Harbord Avenue	0	3,464	3,464	3,464	0	Complete.
	501129	Trails Project	0	175,000	175,000	795	174,205	Project to be carried over to 2022-23.
Drainage								
	600181	Septic Tank and Grease Arrestor at Milgar Reserve	30,720	30,720	30,720	29,317	1,403	Complete.
	600182	Discretionary Drainage Projects	165,705	165,705	165,705	152,555	13,151	Construction complete. Finances to be finalised.
	600183	Halls Head Pde Beach Central CP Stage 2	235,361	235,361	235,361	122,790	112,571	Project to be carried over to 2022-23.
	600184	DR Mathew Street, Falcon	104,969	104,969	104,969	23,344	81,625	Budget variation required to increase budget by \$75,031 to \$180,000 due to scope increase. Project to be carried over to 2022-23.
	600185	DR Koolinda Street, Falcon Stage 2	99,298	164,298	164,298	182,265	(17,967)	Complete. Overspend covered by 2021-22 capital surplus.
	600186	DR Yeedong Road, Falcon - Stage 2	168,544	202,253	202,253	109,332	92,921	Project to be carried over to 2022-23.
	600187	DR Pump Station Replacement of Pumps	55,669	55,669	55,669	48,777	6,892	Construction complete. Finances to be finalised.
	600180	Bortolo Sump-Water Sensitive UrbanDesign	362,723	362,723	362,723	374,954	(12,231)	Construction complete. Finances to be finalised. Overspend covered by 2021-22 capital surplus.
	600173	DR Koolinda Street	0	147,933	147,933	167,694	(19,761)	Construction complete. Finances to be finalised. Overspend covered by 2021-22 capital surplus.
	700517	Dawesville Sump - Chainmesh Fencing	0	9,072	9,072	9,072	0	Complete.
Coastal & Estuary								
	900012	Parkridge Boat Ramp	33,426	33,426	33,426	20,141	13,286	Design complete. Finances to be finalised.
	910068	All Access Launching Ramp - Riverside Gardens	154,714	0	0	0	0	These works will be completed as part of the Trails project listed in the LTFFP. Project cancelled at Budget Review.
	910108	South Harbour Paving Upgrade Stage 3 to 6	107,744	107,744	107,744	44,309	63,435	Project to be carried over to 2022-23.
	910109	Cambria Island Abutment Walls Repair	411,023	411,023	411,023	21,374	389,649	Project to be carried over to 2022-23.
Equipment								
	820181	Monitor (TV/Display) in Marina Administration Office	5,386	0	0	0	0	Project cancelled at Budget Review due to proposed relocation of premises.
	820182	Furniture & Equipment Renewal Program	55,741	55,741	55,741	4,741	51,000	Construction complete. Finances to be finalised.
	820174	MPAC Orchestra Lift	0	73,129	73,129	61,104	12,025	Complete.
	820180	Furniture & Equipment Renewal Program	0	23,923	23,923	8,743	15,180	Construction complete. Finances to be finalised.
	820185	All Terrain Wheelchair	0	8,500	8,500	0	8,500	Project to be carried over to 2022-23.
	820186	Sand Cleaning Machine	0	25,000	25,000	6,327	18,673	Project to be carried over to 2022-23.
	820187	Data Centre UPS	0	39,500	39,500	39,500	0	Complete.
Plant & Machinery								
	770001	Replacement Light Passenger Vehicles	528,531	452,456	452,456	154,272	298,184	Project to be carried over to 2022-23.
	770002	Replacement Light Commercial Vehicles	1,342,546	1,181,112	1,181,112	618,078	563,034	Project to be carried over to 2022-23.
	770005	New - Light Passenger Vehicles	0	40,000	40,000	0	40,000	Project to be carried over to 2022-23.
	770007	Trailers	644,969	611,674	611,674	345,772	265,902	Project to be carried over to 2022-23.
	770008	Construction Vehicles	664,209	664,209	664,209	338,750	325,459	Project to be carried over to 2022-23.
	770009	Parks and Mowers	278,009	278,009	278,009	202,900	75,109	Project to be carried over to 2022-23.
	770010	New - Heavy Vehicles Plant and Equipment	55,000	90,865	90,865	0	90,865	Project to be carried over to 2022-23.
	770011	Miscellaneous Equipment	469,815	433,950	433,950	100,320	333,630	Project to be carried over to 2022-23.
	770018	New - Light Commercial Vehicles	182,000	142,000	142,000	101,417	40,583	Project to be carried over to 2022-23.
	770019	WMC Weighbridge Enhancements	20,463	20,463	20,463	463	20,000	Project is not proceeding.
Other Infrastructure								
	930036	Christmas Decorations 2021	213,000	213,000	213,000	199,883	13,117	Installations complete. Finances to be finalised.
	930037	CSRFF Program - Small Grants	150,000	41,640	41,640	0	41,640	Complete.
	930035	Restart Mandurah - Other	237,500	852,434	852,434	0	852,434	Remaining balance of Restart Mandurah funds.
	930038	MARC Geothermal Pump & VSD	0	164,000	164,000	0	164,000	Budget variation required to increase budget by \$50,000 to \$214,000 due to scope increase. Project to be carried over to 2022-23.
	400050	Lakelands DOS Clubroom Facility	152,512	146,368	146,368	16,410	129,958	Construction complete. Finances to be finalised.
	700052	Lakelands DOS Flood Lights	471,189	470,735	470,735	499,462	(28,727)	Complete. Overall Lakelands DOS spend is within budget.
	500085	Lakelands DOS Parking	1,794	3,594	3,594	0	3,594	Complete.
	700050	Lakelands DOS Irrigation	21,981	21,981	21,981	0	21,981	Complete.
	700053	Lakelands DOS Sports Specific Infrastructure	20,199	18,399	18,399	122,963	(104,564)	Project to be carried over to 2022-23.
	700054	Lakelands DOS Water Provision Infrastructure	310,156	310,156	310,156	0	310,156	Complete.
	700055	Eastern Foreshore South Precinct	5,716,803	6,026,797	6,026,797	2,557,217	3,469,580	Refer to Financial Report, Key Capital Projects table. Project to be carried over to 2022-23.
	700056	Western Foreshore Recreation Precinct	4,082,096	6,031,636	6,031,636	2,564,011	3,467,624	Refer to Financial Report, Key Capital Projects table. Project to be carried over to 2022-23.
	Grand Total		45,007,828	45,968,953	45,968,953	24,957,669	21,011,284	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

**FINANCING ACTIVITIES
NOTE 7
BORROWINGS**

Repayments - Borrowings

Information on Borrowings Particulars	1 July 2021	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Community amenities									
Compactor Waste Trailers and Dolly [336]	182,928	0	0	59,521	58,331	123,407	124,745	3,178	4,381
Waste Water Reuse [349]	123,584	0	0	23,327	22,445	100,257	101,209	2,280	3,176
Halls Head Ablution Block [350]	82,406	0	0	15,543	14,959	66,864	67,482	1,522	2,117
Halls Head Recycled Water 2019/20	181,932	0	0	17,122	18,418	164,810	163,642	3,502	4,863
Ablutions 2020/21	0	0	200,000	0	0	0	200,000	0	0
Ablutions 2021/22		250,000	50,000	0	0	250,000	50,000	51	0
Recreation and culture									
Rushton Park Redevelopment [318(ii)]	242,243	0	0	94,263	88,447	147,980	154,735	1,088	5,565
Meadow Springs Recreation Facility [318(iii)]	181,967	0	0	70,808	67,388	111,159	113,661	818	4,240
Mandurah Rugby Club [320]	649	0	0	649	667	0	0	0	0
Mandurah Cricket Club [321]	215	0	0	215	203	0	0	0	0
Mandurah Football & Sporting Club [324]	84,392	0	0	82,689	82,264	1,703	2,242	877	1,316
Mandurah Rugby Club [325]	6,512	0	0	6,354	6,331	158	162	68	101
Bowling Club Relocation [326]	531,183	0	0	531,170	531,913	13	41	3,089	7,721
Ablutions - Netball Centre [329(i)]	43,859	0	0	43,855	43,702	4	2,054	447	672
Parks Construction [329(v)]	43,859	0	0	43,855	43,702	4	561	447	672
Halls Head Bowling Club upgrade [331]	273,985	0	0	38,130	36,250	235,855	237,916	5,323	7,214
Parks - Falcon Bay Reserve [333(ii)]	47,067	0	0	24,368	24,066	22,699	24,634	707	1,012
MARC Redevelopment [338]	599,116	0	0	167,334	156,515	431,781	442,909	3,954	14,785
MARC Redevelopment Stage 1 [340]	420,178	0	0	85,319	80,042	334,858	340,372	5,460	10,750
MARC Redevelopment Stage 2 [341]	1,051,932	0	0	228,130	207,471	823,803	844,896	6,146	26,817
Eastern Foreshore Wall [344]	689,125	0	0	147,422	134,120	541,704	555,055	4,272	17,584
MARC Stage 2 [345]	1,018,914	0	0	212,706	192,185	806,207	826,120	5,527	26,058
Falcon Bay Seawall [351]	206,930	0	0	38,993	37,509	167,937	169,554	3,822	5,319
MARC Solar Plan [353]	153,181	0	0	21,046	20,000	132,135	133,272	2,979	4,036
Novara Foreshore Development [355]	306,341	0	0	41,913	40,000	264,429	266,543	6,146	8,072
Falcon Bay Foreshore Upgrades [356]	306,341	0	0	42,116	40,000	264,225	266,543	5,943	8,072
Mandjar Square Development [358]	382,826	0	0	53,893	49,996	328,933	333,093	6,179	10,088
Lakelands DOS [360]	2,040,331	0	0	327,151	282,919	1,713,179	1,758,134	9,291	53,536
Mandjar Square Stage 3 and 4	413,013	0	0	45,592	88,290	367,421	715,884	4,664	21,390
Falcon Seawall	803,936	0	0	95,267	43,828	708,669	369,445	5,264	11,012
Novara Foreshore Stage 3	165,255	0	0	17,131	17,530	148,124	147,818	2,967	4,406
Smart Street Mall Upgrade 2019/20	450,310	0	0	48,975	46,159	401,335	404,481	6,695	12,029
Falcon Bay Foreshore Stage 3 of 4	272,894	0	0	25,676	27,626	247,218	245,463	5,266	7,294
Mandjar Square Final Stage	272,894	0	0	25,689	27,626	247,205	245,463	5,253	7,294
Falcon Skate Park Upgrade	108,084	0	0	11,283	11,081	96,801	97,071	2,070	2,887
Westbury Way North side POS Stage 3	181,937	0	0	17,113	18,417	164,825	163,648	3,511	4,863
Eastern/ Western Foreshore 2020/21	1,140,973	0	0	109,833	100,278	1,031,140	1,040,652	5,634	30,666
Smart Street Mall 2020/21	1,102,206	0	0	97,402	96,868	1,004,804	1,005,297	5,051	29,624
Novara Foreshore Stage 4	100,004	0	0	8,428	8,784	91,576	91,216	1,679	2,688
Bortolo Reserve - Shared Use Parking and Fire Track Facility	300,011	0	0	25,309	26,377	274,702	273,623	5,038	8,063
Falcon Bay Upgrade - Stage 4 of 5	280,011	0	0	23,624	24,610	256,387	255,390	4,702	7,526
Enclosed Dog Park	20,152	0	0	1,686	1,774	18,466	18,377	338	542
South Harbour Paving Upgrade Stage 2	50,002	0	0	4,208	4,392	45,794	45,608	840	1,344
Falcon Skate Park Upgrade 2020/21	75,456	0	0	6,353	6,636	69,102	68,817	1,267	2,028
Eastern/ Western Foreshore 2021/22	0	1,534,387	1,629,070	0	0	1,534,387	1,629,070	313	0
Smart Street Mall 2021/22	0	630,439	897,835	0	0	630,439	897,835	129	0
Enclosed Dog Park 2021/22	0	179,849	179,849	0	0	179,849	179,849	37	0
Novara Foreshore Stage 4 2021/22	0	230,000	230,000	0	0	230,000	230,000	47	0
Falcon Bay Upgrade - Stage 4 of 5 2021/22	0	71,440	71,440	0	0	71,440	71,440	15	0
Parks and Reserves Upgrades 2021/22	0	495,000	495,000	0	0	495,000	495,000	101	0
Mandurah Library Re Roofing Project	0	115,000	115,000	0	0	115,000	115,000	23	0
Bortolo Fire Track Water Infrastructure	0	0	40,000	0	0	0	40,000	0	0
Falcon Reserve Activation Plan	0	0	0	0	0	0	0	0	0
Rushton Park Precinct	0	0	0	0	0	0	0	0	0
Western Foreshore Yr 3	0	0	800,000	0	0	0	800,000	0	0
District Cooling System	0	0	0	0	0	0	0	0	0
Stage 2 of Upgrades to Peelwood Reserve	0	0	70,000	0	0	0	70,000	0	0
Transport									
Drainage [318(iv)]	60,277	0	0	23,455	21,059	36,821	41,075	271	1,325
Road Construction [318(v)]	605,040	0	0	235,436	227,434	369,604	374,516	2,719	14,309
Road Construction [329(ii)]	95,457	0	0	95,449	95,116	9	84	973	1,463
Drainage Construction [329(iii)]	30,959	0	0	30,956	30,849	3	2,545	316	474
Peelwood Oval - Parking [329(iv)]	12,900	0	0	12,898	12,854	1	0	132	198
Path Construction [329(vi)]	7,740	0	0	7,739	7,712	1	0	79	119
Street Lighting [329(viii)]	10,320	0	0	10,319	10,283	1	0	105	158
Road Construction [333(ii)]	214,418	0	0	111,011	109,632	103,407	103,431	3,222	4,610
New Pedestrian Bridge Construction [335]	364,096	0	0	120,377	117,999	243,718	246,419	6,306	8,697
New Road Construction [339]	430,312	0	0	116,597	111,602	313,715	318,948	5,408	10,630
New Road Construction [342]	539,017	0	0	113,931	103,365	425,086	435,861	3,199	13,779
WMC Tims Thicket [343]	83,051	0	0	16,002	15,451	67,049	67,640	1,564	2,129

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

**FINANCING ACTIVITIES
NOTE 7
BORROWINGS**

Repayments - Borrowings

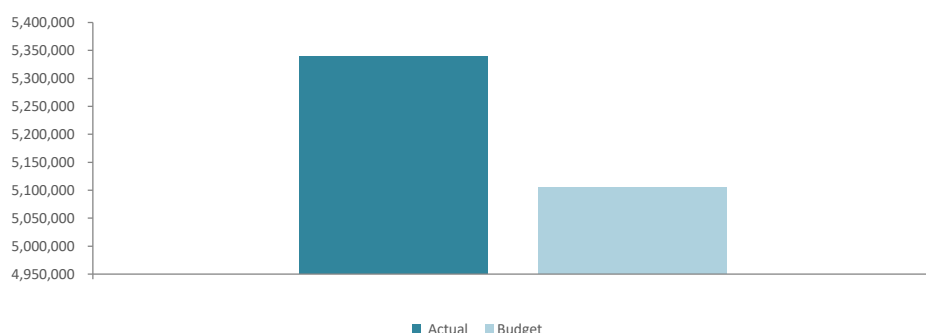
Information on Borrowings		New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Particulars	1 July 2021								
Road Construction [346]	325,323	0	0	61,445	59,091	263,877	266,459	5,995	8,361
MARC Carpark [347]	247,155	0	0	46,662	44,888	200,493	202,432	4,567	6,352
MPAC Forecourt [348]	103,000	0	0	19,434	18,701	83,566	84,353	1,900	2,647
Mandurah Marina [352]	153,181	0	0	21,053	20,000	132,128	133,272	2,972	4,036
MARC Carpark [354]	229,772	0	0	31,579	29,993	198,193	199,929	4,458	6,055
Mandurah Foreshore Boardwalk Renewal [357]	344,544	0	0	48,299	44,993	296,245	299,785	5,762	9,079
New Road Construction [359]	1,028,241	0	0	163,701	143,054	864,540	885,540	6,315	26,973
Smoke Bush Retreat Footpath [361]	76,588	0	0	10,523	10,006	66,065	66,616	1,489	2,018
New Boardwalks 18/19	413,013	0	0	43,373	43,828	369,640	369,445	6,884	11,012
Coodanup Drive - Road Rehabilitation	82,641	0	0	8,558	8,765	74,083	73,909	1,486	2,203
Pinjarra Road Carpark	165,255	0	0	17,131	17,530	148,124	147,818	2,967	4,406
New Road Construction 2018/19	1,329,504	0	0	157,234	145,594	1,172,269	1,183,854	8,636	35,366
New Road Construction 2019/20	798,115	0	0	94,810	83,446	703,305	714,969	5,410	21,290
South Harbour Upgrade 2019/20	209,228	0	0	19,676	21,180	189,552	188,193	4,037	5,592
New Roads 2020/21	600,023	0	0	56,147	57,134	543,876	592,866	4,564	17,470
Carryover Roads 2020/21	0	500,000	500,000	0	0	500,000	500,000	102	0
Roads 2021/22	0	250,000	750,000	0	0	250,000	750,000	51	0
Boardwalks 2021/22	0	0	0	0	0	0	0	0	0
Carparks 2021/22	0	165,639	438,000	0	0	165,639	438,000	34	0
Pedestrian Bridge Mandurah Road	0	0	0	0	0	0	0	0	0
Cambria Island Abutment Wall	0	58,977	400,000	0	0	58,977	400,000	12	0
Economic services									
Mandurah Ocean Marina Chalets Refurbishment	0	150,000	150,000	0	0	150,000	150,000	31	0
Other property and services									
IT Communications Equipment [318(i)]	47,766	0	0	18,587	16,847	29,179	33,262	215	1,060
IT Equipment [329(vii)]	12,900	0	0	12,898	12,854	1	251	132	198
Land Purchase [330]	589,352	0	0	589,349	590,181	3	21	2,454	8,424
Civic Building - Tuckey Room Extension	413,013	0	0	43,776	43,828	369,237	369,445	6,481	11,012
	24,561,332	4,630,731	7,016,194	5,339,864	5,105,388	23,852,199	26,536,960	245,261	623,268
Total	24,561,332	4,630,731	7,016,194	5,339,864	5,105,388	23,852,199	26,536,960	245,261	623,268
Current borrowings	5,105,388		7,016,194	5,339,864	5,105,388	337,915	5,105,388	245,261	623,268
Non-current borrowings	19,455,944					23,514,284	21,431,572		
	24,561,332					23,852,199	26,536,960		

All debenture repayments were financed by general purpose revenue.

KEY INFORMATION

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

2021/22 Principal Repayments



Principal Repayments

\$5,339,864

Interest Expense

\$245,261

Loans Due

\$23.85 M

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022

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	1,674,855	8,658	0	0	0	(735,818)	0	947,695	1,674,855
Parking	479,332	9,051	0	0	0	0	0	488,384	479,332
Asset Management	10,688,231	105,409	0	4,073,613	0	(4,464,593)	0	10,402,660	10,688,231
Cultural Centre	149,781	0	0	66,194	0	(213,495)	0	2,480	149,781
Property Acquisition	0	0	0	0	0	0	0	0	0
Sustainability	625,422	6,923	0	0	0	(259,000)	0	373,345	625,422
Sanitation	4,008,943	17,922	0	79,188	0	(918,520)	0	3,187,533	4,008,943
Traffic Bridge	49,886	0	0	0	0	(50,000)	0	(114)	49,886
Interest Free Loans	50,325	0	0	0	0	(50,000)	0	325	50,325
CLAG	6,407	1,183	0	0	0	(6,407)	0	1,182	6,407
Mandurah Ocean Marina	177,219	3,358	0	0	0	0	0	180,577	177,219
Waterways	733,673	4,497	0	0	0	(13,425)	0	724,745	733,673
Port Mandurah Canals Stage 2 Maintenance	92,705	1,733	0	0	0	0	0	94,438	92,705
Mariners Cove Canals	84,466	1,599	0	0	0	0	0	86,065	84,466
Port Bouvard Canal Maintenance Contributions	265,862	5,012	0	0	0	0	0	270,874	265,862
Unspent Grants & Contributions	8,707,386	0	0	400,000	0	(8,621,534)	0	485,852	8,707,386
Long Service Leave	4,576,258	0	0	971,036	0	(883,534)	0	4,663,760	4,576,258
Bushland Acquisition	3,000,000	0	0	0	0	(1,698,300)	0	1,301,700	3,000,000
Coastal Storm Contingency	257,363	4,856	0	0	0	0	0	262,219	257,363
Digital Futures	69,192	1,577	0	0	0	0	0	70,768	69,192
Decked Carparking	1,004,210	18,947	0	0	0	0	0	1,023,157	1,004,210
Specified Area Rates - Waterside Canals	118,986	1,689	0	0	0	(6,737)	0	113,938	118,986
Specified Area Rates - Port Mandurah Canals	415,584	2,748	0	62,906	0	(336,260)	0	144,978	415,584
Specified Area Rates - Mandurah Quay Canals	209,361	4,129	0	8,669	0	0	0	222,158	209,361
Specified Area Rates - Mandurah Ocean Marina	403,902	6,818	0	0	0	0	0	410,720	403,902
Specified Area Rate - Port Bouvard Canals	120,423	2,253	0	0	0	(134)	0	122,542	120,423
Specified Area Rate - Mariners Cove	15,857	46	0	0	0	(10,656)	0	5,248	15,857
Specified Area Rate - Eastport	35,919	544	0	0	0	(175)	0	36,288	35,919
Sportclubs Maintenance Levy	188,306	3,911	0	12,000	0	0	0	204,217	188,306
City Centre Land Acquisition Reserve	1,006,509	0	0	0	0	0	0	1,006,509	1,006,509
Lakelands Community Infrastructure Reserve	1,097,302	20,703	0	0	0	0	0	1,118,005	1,097,302
Plant Reserve	1,582,499	14,308	0	0	0	(761,568)	0	835,239	1,582,499
Workers Compensation Reserve	481,416	2,126	0	0	0	0	0	483,542	481,416
Restricted Cash Reserve	2,390,335	0	0	1,022,000	0	(1,472,682)	0	1,939,653	2,390,335
	44,767,915	250,000	0	6,695,606	0	(20,502,838)	0	31,210,683	44,767,915

OPERATING GRANTS AND CONTRIBUTIONS

Provider	Unspent Operating Grant, Subsidies and Contributions Liability				Operating Grants, Subsidies and Contributions Revenue			
	Liability 1-Jul	Increase in Liability	Liability Reduction (As revenue)	Liability 30-Jun	Adopted Budget	Budget Variations	Annual Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$
Operating Grants and Subsidies								
General purpose funding								
Financial Assistance Grant - General Purpose	0	0	0	0	897,773	0	897,773	2,515,475
Financial Assistance Grant - Local Roads	0	0	0	0	627,034	0	627,034	1,887,209
Law, order, public safety								
Lifeguard Service Funding: DPIRD	0	95,667	(95,667)	0	101,500	0	101,500	95,667
Southern Districts Bush Fire Brigade LGGS: DFES	0	0	0	0	35,000	0	34,864	26,148
SES LGGS: DFES	0	0	0	0	50,000	0	52,005	42,149
Bushfire Mitigation Activity Fund (MAF) Grants: DFES	0	28,550	(28,550)	0	64,600	0	57,100	42,146
Education and welfare								
Waterwise Verge Grant: Water Corp	0	0	0	0	10,000	0	10,000	10,000
Local Youth Alcohol Campaign: ADF	26,350	0	(26,350)	0	26,050	0	26,350	26,350
Ask for Angela: WAPOL	20,060	0	(20,060)	0	20,060	0	20,060	20,060
NAIDOC: PMC	0	0	0	0	3,084	0	3,084	0
International Day of People with Disability: DDWA	0	0	0	0	1,028	0	1,000	1,000
Digital Health Literacy Workshop: PLWA	0	826	(826)	0	0	0	826	826
Mandurah Mental Health Initiative: WAPHA	0	70,000	(70,000)	0	0	0	70,000	70,000
Community amenities								
Bus Shelter Maintenance Assistance Scheme: PTA	0	0	0	0	0	0	16,591	16,591
Recreation and culture								
Christmas Pageant: Lotterywest	0	20,000	(20,000)	0	10,468	0	20,000	20,000
Christmas Pageant: Bendigo Bank	0	0	0	0	0	0	5,000	5,000
Crabfest: Tourism WA	0	0	0	0	143,868	0	0	0
Crabfest: Alcoa	0	0	0	0	0	0	0	0
Every Club Funding 2021: DLGSC	40,000	0	(40,000)	0	40,000	0	40,000	40,000
Mandurah & Peel Aquatic Clubs Amalgamation: DLGSC	3,500	0	(3,500)	0	3,500	0	3,500	3,500
Every Club Funding 2022: DLGSC	0	40,000	0	40,000	20,554	0	40,554	0
Wearable Art	0	0	0	0	20,000	0	56,600	56,600
Gnoonie Youth Football Cup: Healthway	0	2,000	(2,000)	0	1,000	0	2,000	2,000
CHRMAR: DPLH	0	0	0	0	37,500	0	37,500	0
Colours of Mandurah: RACWA	0	0	0	0	0	0	1,500	1,500
Australia Day: NADC	0	30,000	(30,000)	0	0	0	30,000	30,000
Christmas Lights Trail: Satterley	0	20,000	(20,000)	0	0	0	20,000	20,000
	89,910	307,043	(356,953)	40,000	2,113,019	0	2,174,841	4,932,221
Operating Contributions								
Recreation and culture								
She Codes Workshop: PDC	0	5,000	0	5,000	0	0	0	0
	0	5,000	0	5,000	0	0	0	0
TOTALS	89,910	312,043	(356,953)	45,000	2,113,019	0	2,174,841	4,932,221

Provider	Unspent Non Operating Grants, Subsidies and Contributions Liability				Non Operating Grants, Subsidies and Contributions Revenue			
	Liability	Increase in Liability	Liability Reduction (As revenue)	Liability	Adopted Budget Revenue	Budget Variations	Annual Budget	YTD Revenue Actual (b)
	1-Jul			30-Jun				
	\$	\$	\$	\$	\$	\$	\$	\$
Non-Operating Grants and Subsidies								
Community amenities				0				
Changing Places - Eastern Foreshore	0	45,454	0	45,454	0	0	0	0
Recreation and culture								
Eastern Foreshore South Precinct: DoH	309,994	2,500,000	(309,994)	2,500,000	2,500,000	309,994	2,809,994	309,994
Western Foreshore Recreation Precinct: DoH	131,670	0	(131,670)	0	0	131,670	131,670	131,670
Eastern Foreshore South Precinct: RfR	1,534,127	1,500,000	(2,247,223)	786,904	3,034,127	0	3,034,127	2,247,223
Western Foreshore Recreation Precinct: RfR	1,965,873	0	(1,965,873)	0	1,673,933	291,940	1,965,873	1,965,873
Lakelands DOS Clubroom Facility: AFL	0	0	0	0	50,000	0	50,000	50,000
Lakelands DOS: DLGSC	0	0	0	0	325,000	0	325,000	325,000
Mandurah Parks - Shade Sails: DPIRD	0	150,000	(93,557)	56,443	0	150,000	150,000	93,557
Meadow Springs SF - Cricket Nets: Cricket Australia	0	9,450	(9,450)	0	0	10,500	10,500	9,450
Meadow Springs SF - Cricket Nets: PDC	0	35,000	(35,000)	0	0	35,000	35,000	35,000
All Access Launching Ramp - Riverside Gardens	0	0	0	0	75,000	(75,000)	0	0
MPAC Internal Refurb: DPIRD	0	165,000	(9,284)	155,716	160,000	5,000	165,000	9,284
Mandurah Netball Feasibility Study - CSRFF	0	11,200	0	11,200	0	11,200	11,200	0
Mandurah Netball Feasibility Study - Netball WA	0	4,545	0	4,545	0	0	0	0
Stage 2 of Upgrades to Peelwood Reserve	0	73,957	(7,492)	66,465	0	73,957	73,957	7,492
All Terrain Wheelchair	0	8,500	0	8,500	0	8,500	8,500	0
Dawesville Community Centre	0	26,948	(26,948)	0	0	700,000	700,000	26,948
Yalgorup National Park	0	300,000	0	300,000	0	300,000	300,000	0
Merlin Street Activation Plan - Implementation	0	150,000	0	150,000	0	0	0	0
MARC Roof Repairs	0	877,524	(130,057)	747,467	0	0	1,755,048	130,057
Transport								
BR Pedestrian Bridge Mandurah Road	0	0	0	0	2,000,000	(2,000,000)	0	0
RC Leslie Street Stage 2	0	0	0	0	500,000	0	500,000	500,000
RC Peel Street Stage 3	0	400,000	0	400,000	1,000,000	(1,000,000)	0	0
RC Pinjarra Road Stage 3	0	0	0	0	1,000,000	0	1,000,000	1,000,000
Tims Thicket Road	0	0	0	0	540,000	(540,000)	0	0
RR France/Aldgate St Intersection	0	0	0	0	330,000	0	330,000	331,800
RR Bortolo Drive/Lowden St Intersection	0	0	0	0	156,977	79,023	236,000	236,000
RS Tennyson Avenue (HALLS HEAD)	0	0	0	0	215,000	(119,818)	95,182	95,182
SP Falcon Coastal Shared Path	0	30,000	(30,000)	0	30,000	0	30,000	30,000
SP Halls Head PSP	0	0	0	0	200,000	(200,000)	0	0
RS Aldgate Street (MANDURAH)	0	0	0	0	50,000	(11,873)	38,127	38,127
RS Napier Close (HALLS HEAD)	0	0	0	0	0	11,873	11,873	11,873
RS Ayrton Street (DAWESVILLE)	0	0	0	0	160,000	(65,688)	94,312	94,312
RS Durham Crescent (DAWESVILLE)	0	0	0	0	75,000	(22,477)	52,523	52,523
RS Inneston Place (DAWESVILLE)	0	0	0	0	40,000	3,769	43,769	43,769
RS Sandford Crescent (HALLS HEAD)	0	0	0	0	85,708	(15,098)	70,610	70,610
RR Mandurah Terrace	0	0	0	0	1,358,144	0	1,358,144	0
RR Pinjarra Road Stage 1: RRG & Rtr	0	0	0	0	200,000	500,000	700,000	700,000
RR Old Coast Road/Albany Drive	0	0	0	0	96,955	(96,955)	0	0
RR Guava Way	165,511	0	(165,511)	0	301,000	(90,566)	210,434	210,434
Peel Street - Power Relocation	1,429,072	0	(1,288,752)	140,320	1,500,000	0	1,500,000	1,288,752
SP Sandforth Crescent	0	0	0	0	0	6,495	6,495	6,495
SP Harbord Avenue	0	0	0	0	0	19,202	19,202	19,202
RS Waldron Boulevard	0	0	0	0	0	17,132	17,132	17,132
Trails Project	0	175,000	0	175,000	0	175,000	175,000	0
DR Koolinda Street	0	0	0	0	0	140,000	140,000	140,000
DR Koolinda Street, Falcon Stage 2	0	0	0	0	0	34,916	34,916	34,916
DR Yeedong Road, Falcon - Stage 2	0	0	0	0	0	105,184	105,184	105,184
	5,536,246	6,462,579	(6,450,811)	5,548,014	17,656,844	(1,117,120)	18,294,772	10,367,859
Non-Operating Contributions								
Recreation and culture								
Mandurah Bridge Club	0	0	0	0	0	0	0	2,000
Mandurah Surf Life Saving Club	0	0	0	0	0	0	0	5,000
Port Bouvard Surf Life Saving Club	0	0	0	0	0	0	0	5,000
Falcon Community Men Shed Inc	0	0	0	0	0	0	0	273
Lakelands DOS Sports Specific Infrastructure - Peel Diamond Sports								
Contribution	0	0	0	0	0	20,000	20,000	20,000
Falcon eLibrary Retrofit	0	58,080	(2,624)	55,456	0	54,492	54,492	2,624
PEET - Cash in Lieu Contribution	1,065,909	0	0	1,065,909	0	0	0	0
Other property and services								
MARC Geothermal Pump & VSD	0	0	0	0	0	63,897	63,897	63,897
	1,065,909	58,080	(2,624)	1,121,365	0	138,389	138,389	98,794
Total Non-operating grants, subsidies and contributions	6,602,155	6,520,658	(6,453,435)	6,669,379	17,656,844	(978,731)	18,433,161	10,466,653

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

**NOTE 11
BUDGET AMENDMENTS APPROVED**

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

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

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

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus/(Deficit)				(571,372)
	Mh Mustangs FC - Facility Development	G.13/7/21	Community Loan Advance			(50,000)	(621,372)
	Transfer from Interest Free Loans Reserve	G.13/7/21	Other: Transfer Out of Reserve		50,000		(571,372)
101011-4570-1045-61001	Community Assistant Grants over 2,000 (Lakelands Community Garden Project)	G.13/7/21	Operating Expenses			(10,000)	(581,372)
	Asset Management Reserve	G.13/7/21	Other: Transfer Out of Reserve		10,000		(571,372)
100055-4700-1263-61001	Colours of Mandurah Artwork Project	G.13/7/21	Operating Expenses			(3,134)	(574,506)
	Unspent Grant Reserve	G.13/7/21	Other: Transfer Out of Reserve		3,134		(571,372)
	Additional Capital Works 2020/21 Carryovers	G.13/7/21	Capital Expenses			(881,806)	(1,453,178)
	Additional Capital Works 2020/21 Carryovers	G.13/7/21	Other: Transfer Out of Reserve		496,488		(956,690)
700511-6600-1045-61129	Mandurah Parks - Shade Sails	G.13/7/21	Capital Expenses			(150,000)	(1,106,690)
700511-6600-1045-41403	DPIRD Small Grants Program	G.13/7/21	Capital Revenue		150,000		(956,690)
700512-6600-1045-61129	Meadow Springs SF - Cricket Nets	G.13/7/21	Capital Expenses			(45,500)	(1,002,190)
700512-6600-1045-41403	Cricket Australia Grant	G.13/7/21	Capital Revenue		10,500		(991,690)
700512-6600-1045-41403	PDC Grant	G.13/7/21	Capital Revenue		35,000		(956,690)
750678-6100-1045-xxxxx	ManPAC RVIF Lighting	G.13/7/21	Capital Expenses			(238,495)	(1,195,185)
	Cultural Reserve	G.13/7/21	Other: Transfer Out of Reserve		213,495		(981,690)
	Building Reserve	G.13/7/21	Other: Transfer Out of Reserve		25,000		(956,690)
750678-6100-1421-41458	ManPAC RVIF Lighting - Reimbursement	G.13/7/21	Operating Revenue		66,194		(890,496)
	Cultural Reserve	G.13/7/21	Other: Transfer Into Reserve			(66,194)	(956,690)
100010-1110-1169-61001	Economic Development - Corporate Projects	G.13/7/21	Operating Expenses			(42,000)	(998,690)
100010-1000-1169-61001	CEO - Corporate Projects	G.13/7/21	Operating Expenses			(25,000)	(1,023,690)
101904-4700-1263-61001	Grow City Centre Business Investment	G.13/7/21	Operating Expenses			(4,842)	(1,028,532)
102821-4200-1588-61001	Wearable Art Program	G.13/7/21	Operating Expenses			(37,930)	(1,066,462)
102711-4200-1263-61001	CASM - General Operations	G.12/8/21	Operating Expenses			(3,000)	(1,069,462)
102711-4200-1263-41450	CASM - Contributions - Operating	G.12/8/21	Operating Revenue		3,000		(1,066,462)
100087-3407-1263-61129	2022 Conference	G.11/9/21	Operating Expenses			(10,000)	(1,076,462)
100087-3407-1263-41450	Shire of Murray & Waroona Contribution	G.11/9/21	Operating Revenue		10,000		(1,066,462)
100010-1110-1169-61001	Economic Development - Corporate Project	G.11/9/21	Operating Expenses			(50,000)	(1,116,462)
100010-1110-1263-41400	Peel Development Commission Grant	G.11/9/21	Operating Revenue		50,000		(1,066,462)
930038-6500-1045-61129	MARC Geothermal Pump & VSD	G.11/9/21	Capital Expenses			(164,000)	(1,230,462)
930038-6500-1263-41452	LGIS Non-Operating Contribution	G.11/9/21	Capital Revenue		63,897		(1,166,565)
700510-6600-1045-61129	Boardwalk Renewal Program	G.11/9/21	Capital Expenses		200,000		(966,565)
	Asset Management Reserve	G.11/9/21	Other: Transfer Into Reserve			(200,000)	(1,166,565)
700513-6600-1045-61001	Artesian Pump Replacement Program	G.11/9/21	Capital Expenses			(50,000)	(1,216,565)
104587-5150/ 104588-5130/ 104589-5130/	Artesian Retic/Bore Maintenance Activity	G.11/9/21	Operating Expenses		50,000		(1,166,565)

26 July 2022

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

**NOTE 11
BUDGET AMENDMENTS APPROVED**

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

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

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GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
700493-6600-1045	Pinjarra Road East Median Stage 4	G.11/9/21	Capital Expenses			(20,000)	(1,186,565)
700483-6600-1045-61129	Falcon Reserve Cricket Net Renewal	G.11/9/21	Capital Expenses			(20,000)	(1,206,565)
700492-6600-1045	Lavender Gardens Reserve	G.11/9/21	Capital Expenses			(10,000)	(1,216,565)
700489-6600-1045	Mandurah Road Median	G.11/9/21	Capital Expenses		50,000		(1,166,565)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Capital Expenses			(1,907,115)	(3,073,680)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Other: Unutilised Loans		1,903,048		(1,170,632)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Other: Proceeds From Sale of Assets			(17,042)	(1,187,674)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Capital Revenue		549,115		(638,559)
	Capital Works 2020/21 Carryovers Reconciliation	G.3/10/21	Other: Transfer Out of Reserve			(935,578)	(1,574,137)
	Operating 2020/21 Carryovers Reconciliation	G.3/10/21	Operating Expenses			(338,720)	(1,912,857)
	Operating 2020/21 Carryovers Reconciliation	G.3/10/21	Other: Transfer Out of Reserve		338,720		(1,574,137)
102821-4200-1263-41400	Wearable Art - General	G.3/10/21	Operating Revenue		36,600		(1,537,537)
102821-4200-xxxx-61001	Wearable Art - General	G.3/10/21	Operating Expenses			(36,600)	(1,574,137)
101031-4500-1263-41400	Mandurah Mental Health Initiative	G.3/10/21	Operating Revenue		70,000		(1,504,137)
101031-4500-1263-61001	Mandurah Mental Health Initiative	G.3/10/21	Operating Expenses			(70,000)	(1,574,137)
700488-6600-1045	Gallop Reserve	G.3/10/21	Capital Expenses			(10,000)	(1,584,137)
700503-6600-1045	Henry Sutton	G.3/10/21	Capital Expenses		10,000		(1,574,137)
750680-6100-1045-61129	Stage Door Waterfront HVAC	G.3/10/21	Capital Expenses			(15,286)	(1,589,423)
750665-6100-1045-xxxx	Civic Building – Rates Team Work Area	G.3/10/21	Capital Expenses		15,286		(1,574,137)
	Lakelands DOS Sports Specific Infrastructure -						(1,554,137)
700053-6850-1263-41452	Peel Diamond Sports Contribution	G.10/11/21	Capital Revenue		20,000		
	Lakelands DOS Loan	G.10/11/21	Other: Unutilised Loans			(20,000)	(1,574,137)
100004-5970-1001-60001	Waste Administration - Salaries & Wages	G.10/11/21	Operating Expenses			(50,000)	(1,624,137)
100004-5970-1001-60043	Waste Administration - Superannuation Employer	G.10/11/21	Operating Expenses			(5,000)	(1,629,137)
100065-5970-1263-61129	Waste Alliance - General Operations	G.10/11/21	Operating Expenses		55,000		(1,574,137)
	Capital Works 2020/21 Carryovers	G.10/11/21	Capital Revenue			(509,737)	(2,083,874)
	Capital Works 2020/21 Carryovers	G.10/11/21	Capital Revenue	509,737			(1,574,137)
	Capital Works 2020/21 Carryovers - Contract Liability	G.10/11/21	Other	(509,737)			(2,083,874)
	Capital Works 2020/21 Carryovers - Unspent Grants	G.10/11/21	Other: Transfer Out of Reserve		509,737		(1,574,137)
750681-610-1045-61129	MARC Roof Repairs	G.23/11/21	Capital Expenses			(2,500,000)	(4,074,137)
	Asset Management Reserve	G.23/11/21	Other: Transfer Out of Reserve		500,000		(3,574,137)
	Peel Bright Minds						
100010-1110-1103-61001	Economic Development - Community Groups	G.8/12/21	Operating Expenses			(30,000)	(3,604,137)
100010-1110-1169-61001	Economic Development - Corporate Project Committee for Perth	G.8/12/21	Operating Expenses		30,000		(3,574,137)
100010-1110-1169-61001	Economic Development - Corporate Project	G.13/12/21	Operating Expenses			(20,000)	(3,594,137)
100004-1110-1001-60001	Economic Development - Salaries & Wages	G.13/12/21	Operating Expenses		20,000		(3,574,137)
700514-6600-1045-61129	Bortolo Fire Track Water Infrastructure	G.12/12/21	Capital Expenses			(100,000)	(3,674,137)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

**NOTE 11
BUDGET AMENDMENTS APPROVED**

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GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
400046-6100-1045-61129	Site Main Switchboards	G.12/12/21	Capital Expenses		60,000		(3,614,137)
750671-6100-1045-61129	Mandurah Library Re Roofing Project	G.12/12/21	Capital Expenses		40,000		(3,574,137)
101010-4500-1263-61001	Peel Men's Shed Operational Funding	G. 4/7/21	Operating Expenses			(5,000)	(3,579,137)
101011-4500-1263-61001	Mandurah Shed Operational Funding	G. 4/7/21	Operating Expenses			(2,000)	(3,581,137)
930035-6500-1045-61129	Restart Mandurah	G. 4/7/21	Capital Expenses		14,000		(3,567,137)
	Asset Management Reserve	G. 4/7/21	Other: Transfer Into Reserve			(7,000)	(3,574,137)
750682-6100-1045-61129	Falcon eLibrary Retrofit	G. 6/7/21	Capital Expenses			(20,000)	(3,594,137)
750643-6100-1045-61129	Falcon Family Centre Upgrade	G. 6/7/21	Capital Expenses		20,000		(3,574,137)
930037-6500-1045-61129	CSRFF Program - Small Grants	G.3/8/21					(3,545,337)
	Mandurah Netball Feasibility Study		Capital Expenses		28,800		
930037-6500-1045-61129	CSRFF Program - Small Grants	G.3/8/21					(3,497,424)
	Stage 2 of Upgrades to Peelwood Reserve		Capital Expenses		47,913		
700515-6600-1263-41403	Mandurah Netball Feasibility Study - CSRFF Grant	G.3/8/21	Capital Revenue		11,200		(3,486,224)
750633-6100-1263-41403	Stage 2 of Upgrades to Peelwood Reserve - CSRFF Grant	G.3/8/21	Capital Revenue		73,957		(3,412,267)
700515-6600-1045-61129	Mandurah Netball Feasibility Study - CSRFF	G.3/8/21	Capital Expenses			(40,000)	(3,452,267)
750633-6100-1045-61129	Stage 2 of Upgrades to Peelwood Reserve	G.3/8/21	Capital Expenses			(121,870)	(3,574,137)
100002-4100-1263-41008	Proceeds on Sale	G.16/7/21	Capital Revenue		942,000		(2,632,137)
	Restricted Cash Reserve	G.16/7/21	Other: Transfer Into Reserve			(942,000)	(3,574,137)
750682-6100-1267-61129	Falcon eLibrary Retrofit	G.8/1/22 Nov 21 F/R	Capital Expenses			(54,492)	(3,628,629)
750682-6100-1263-41452	DoH Capital Contribution	G.8/1/22 Nov 21 F/R	Capital Revenue		54,492		(3,574,137)
100010-5970-2150-61129	Administration - Waste Transfer Station	G.8/1/22 Nov 21 F/R	Operating Expenses			(8,464)	(3,582,601)
750683-6100-1045-61129	WTS - Recycle Area Roller Door	G.8/1/22 Nov 21 F/R	Capital Expenses		8,464		(3,574,137)
103512-5130-1130-61129	Coodanup Community Centre (Beacham Reserve) – Central Parks	G.8/1/22 Nov 21 F/R	Operating Expenses			(10,581)	(3,584,718)
100010-5130-1122-41450	Mandurah Scouts Contribution to Works	G.8/1/22 Nov 21 F/R	Operating Revenue		10,581		(3,574,137)
750685-6100-1045-61129	Visitors Centre Transit Station	G.14/3/22 BR 2022	Capital Expenses			(15,000)	(3,589,137)
501039-6250-1045-61129	SL Street Lighting New Program	G.14/3/22 BR 2022	Capital Expenses		15,000		(3,574,137)
700517-6200-1045-61129	Dawesville Sump - Chainmesh Fencing	G.14/3/22 BR 2022	Capital Expenses			(9,072)	(3,583,209)
132001-5230-1149-61129	Cityworks Maintenance - Drainage Maintenance	G.14/3/22 BR 2022	Capital Expenses		9,072		(3,574,137)
102737-3400-1263-61001	Trolls Art Project	G.14/3/22 BR 2022	Operating Expenses		150,000		(3,424,137)
	Asset Management Reserve	G.14/3/22 BR 2022	Other: Transfer Into Reserve			(150,000)	(3,574,137)
	BR2022 Adjustments Surplus/(Deficit)	G.14/3/22 BR 2022	Opening Surplus/(Deficit)		3,838,223		264,086
	BR2022 Adjustments Revenue from Operating Activities	G.14/3/22 BR 2022	Operating Revenue			(1,664,064)	(1,399,978)
	BR2022 Adjustments Expenditure from Operating Activities	G.14/3/22 BR 2022	Operating Expenses			(1,994,944)	(3,394,922)
	BR2022 Adjustments Non-cash excluded from Operations	G.14/3/22 BR 2022	Non Cash Item	2,951,410			(443,512)
	BR2022 Adjustments Investing Activities	G.14/3/22 BR 2022	Capital Expenses		5,034,716		4,591,204
	BR2022 Adjustments Non-cash excluded from Investing	G.14/3/22 BR 2022	Capital Expenses	8,578			4,599,782
	BR2022 Adjustments Financing Activities	G.14/3/22 BR 2022	Other: Financing Activities			(1,776,892)	832,890

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

**NOTE 11
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	BR2022 Adjustments Transfer to Reserve	G.14/3/22 BR 2022	Other: Transfer Into Reserve			(1,606,753)	1,216,137
	BR2022 Adjustments Transfer from Reserve	G.14/3/22 BR 2022	Other: Transfer Out of Reserve			(1,226,574)	(10,438)
	BR2022 Adjustments Rates Revenue	G.14/3/22 BR 2022	Operating Revenue		10,438		0
100010-4380-1162-61001	Mosquito Control - CLAG Operations	G.9/4/22 Mar 2022 FR	Operating Expenses			(77,730)	(77,730)
100010-4380-1263-41450	Mosquito Control - CLAG Contributions	G.9/4/22 Mar 2022 FR	Operating Revenue		29,023		(48,707)
	CLAG Reserve	G.9/4/22 Mar 2022 FR	Other: Transfer Out of Reserve		6,407		(42,300)
750657-6100-1045-61129	MPAC Internal Refurb	G.9/4/22 Mar 2022 FR	Capital Expenses			(10,000)	(52,300)
							(47,300)
750657-6100-1045-41403	MPAC Internal Refurb - Peel Development Commission Grant	G.9/4/22 Mar 2022 FR	Capital Revenue		5,000		
770010-6300-1045-61001	New Heavy Vehicles Plant and Equipment	G.9/4/22 Mar 2022 FR	Capital Expenses			(35,865)	(83,165)
770011-6300-1045-61001	Miscellaneous Equipment	G.9/4/22 Mar 2022 FR	Capital Expenses		35,865		(47,300)
750721-6100-1045-61129	Rushton Park Main - Staircase Remedial Work	G.9/4/22 Mar 2022 FR	Capital Expenses			(18,000)	(65,300)
501039-6250-1045-61129	SL Street Lighting New Program	G.9/4/22 Mar 2022 FR	Capital Expenses		18,000		(47,300)
750698-6100-1045-61129	Mandurah Bowling Club Bi-fold doors	G.9/4/22 Mar 2022 FR	Capital Expenses			(65,000)	(112,300)
501119-6250-1045-61129	SL Light Pole Replacement	G.9/4/22 Mar 2022 FR	Capital Expenses		40,000		(72,300)
501118-6250-1045-61129	SL Carpark Lighting Replacement Program	G.9/4/22 Mar 2022 FR	Capital Expenses		25,000		(47,300)
850000-6050-1045-61001	Land Acquisition	G.16/12/21	Capital Expenses			(1,698,300)	(1,745,600)
	Bushland Acquisition Reserve	G.16/12/21	Other: Transfer Out of Reserve		1,698,300		(47,300)
750681-6100-1263-41403	MARC Roof Repairs - LRCI Phase 3 Grant	G.6/5/22 Apr 2022 FR	Capital Revenue		1,755,048		1,707,748
	Asset Management Reserve	G.6/5/22 Apr 2022 FR	Other: Transfer Out of Reserve			(500,000)	1,207,748
	Asset Management Reserve	G.6/5/22 Apr 2022 FR	Other: Transfer Into Reserve			(1,119,048)	88,700
750671-6100-1045-61129	Mandurah Library Re-Roofing	G.6/5/22 Apr 2022 FR	Capital Expenses			(53,000)	35,700
750673-6100-1045-61129	Mewburn Ablution Refurbishment	G.6/5/22 Apr 2022 FR	Capital Expenses			(83,000)	(47,300)
100010-5540-1263-41400	PTA - Bus Shelter Maintenance Assistance Scheme Grant	G.6/5/22 Apr 2022 FR	Operating Revenue		16,591		(30,709)
750723-6100-1045-61129	Roof Access Points at Operations Centre	G.6/5/22 Apr 2022 FR	Capital Expenses			(12,500)	(43,209)
750724-6100-1045-61129	Roof Access Points at BNE (Ormsby Terrace) Building	G.6/5/22 Apr 2022 FR	Capital Expenses			(15,500)	(58,709)
501041-6250-1045-61129	SL Rushton Sports Flood Lighting	G.6/5/22 Apr 2022 FR	Capital Expenses		28,000		(30,709)
700569-6600-1045-61129	Tranby Street Car Park Wall	G.8/6/22 May 2022 FR	Capital Expenses			(27,279)	(57,988)
103735-5200-2150-61129	Fencing Maintenance Program	G.8/6/22 May 2022 FR	Operating Expenses		27,279		(30,709)
100010-4530-1263-41450	Mandurah Library - Operating Contribution	G.8/6/22 May 2022 FR	Operating Revenue		10,000		(20,709)
100051-1110-1263-61001	Restart Mandurah - Grow Now Grants	G.8/6/22 May 2022 FR	Operating Expenses			(65,271)	(85,980)
	Restricted Cash Reserve	G.8/6/22 May 2022 FR	Other: Transfer Out of Reserve		65,271		(20,709)
				2,959,988	19,672,854	(22,082,178)	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022**

NOTE 12

PROPOSED BUDGET VARIATIONS FOR COUNCIL APPROVAL

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

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
			Opening Surplus/(Deficit)				(20,709)
930038-6500-1045-61129	MARC Geothermal Pump & VSD		Capital Expenses			(50,000)	(70,709)
750658-6100-1045-61129	Reserve Meter Replacement Program		Capital Expenses		50,000		(20,709)
600184-6200-1045-xxxx	DR Mathew Street, Falcon		Capital Expenses			(75,031)	(95,740)
750698-6100-1045-61129	Mandurah Bowling Club Bi-fold doors		Capital Expenses		65,000		(30,740)
501119-6250-1045-61129	SL Light Pole Replacement Program		Capital Expenses		10,031		(20,709)
400030-6100-1045-61129	Owen Avenue Ablution		Capital Expenses			(50,000)	(70,709)
501086-6250-1263-41403	RR Mandurah Terrace - Capital Grant		Capital Revenue			(268,423)	(339,132)
501086-6250-1045-xxxx	RR Mandurah Terrace		Capital Expenses		268,423		(70,709)
501084-6250-1263-41403	Peel Street - Power Relocation - Capital Grant		Capital Revenue		268,423		197,714
501084-6250-1045-xxxx	Peel Street - Power Relocation		Capital Expenses			(268,423)	(70,709)
700515-6600-1263-41403	Mandurah Netball Feasibility Study - CSRFF		Capital Revenue		4,545		(66,164)
501088-6250-1045-xxxx	RC Leslie Street Stage 2		Capital Expenses			(189,888)	(256,052)
132001-5350-1031-61129	Civil Construction Maintenance - Heavy Patching		Operating Expenses		189,888		(66,164)
100010-3780-1263-41400	Every Club Funding Operating Grant		Operating Revenue			(40,000)	(106,164)
	Contract Liability		Other	40,000			(66,164)
100010-5850-1263-41400	CHRMAP Operating Grant		Operating Revenue			(37,500)	(103,664)
	Unspent Grant Reserve		Other: Transfer Into Reserve			(39,099)	(142,763)
	2021/22 Operating Carryover - Unspent Grants		Operating Expenses		39,099		(103,664)
	Restricted Cash Reserve		Other: Transfer Into Reserve			(2,050,114)	(2,153,778)
	2021/22 Operating Carryovers		Operating Expenses		2,050,114		(103,664)
	Capital Works 2021/22 Carryovers		Capital Expenses		19,076,830		18,973,166
	Capital Works 2021/22 Adjustment		Capital Expenses		576,598		19,549,764
	Capital Works 2021/22 Carryovers		Other: Proceeds from Debentures			(2,248,463)	17,301,301
	Capital Works 2021/22 Carryovers		Other: Unutilised Loans			(3,247,526)	14,053,775
	Capital Works 2021/22 Carryovers		Other: Proceeds From Sale of Assets			(552,344)	13,501,431
	Capital Works 2021/22 Carryovers		Capital Revenue			(6,431,383)	7,070,048
	Capital Works 2021/22 Adjustment		Capital Revenue			(300,000)	6,770,048
	Capital Works 2021/22 Carryovers - various reserve reductions		Other: Transfer Out of Reserve			(2,657,365)	4,112,683
	Capital Works 2021/22 Carryovers		Other	4,541,456			8,654,139
	Capital Works 2021/22 Carryovers - Unspent Grant Reserve		Other: Transfer Into Reserve			(4,541,456)	4,112,683
	Capital Works 2021/22 Carryovers - Restricted Cash Reserve		Other: Transfer Into Reserve			(3,939,749)	172,934
	Major Public Art		Other: Transfer Into Reserve			(90,000)	82,934
Council Meeting 26 July 2022		Council Report		4,581,456	22,598,951	(27,076,764)	85

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2022

NOTE 13
EXPLANATION OF MATERIAL VARIANCES

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

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

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
Revenue from operating activities				
Operating grants, subsidies and contributions	2,996,791	95.78%	▲ Permanent	Variance primarily due to the Financial Assistance Grants of \$2.7m for general purpose and roads received in advance for FY 2022/23.
Interest earnings	138,894	16.06%	▲ Permanent	Variance primarily due to the processing of the last rates instalments interest calculation in March. No further interest on rates instalments will be processed for the remainder of the year, however penalty interest still applies.
Other revenue	288,769	25.06%	▲ Permanent	Variance primarily due to higher than expected Container Deposit Scheme Takings in Waste and unbudgeted insurance reimbursements received that are offset by unbudgeted expenditure in materials and contracts.
Expenditure from operating activities				
Materials and contracts	8,083,165	15.29%	▲ Permanent	Variance due to pending accrued invoices in the last period (\$920k), invoices not yet received that relate to 2021/22, operating carryovers to 2022-23 included in the proposed budget variations (\$2m), Waste to Energy Tipping Fees that did not eventuate (\$2m) and overall underspends across business units.
Utility charges	617,849	13.75%	▲ Permanent	Variance due to utility invoices not yet received although likely to be a favourable variance at year end due to lower than budgeted utility expenditure.
Interest expenses	214,681	22.50%	▲ Permanent	Favourable variance an indication of interest savings due to loan offset facility.
Other expenditure	(10,610)	(62.89%)	▼ Permanent	Variance due to small debt write off for interest and legal charges in accordance with the Write-Off Debts Delegation (DA-FCM06).
Loss on disposal of assets	(4,567,336)	(747.84%)	▼ Permanent	Non-cash variance due to asset disposals (\$300k) and asset write-offs (\$4.88m). Refer to note 4 for the asset disposals.
Investing Activities				
Non-operating Grants, Subsidies and Contributions	(7,966,508)	(43.22%)	▼ Permanent	Milestones not yet met for capital projects. Capital grants are recognised in line with capital expenditure. Refer to capital carryover adjustment in proposed budget variations.
Proceeds from Disposal of Assets	(576,377)	(25.85%)	▼ Permanent	Unfavourable variance due to shortages in vehicle stocks resulting in delays in vehicle trade ins and extended lead times for replacement vehicle purchases. Refer to capital carryover adjustment in proposed budget variations.
Capital Acquisitions	21,011,284	45.71%	▲ Permanent	Refer to note 6.
Financing Activities				
Proceeds from new debentures	(2,385,463)	(34.00%)	▼ Permanent	Refer to note 7. Refer to capital carryover adjustment in proposed budget variations.
Unspent Loans	(1,901,692)	100.00%	▼ Timing	Will be accounted for as part of year end financial process.
Proceeds from community loans	12,684	15.36%	▲ Permanent	Varying repayment terms on loan agreements. Received more than expected during the financial year.
Transfer from reserves	(20,502,838)	(100.00%)	▼ Timing	Will be accounted for as part of year end financial process.
Advances of community loans	50,000	(100.00%)	▲ Permanent	Capital project not proceeding at this stage.
Transfer to reserves	6,945,606	100.00%	▲ Timing	Will be accounted for as part of year end financial process.

Cost Centre	Project	Current 2021/22 Budget	2021/22 Actuals as at 30/06/2022	Proposed 2022/23 Carryover Budget	Details
Strategic Asset Management	Specialist Condition Surveys	\$ 69,782	\$ -	\$ 69,782	Project scheduled to commence in September/October 2022.
	Video/Laser Road Data Collection	\$ 120,000	\$ -	\$ 120,000	Procurement underway, tender to be advertised in July.
Engineering	Traffic and Transport Modelling Services	\$ 251,500	\$ 75,202	\$ 75,116	Delays due to supplier changing ownership and requirement for novation of contract approval.
Emergency Management	Emergency Management	\$ 260,000	\$ 154,124	\$ 105,876	Unspent balance of COVID Emergency Management budget to assist with possible requirements in 2022/23.
Festivals & Events	Trolls Art Project	\$ 385,500	\$ 22	\$ 385,478	Unspent balance of Trolls Art Project. Installation scheduled for November 2022.
External Event Management	Event Attraction Fund	\$ 196,935	\$ 79,784	\$ 36,000	To fund postponed 2021/22 external events as per 22/02/2022 ELT Briefing Note.
Landscaping Services	Professional Development	\$ 14,775	\$ 2,219	\$ 12,000	Start date of Diploma of Arboriculture course for Arboriculturist was delayed.
City Planner	Strategic Planning - Corporate Projects	\$ 155,000	\$ 51,368	\$ 20,000	Western Foreshore Stage 2 - Project has commenced however will carryover into July due to the timeframes required for proponents to prepare their detailed concepts and proposals.
				\$ 30,000	Community Infrastructure Plan - Slight delay due to scope and appointment of consultant taking longer than planned, however, project is being completed for an amount lower than originally forecast.

2021/22 Operating Carryovers to 2022/23

Cost Centre	Project	Current 2021/22 Budget	2021/22 Actuals as at 30/06/2022	Proposed 2022/23 Carryover Budget	Details
Economic Development	Economic Development - Corporate Projects	\$ 215,000	\$ 10,000	\$ 75,000	Trails - Carry forward budget required to fund the 2022-23 Capital Project.
				\$ 130,000	Yalgorup National Park - Carry forward budget required to fund the 2022-23 Capital Project.
	Restart Mandurah - Ready Now Grants	\$ 50,000	\$ -	\$ 50,000	Unspent balance of Restart Mandurah - Ready Now Grants program.
	Restart Mandurah - Grow Now Grants	\$ 291,048	\$ 88,731	\$ 202,317	Unspent balance of Restart Mandurah - Grow Now Grants program.
	Transform Mandurah Initiative Project	\$ 450,000	\$ 156,275	\$ 293,725	Unspent balance of Transform Mandurah Initiative project funding.
	Mandurah City Centre Project	\$ 126,875	\$ 35,253	\$ 50,000	Consultant costs associated with CoM Offices Relocation delayed to 2022/23.
City Centre Activation	Activate Now Grants	\$ 100,000	\$ 25,655	\$ 74,345	Unspent balance of Activate Now Grants program.
Safety	Corporate Projects	\$ 113,045	\$ 59,490	\$ 10,475	Development of Mental Health Care Plan commenced in June, final invoice due early 2022/23.
Community Capacity Building	Mandurah Assertive Outreach Trial	\$ 365,000	\$ 175,000	\$ 190,000	Unspent balance of grant funding issued over a 2 year funding period (2021-2023).
CEO	Corporate Projects	\$ 154,153	\$ -	\$ 75,000	Procurement and works in relation to Site Investigation of Operations Yard on Park Road to commence early 2022/23.
Recreation Services	Club Development	\$ 77,421	\$ 37,341	\$ 22,998	Unspent 2022 Every Club Funding grant.
Corporate Communications	Corporate Projects	\$ 158,329	\$ 65,516	\$ 45,000	\$15k for Aspiration Campaign, payment due July 2022. \$30k for Website Content Strategist and Copywrite payment due July/August 2022.
Waterways	CHRMAP	\$ 82,231	\$ 66,130	\$ 16,101	Delayed due to availability of Consultant, due for completion August/September 2022.
Totals		\$ 3,636,594	\$ 1,082,108	\$ 2,089,213	

Asset type	Description	Actuals as at 30/06/2022	Current Budget	% Complete	2021/22 Proposed Capital Expenditure Budget	2021/22 Capital Expenditure Variance	Funding Current 2021/22 Budget		Funding Proposed 2021/22 Budget		COM Funding Variance for Proposed Carryovers	2022/23 Proposed Capital Expenditure Budget	Funding Proposed 2022/23 Budget	
							External Grants & Contributions	COM Funding (incl Proceeds, Loans & Reserves)	External Grants & Contributions	COM Funding (incl Sales, Loans & Reserves)			External Grants & Contributions	COM Funding (incl Sales, Loans & Reserves)
Buildings	Dawesville Community Centre	26,948	719,847	4%	26,948	692,899	700,000	19,847	26,948	-	19,847	692,899	673,052	19,847
Buildings	MPAC Internal Refurb	9,284	338,084	3%	9,284	328,800	165,000	173,084	9,284	-	173,084	328,800	155,716	173,084
Buildings	WMC Tipping Shed	30,793	261,491	12%	30,793	230,698	-	261,491	-	30,793	230,698	230,698	-	230,698
Buildings	Works & Services Building Refurb	25,448	211,848	12%	25,448	186,400	-	211,848	-	25,448	186,400	186,400	-	186,400
Buildings	Mandurah Library Re Roofing Project	9,063	174,428	5%	9,063	165,365	-	174,428	-	9,063	165,365	165,365	-	165,365
Buildings	Mewburn Ablution Refurbishment	8,433	178,883	5%	8,433	170,450	-	178,883	-	8,433	170,450	170,450	-	170,450
Buildings	Owen Avenue Ablution	185,152	329,242	46%	185,152	144,090	-	329,242	-	185,152	144,090	144,090	-	144,090
Buildings	Administration Building - Foyer Security	38,065	60,823	63%	38,065	22,758	-	60,823	-	38,065	22,758	22,758	-	22,758
Buildings	Stage 2 of Upgrades to Peelwood Reserve	7,492	260,835	3%	7,492	253,343	73,957	186,878	7,492	-	186,878	253,343	66,465	186,878
Buildings	Falcon Family Centre Upgrade	4,205	76,000	6%	4,205	71,796	-	76,000	-	4,205	71,796	71,796	-	71,796
Buildings	Solar Plan 2021/22	11,754	130,754	9%	11,754	119,000	-	130,754	-	11,754	119,000	119,000	-	119,000
Buildings	ManPAC RVIF Lighting	-	238,495	0%	-	238,495	-	238,495	-	-	238,495	238,495	-	238,495
Buildings	MARC Roof Repairs	130,057	2,500,000	5%	130,057	2,369,943	1,755,048	744,952	130,057	-	744,952	2,369,943	1,624,991	744,952
Buildings	Southern Operations Ramp	-	20,000	0%	-	20,000	-	20,000	-	-	20,000	20,000	-	20,000
Buildings	Visitors Centre Transit Station	-	15,000	0%	-	15,000	-	15,000	-	-	15,000	15,000	-	15,000
Buildings	Rushton Park Main - Staircase Remedial Work	-	18,000	0%	-	18,000	-	18,000	-	-	18,000	18,000	-	18,000
Total Buildings		486,693	5,533,729		486,693	5,047,036	2,694,005	2,839,724	173,781	312,912	2,526,813	5,047,036	2,520,224	2,526,813
Bridges	Lakelands-Madora Bay Pedestrian Bridge	161,601	395,010	41%	161,601	233,409	-	395,010	-	161,601	233,409	233,409	-	233,409
Total Bridges		161,601	395,010		161,601	233,409	-	395,010	-	161,601	233,409	233,409	-	233,409
Parks	Meadow Springs Golf Course Fence	6,004	46,004	13%	6,004	40,000	-	46,004	-	6,004	40,000	40,000	-	40,000
Parks	Central Irrigation Management System Renewal	3,407	93,407	4%	3,407	90,000	-	93,407	-	3,407	90,000	90,000	-	90,000
Parks	Bin Enclosures for Eastern/Western foreshore	5,839	55,839	10%	5,839	50,000	-	55,839	-	5,839	50,000	50,000	-	50,000
Parks	Major Public Artworks	411	90,411	0%	411	90,000	-	90,411	-	411	90,000	-	-	-
Parks	Bortolo Park Drainage Basin	11,613	61,613	19%	11,613	50,000	-	61,613	-	11,613	50,000	50,000	-	50,000
Parks	Kangaroo Paw Park	16,617	55,175	30%	16,617	38,558	-	55,175	-	16,617	38,558	38,558	-	38,558
Parks	Tickner Reserve Final Stage	150,928	226,414	67%	150,928	75,486	-	226,414	-	150,928	75,486	75,486	-	75,486
Parks	Falcon Bay Upgrade - Stage 4 of 5	53,323	71,440	75%	53,323	18,117	-	71,440	-	53,323	18,117	18,117	-	18,117
Parks	Novara Foreshore Stage 4	278,804	293,636	95%	278,804	14,832	-	293,636	-	278,804	14,832	14,832	-	14,832
Parks	Madora Bay Beach	13,441	113,441	12%	13,441	100,000	-	113,441	-	13,441	100,000	100,000	-	100,000
Parks	Mandurah Parks - Shade Sails	93,557	150,000	62%	93,557	56,443	150,000	-	93,557	-	-	56,443	56,443	-
Parks	Bortolo Fire Track Water Infrastructure	-	100,000	0%	-	100,000	-	100,000	-	-	100,000	100,000	-	100,000
Parks	Mandurah Netball Feasibility Study - CSRF	-	40,000	0%	-	40,000	15,745	24,255	-	-	24,255	40,000	15,745	24,255
Parks	Yalgorup National Park	-	400,000	0%	-	400,000	300,000	100,000	-	-	100,000	30,000	-	30,000
Total Parks		633,946	1,797,382		633,946	1,163,436	465,745	1,331,637	93,557	540,389	791,248	703,436	72,188	631,248
Roads	RC Pinjarra Road Stage 3	1,025,375	1,553,728	66%	1,025,375	528,352	1,000,000	553,728	1,000,000	25,375	528,352	528,352	-	528,352
Roads	SL Street Lighting New Program	32,013	130,276	25%	32,013	98,263	-	130,276	-	32,013	98,263	98,263	-	98,263
Roads	SP Biara Court PAW Renewal	8,591	73,446	12%	8,591	64,855	-	73,446	-	8,591	64,855	64,855	-	64,855
Roads	Emulsion tank with bunding	566	45,566	1%	566	45,000	-	45,566	-	566	45,000	45,000	-	45,000
Roads	Halls Head Beach Car Park Stage 2	83,742	205,303	41%	83,742	121,561	-	205,303	-	83,742	121,561	121,561	-	121,561
Roads	Smart Street Mall Upgrade	506,717	1,167,355	43%	506,717	660,638	-	1,167,355	-	506,717	660,638	660,638	-	660,638
Roads	Peel Street - Power Relocation	1,288,752	1,768,423	73%	1,288,752	479,671	1,768,423	-	1,288,752	-	-	479,671	479,671	-
Total Roads		2,945,756	4,944,096		2,945,756	1,998,339	2,768,423	2,175,673	2,288,752	657,004	1,518,669	1,998,380	479,671	1,518,710
Drainage	Halls Head Pde Beach Central CP Stage 2	122,790	235,361	52%	122,790	112,571	-	235,361	-	122,790	112,571	112,571	-	112,571
Drainage	DR Mathew Street, Falcon	23,344	180,000	13%	23,344	156,656	-	180,000	-	23,344	156,656	156,656	-	156,656
Drainage	DR Yeedong Road, Falcon - Stage 2	109,332	202,253	54%	109,332	92,921	105,184	97,069	105,184	4,148	92,921	92,921	-	92,921
Total Drainage		255,466	617,614		255,466	362,149	105,184	512,430	105,184	150,282	362,149	362,149	-	362,149
Coastal & Estuary	South Harbour Paving Upgrade Stage 3 to 6	44,309	107,744	41%	44,309	63,435	-	107,744	-	44,309	63,435	63,435	-	63,435
Coastal & Estuary	Cambria Island Abutment Walls Repair	21,374	411,023	5%	21,374	389,649	-	411,023	-	21,374	389,649	389,649	-	389,649
Total Coastal & Estuary		65,683	518,767		65,683	453,084	-	518,767	-	65,683	453,084	453,084	-	453,084
Furniture & Equipment	All Terrain Wheelchair	-	8,500	0%	-	8,500	8,500	-	-	-	-	8,500	8,500	-
Furniture & Equipment	Sand Cleaning Machine	6,327	25,000	25%	6,327	18,673	-	25,000	-	6,327	18,673	18,673	-	18,673
Total Furniture & Equipment		6,327	33,500		6,327	27,173	8,500	25,000	-	6,327	18,673	27,173	8,500	18,673

2021/22 Capital Carryovers to 2022/23

Asset type	Description	Actuals as at 30/06/2022	Current Budget	% Complete	2021/22 Proposed Capital Expenditure Budget	2021/22 Capital Expenditure Variance	Funding Current 2021/22 Budget		Funding Proposed 2021/22 Budget		COM Funding Variance for Proposed Carryovers	2022/23 Proposed Capital Expenditure Budget	Funding Proposed 2022/23 Budget	
							External Grants & Contributions	COM Funding (incl Proceeds, Loans & Reserves)	External Grants & Contributions	COM Funding (incl Sales, Loans & Reserves)			External Grants & Contributions	COM Funding (incl Sales, Loans & Reserves)
Plant & Machinery	Replacement Light Passenger Vehicles	154,272	452,456	34%	154,272	298,184	-	452,456	-	154,272	298,184	295,827	-	295,827
Plant & Machinery	Replacement Light Commercial Vehicles	618,078	1,181,112	52%	618,078	563,034	-	1,181,112	-	618,078	563,034	505,970	-	505,970
Plant & Machinery	New - Light Passenger Vehicles	-	40,000	0%	-	40,000	-	40,000	-	-	40,000	40,000	-	40,000
Plant & Machinery	Trailers	345,772	611,674	57%	345,772	265,902	-	611,674	-	345,772	265,902	265,902	-	265,902
Plant & Machinery	Construction Vehicles	338,750	664,209	51%	338,750	325,459	-	664,209	-	338,750	325,459	282,648	-	282,648
Plant & Machinery	Parks and Mowers	202,900	278,009	73%	202,900	75,109	-	278,009	-	202,900	75,109	70,599	-	70,599
Plant & Machinery	New - Heavy Vehicles Plant and Equipment	-	90,865	0%	-	90,865	-	90,865	-	-	90,865	90,865	-	90,865
Plant & Machinery	Miscellaneous Equipment	100,320	433,950	23%	100,320	333,630	-	433,950	-	100,320	333,630	324,315	-	324,315
Plant & Machinery	New - Light Commercial Vehicles	101,417	142,000	71%	101,417	40,583	-	142,000	-	101,417	40,583	40,000	-	40,000
Total Plant & Machinery		1,861,509	3,894,275		1,861,509	2,032,766	-	3,894,275	-	1,861,509	2,032,766	1,916,126	-	1,916,126
Other	Restart Mandurah - Other	-	852,434	0%	-	852,434	-	852,434	-	-	852,434	852,434	-	852,434
Other	MARC Geothermal Pump & VSD	-	214,000	0%	-	214,000	63,897	150,103	-	-	150,103	214,000	63,897	150,103
Total Other		-	1,066,434		-	1,066,434	63,897	1,002,537	-	-	1,002,537	1,066,434	63,897	1,002,537
Buildings	Lakelands DOS Clubroom Facility	16,410	146,368	11%	16,410	129,958	50,000	96,368	16,410	-	96,368	-	-	-
Parks	Lakelands DOS Flood Lights	499,462	470,735	106%	499,462	(28,727)	325,000	145,735	325,000	174,462	(28,727)	-	-	-
Parks	Lakelands DOS Parking	-	3,594	0%	-	3,594	-	3,594	-	-	3,594	-	-	-
Parks	Lakelands DOS Irrigation	-	21,981	0%	-	21,981	-	21,981	-	-	21,981	-	-	-
Parks	Lakelands DOS Sports Specific Infrastructure	122,963	18,399	668%	122,963	(104,564)	20,000	(1,601)	53,590	69,373	(70,974)	332,398	-	332,398
Parks	Lakelands DOS Water Provision Infrastructure	-	310,156	0%	-	310,156	-	310,156	-	-	310,156	-	-	-
Total Lakelands DOS		638,836	971,234		638,836	332,398	395,000	576,234	395,000	243,836	332,398	332,398	-	332,398
Other	Eastern Foreshore South Precinct	2,557,217	6,026,797	42%	2,557,217	3,469,580	5,844,121	182,676	2,557,217	-	182,676	3,469,580	3,286,904	182,676
Other	Western Foreshore Recreation Precinct	2,564,011	6,031,636	43%	2,564,011	3,467,624	2,097,543	3,934,093	2,097,543	466,468	3,467,624	3,467,624	-	3,467,624
Total Waterfront Redevelopment		5,121,228	12,058,432		5,121,228	6,937,204	7,941,664	4,116,769	4,654,760	466,468	3,650,300	6,937,204	3,286,904	3,650,300
GRAND TOTAL		12,177,045	31,830,473	-	12,177,045	19,653,428	14,442,418	17,388,056	7,711,034	4,466,011	12,922,045	19,076,830	6,431,383	12,645,446

2	SUBJECT:	Review of Finance Council Policies
	DIRECTOR:	Business Services
	MEETING:	Council Meeting
	MEETING DATE:	26 July 2022

Summary

The City of Mandurah (City) currently have three Council policies that City officers are recommending to be rescinded. The policies are:

1. POL-FCM 07 – Related Party Disclosures
2. POL-FCM 06 – Treatment of Annual Surpluses
3. POL-FCM 05 – Private & Third-Party Works

City officers are recommending an amendment to POL-CMR 09 – Donations to Charitable and Not-For-Profit Organisations Council Policy to remove the Mayor as authorising payments or having discretion to choose whether a request will be approved. Council are requested to approve the changes highlighted in the Council Policy until such time as Council approve a new funding Council policy, which is currently in development.

Disclosure of Interest

N/A

Previous Relevant Documentation

- | | | |
|--------------|--------------|--|
| • G.27/07/19 | 23 July 2019 | Related Party Transactions Policy Review |
| • G.12/7/19 | 23 July 2019 | Review of Council Policy Manual Report 2 |

Background

The four Council policies were in response to a need at the time of their introduction. The detail of the four Council policies are included in the comment section of the report.

Comment

POL-FCM 07 - Related Party Disclosures Council Policy

The objective of Australian Accounting Standard Board (AASB) 124 is to ensure that an entity's financial statements contain the disclosures necessary to draw attention to the possibility that its financial position and profit or loss may have been affected by the existence of related parties and by transactions and outstanding balances, including commitments, with such parties.

Under AASB 124, the City is required to:

- Identify Related Party relationships;
- Identify transactions and outstanding balances/commitments with Related Parties;
- Assess the materiality of the transactions and outstanding balances/commitments; and
- Determine the level of disclosure required.

All these requirements are already covered in AASB 124 and therefore a Council policy is not required. Further to this, the Key Management Personnel will be determined by the Chief Executive Officer (CEO) as part of the year end annual financial statements preparation.

POL-FCM 06 – Treatment of Annual Surpluses Council Policy

The current Council Policy's objective is to define the City's position in relation to the treatment of surpluses in the annual financial statements and to clarify how transfers to reserves and carried forward surpluses are managed.

When the Council Policy was developed, the City did not have an adopted Long Term Financial Plan and it was the Annual Budget process that was the only guiding financial document which was carried out on a yearly basis. The Long Term Financial Plan includes a strategy for reserves as well as how annual surpluses will be treated.

In the last three years, the City now has a Long Term Financial Plan including budgeting with a 10 year impact and a borrowing, rates and reserve strategy. The Council can take a more flexible approach in the treatment of surpluses depending on what areas of focus are identified as part of the Long Term Financial Plan.

City officers recommend that the Treatment of Annual Surpluses Council Policy be rescinded and that City officers will provide recommendations to Council in accordance with the Long Term Financial Plan if a surplus arises.

POL-FCM 05 – Private and Third-Party Works

The objective of the Council Policy was to define the City's position in relation to the conduct and pricing of private and other works paid for by third parties. Private and Third Party works are works that the City completes that are paid for by either a public or private organisation.

Due to the current workload, the City currently does not carry out private works although it may into the future. City officers are therefore recommending that the Private and Third-Party Works Council Policy be rescinded, and any works requests are considered by management with the fee being charged in line with the Fees and Charges schedule relating to Private or Third Party works being at cost plus 15% (oncosts).

POL-CMR 09 – Donations to Charitable and Not for Profit Organisations

The Council Policy provides for donations within the scope of the policy to be at the discretion of the Mayor and CEO jointly. However, under the *Local Government Act 1995*, the Mayor has no administrative authority except during an emergency and as such has no administrative authority to allocate donations outside of an emergency. This was identified as part of the City of Mandurah Regulation 17 of the *Local Government (Audit) Regulations 1996* and is an outstanding action that is presented to the Audit and Risk Committee quarterly. It is proposed that the Council Policy is amended to authorise the CEO to approve requests within the criteria outlined in the Council Policy.

A new funding Council policy is currently in development and once this has been approved by Council, the Donations to Charitable and Not for Profit Organisations Council Policy will be requested to be rescinded.

Statutory Environment

Australian Accounting Standard AASB: 124 *Related Party Disclosures*.
Department Circular 12-2017

Policy Implications

If approved, the following Council policies will be rescinded:

POL-FCM 07 – Related Party Disclosures

POL-FCM 06 – Treatment of Annual Surpluses

POL-FCM 05 – Private & Third-Party Works

If approved, the POL-CMR 09 – Donations to Charitable and Not-For-Profit Organisations Council Policy will be amended.

Financial Implications

There are no financial implications.

Risk Analysis

Should the City not declare its related party transactions in the manner prescribed in AASB 124: Related Party Disclosures, the City may receive a qualified audit opinion in its annual financial statements audit.

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.

Conclusion

City officers are recommending that the following Council policies be rescinded:

1. POL-FCM 07 – Related Party Disclosures
2. POL-FCM 06 – Treatment of Annual Surpluses
3. POL-FCM 05 – Private & Third-Party Works
4. POL-CMR 09 – Donations to Charitable and Not-For-Profit Organisations

NOTE:

- Refer ***Attachment 2.1 Related Party Disclosures Policy***
Attachment 2.2 Treatment of Annual Surpluses Policy
Attachment 2.3 Private & Third Party Works Policy
Attachment 2.4 Donations to Charitable and Not for Profit Organisations Policy

RECOMMENDATION

That Council

1. Rescind the following Council policies:
 - POL-FCM 07 – Related Party Disclosures
 - POL-FCM 06 – Treatment of Annual Surpluses
 - POL-FCM 05 – Private & Third-Party Works
2. Amend the POL-CMR 09 – Donations to Charitable and Not-For-Profit Organisations as detailed in Attachment 2.4.

RELATED PARTY DISCLOSURES

POLICY

POL-FCM 07

Objective:

To provide guidance in the preparation of financial statements to ensure disclosure requirements are met for Australian Accounting Standard AASB: 124 *Related Party Disclosures*.

Statement:

1. Background

The objective of AASB 124 is to ensure that an entity's financial statements contain the disclosures necessary to draw attention to the possibility that its financial position and profit or loss may have been affected by the existence of related parties and by transactions and outstanding balances, including commitments, with such parties.

2. Related Party Disclosures and the City

The City must undertake the following:

- Identification of Related Party relationships;
- Identification of transactions and outstanding balances/commitments with Related Parties;
- Assessment of materiality of the transactions and outstanding balances/commitments; and
- Determine the level of disclosure required.

3. Identification of Related Parties

Related parties

A related party is a person or entity that is related to the entity that is preparing its financial statements.

Related parties to the City include:

- Entities where the entity is set up, controlled or is significantly influenced by the City;
- Key Management Personnel (KMP) of the City;
- Close family members of KMP; and
- Entities that are controlled or jointly controlled by KMP or their close family members.

Entities

When determining whether an entity is a related party, consideration needs to be given to the position of the KMP, close family members or the City in respect of control and influence. The following definitions apply:

- Joint Control – 'is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control'.
- Significant influence – 'is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control of those policies'.

Key Management Personnel

Key Management Personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

The following persons are defined as being KMP:

- Mayor/Councillors
- Chief Executive Officer
- Directors and Executive Managers
- Manager Financial Services

Close Family Members

Close family members of a KMP are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

- That person's children and spouse or domestic partner;
- Children of that person's spouse or domestic partner; and
- Dependents of that person or that person's spouse or domestic partner.

Entities and KMP

Entities (including companies, trusts, joint ventures, partnerships and not-for-profit associations) controlled or jointly controlled by KMP or their close family members are also considered related parties.

4. Related Party Transactions

Related party transactions

A related party transaction is a transfer of resources, services or obligations between a reporting entity and a related party, regardless of whether a price is charged.

The following are examples of related party transactions:

- Employee compensation whether it is for KMP or close family members of KMP;
- Lease agreements for housing rental for property owned or sub-leased by the City;
- Lease agreements for commercial properties;
- Monetary and non-monetary transactions between the City and any business or associated entity owned or controlled by the related party in exchange for goods/services provided to/by the City (trading arrangement);
- Sale or purchase of any property owned by the City, to a related party;
- Sale or purchase of any property owned by a related party, to the City;
- Contracts and agreements for construction, consultancy or services.

Ordinary Citizen Transactions

The City acknowledges that there are related party transactions that also satisfy the definition of an Ordinary Citizen Transaction (OCT). An OCT is a transaction that occurs on terms and conditions no different to those applying to the general public, and has been provided in the course of delivering the City's services. The City will not disclose such related party transactions in the financial statements.

The following transactions with related parties are OCT's and do not need to be disclosed:

- Payment of rates, Emergency Services Levy, refuse collection fees, and any other charges which may be levied on all or part of the community.
- Fines and infringements.
- Use of City owned facilities (e.g. recreation facilities, libraries, waste transfer station, parks and open spaces).
- Attending Council functions that are open to the public.
- Application fees paid to the City for licences, approvals or permits.

Declarations

KMP will be required to complete a 'Related Party Disclosure Declaration' form in June of each year and submit it to the Manager Financial Services. This is subject to the following:

- Elected Members whose term of office is expiring must make a declaration immediately prior to the election.
- KMP who are leaving the organisation must make a declaration prior to the cessation of employment.

5. Materiality

Officers will apply professional judgement to assess the materiality of transactions disclosed by related parties and their subsequent inclusion/exclusion in the financial statements. In assessing materiality consideration will be given the size and nature of the transaction or a combination of both.

Transactions which are subjected to materiality decisions will be discussed with the Audit and Risk Committee.

Responsible Directorate:	Chief Executive's Office
Reviewer:	Director Corporate Services
Creation date:	Minute G.15/3/18, 27 March 2018
Amendments:	Minute G.12/7/19, 23 July 2019
Related Documentation:	AASB 124 – Related Party Disclosures Departmental Circular 12-2017

TREATMENT OF ANNUAL SURPLUSES

POLICY

POL-FCM 06

Objective:

To define the City's position in relation to the treatment of surpluses in the annual financial statements to clarify how transfers to reserves and carried forward surpluses are managed.

Statement:

The City of Mandurah (the 'City') generally produces financial surpluses in its annual financial statements. It is necessary to determine a clear process for determining how that surplus is managed in relation to transfers to reserves and amounts to be carried forward.

Scope of Authority

Surpluses will be managed in the following manner:

Priority 1

Surplus to fund "carry over projects" and requirements of the following year's budget.

Priority 2

remaining surplus to be distributed as follows:

Asset Maintenance Reserve	40%
Building Reserve	40%
Sustainability Reserve	20%

In addition, Council has the discretion to direct surpluses to other reserves if a business case is provided for this.

In the case of deficits, these must always be carried over into the succeeding year and eliminated during that year. As a matter of good financial management, actual deficits should not be allowed to accumulate on a year-on-year basis.

Responsible Directorate:

Corporate Services

Reviewer:

Manager Financial Services

Creation date:

Minute G.27/9/16, 27 September 2016

Amendments:

Minute G.12/7/19, 23 July 2019

Related Documentation and/or Legislation:

Local Government Act 1995
s.6.34 Limit on revenue or income from general rates

PRIVATE & OTHER THIRD PARTY WORKS

POLICY

POL-FCM 05

Objective:

To define the City's position in relation to the conduct and pricing of private and other works paid for by third parties.

Statement:

The City of Mandurah (the 'City') receives a range of requests to undertake a variety of works for other organisations. In addressing requests for these works, the City sets out the following processes.

Private Works

The City will not carry out private works. These are defined as being the administration, inspection, and operation of work carried out on property not under the care, control and management of the local government.

Third Party Works

The City may undertake works paid for by either a public or private organisation:

- on land which Council owns, controls or manages; or
- on land which is owned, controlled or managed by a State or Federal Government agency.

Scope of Authority

Where the value of the works:

- a. exceeds \$150,000, Council approval must be sought prior to the works commencing; alternatively,
- b. for values below this threshold, the works must be authorised by the Chief Executive Officer or Director Works and Services prior to commencement.

In calculating the cost of works to be provided, account must be taken of all direct, indirect, administrative and overhead costs. Work must not be carried out unless all parties have signed an agreement outlining who is to pay for all costs associated with the work.

The City may refuse to continue with the undertaking of any works should any prescribed monies due not be paid in full or within required time frames.

The City reserves the right to refuse works if it is deemed to be outside of Council's scope of works, timelines cannot be met, resource availability or for any other reason deeming the works unachievable by Council.

Responsible Directorate: Corporate Services

Reviewer: Manager Financial Services

Creation date: Minute G.26/9/16, 27 September 2016

Amendments: Minute G.12/7/19, 23 July 2019

**Related Documentation and/or
Legislation:**

Local Government Act 1995
s.3.59 Commercial enterprises by local governments

Local Government (Functions and General) Regulations 1996
r.9 - Amount prescribed for major trading undertakings

Application of the competition principles agreement to local
government activities and functions under the National
Competition Policy Package 1996

Donations to Charitable & Not for Profit Organisations Policy

POL-CMR 09



Objective

To provide a framework within which donations to charitable organisations may be made.

Statement

Council receives a range of requests to make donations to charitable organisations or individuals. In addressing these requests, Council sets out the following processes:

Donations authorised by the Chief Executive Officer

The Chief Executive Officer may authorise donations up to a maximum value of \$1,000 subject to the following conditions:

Donations are limited to charitable and other not-for-profit organisations or individuals in the Mandurah District

- Where donations are for individuals the maximum donation is \$250.00
- Where donations are sought by an organisation for general operating purposes, donations are limited to \$500.
- Where donations are sought as a contribution to a locally held community event, donations are subject to a maximum of \$500.
- Donations authorised under this section of the policy are made at the discretion of the Mayor and Chief Executive Officer.
- A detail of donations made will be provided to Council in the month following their authorisation.
- The total annual allocation under this Policy is \$5,000.

All other donations

Donations which fall outside of the scope of discretion outlined above must be approved by Council in advance.

Exclusions

This policy is not intended to encompass the annual school book donations or the outstanding athletes programme.

Related Documents

These documents are mandatory and required to give effect to this policy:

Nil

Responsible Directorate: Business Services

Responsible Department: Finance

Reviewer: Manager Finance

Donations to Charitable & Not for Profit Organisations Policy

POL-CMR 09



Creation date and reference: 27 September 2016, Minute G.31/9/16

Last Review: 23 July 2019, Minute G.12/7/19

Amendments			
Version #	Council Approval Date, Reference	Date Document In force	Date Document Ceased
2	Minute G. 12/7/19	23/07/2019	-

3	SUBJECT:	Community Initiated Infrastructure Policy
	DIRECTOR:	Director Place & Community
	MEETING:	Council Meeting
	MEETING DATE:	26 July 2022

Summary

The City of Mandurah is responsible for the provision and management of extensive community infrastructure such as sporting clubrooms, facilities, floodlights and general public amenity. The City is committed to improving the built environment with appropriately scheduled asset renewal, replacement, upgrade or new infrastructure prioritised as per the Long Term Financial Plan, and Capital Works Program.

A community-initiated infrastructure project is one that originates from the community based on their identified needs, and results in a request to the City for permission and/or resources to improve City infrastructure. The City receives multiple ad-hoc requests from individuals and community groups (the applicant) to improve City infrastructure ahead (or outside) of schedule. Most often, the applicant makes a request when they have funds saved for the designated purpose and instigate the process by contacting the City with their idea. They usually have resources such as funds, equipment, labour and project management. It's necessary for the City to respond to requests in a consistent, transparent and responsible manner.

There is currently no City policy in place to respond to requests for improved City infrastructure. The 'Community Initiated Infrastructure Policy' (Attachment 3.1) has been established to guide the City's involvement and decision-making regarding infrastructure projects on City owned or managed land where the construction of new assets or asset upgrades are initiated and delivered by an individual, community organisation and/or sport and recreation group.

Council is requested to adopt the proposed Community Initiated Infrastructure Policy.

Disclosure of Interest

Nil

Previous Relevant Documentation

Nil

Background

Community facilities, assets and infrastructure in the public realm are integral to a flourishing community. In the past, the City has supported community initiated requests to upgrade, extend and improve City facilities to accommodate membership growth, activity diversification, accessibility, and various other requirements from clubs and community groups. Some requests might be very small simple and low cost (such as installation of a new gate) and others might be very complex with a high cost (such as construction of a new facility). The proposed Policy is intended to be scalable for all projects, regardless of size and complexity, and articulate a clear application process.

Every community initiated project is different and could include, for example, extension of a clubroom, mural artwork, upgraded air-conditioning, installation of additional sporting infrastructure, construction of retaining walls, new fencing or any other capital the group considers would be useful to attract and retain members. Less frequently, the City receives requests from individuals to upgrade the built environment, such as donation of funds to upgrade a park. Community initiated projects could be managed by the applicant or the City, and may or may not require funds from the City.

Over the past 10 years, various community initiated projects have been successfully delivered and have provided valuable outcomes for both the applicant initiating the project and the broader community. The success of these has been dependent upon several factors, for example, a well-governed committee, industry knowledge and sound ability to plan, finance, resource, manage and deliver infrastructure projects.

In some instances, community initiated projects have delivered less than favourable outcomes such as delays, financial challenges, compliance complications, inadequate stakeholder relationship management and modifications to project scope.

Potential benefits of community initiated infrastructure include:

- Increased public value generated through improved infrastructure;
- Increased ability for clubs and groups to serve the needs of their members, increase participation and promote sustainability;
- Building community capacity by harnessing goodwill and discretionary effort;
- Enabling the community to identify their needs and be resourceful to address those needs;
- Advancing projects for community benefit that may otherwise not progress due to budget constraints and competing priorities of the City;
- Increased attraction of external grants and funding;
- Creates community 'buy-in' and pride and enables community empowerment and
- Advancement of focus areas in the Strategic Community Plan.

Potential challenges that community initiated infrastructure may bring include:

- Budget over-expenditure resulting in the City being requested to fund a shortfall;
- Whole of life costs not considered adequately;
- Inadequate quality, design, materials, construction, workmanship or project management
- Safety issues or non-compliance;
- Alterations may 'design out' multi-purpose spaces resulting in diminished community benefit, or impact other users of the facility negatively;
- Reputational risk to City and community group; and
- Misalignment with City vision, values and strategic direction.

The introduction of a dedicated policy is to ensure community initiated infrastructure projects maximise community benefit and mitigate potential risks to the City and community. The Policy and supporting framework will also provide alignment to the City's strategic land use and planning policies in addition to the objectives underpinning the Social Infrastructure Plan (SIP) currently in development.

Comment

Council is requested to consider the proposed Community Initiated Infrastructure Policy (Refer *Attachment 3.1*). An industry review brought to light there is little (or no) industry direction, best practice, equivalent Council Policy from another local government or agreed standards for community initiated infrastructure.

The purpose of the Policy is to outline the approach and management to the provision of community initiated infrastructure projects.

The development, management and operations of the City's community infrastructure will:

- Aim to meet and improve sport and recreation, socialisation, health, well-being, and learning opportunities for current and future communities;
- Contribute to a sense of place by positively integrating with neighbouring community infrastructure
- Represent the diverse demographic needs of current and future communities in the provision of inclusive infrastructure and
- Encourage collaboration and partnerships through multi-use principles and strong communication and engagement with all stakeholders.

The Community Initiated Infrastructure Policy will be operationalised by the Community Initiated Infrastructure Framework to guide consistent, accountable decision-making when responding to Individuals and Group requests to approve unscheduled renewal, replacement, upgrade, or new capital expenditure for the provision of infrastructure.

Proposals for community initiated infrastructure will most likely fall into one of categories below:

1. Proposals for works where the applicant seeks external funding (e.g., grants) which requires Council support and/or contributions;
2. Proposals for works where the applicant funds a portion of the project and seeks Council contribution for the remainder; and
3. Proposals for works where the applicant self-funds the whole project.

In this context, if the applicant wants to fund and undertake works before they are scheduled, or the works are outside of what the City intends to provide, then they should submit all the relevant information for consideration through an application process.

The extent and detail of the application will be dependent on the size, complexity, risk, and sensitivity of the proposed project. It is acknowledged that minor or incidental sport, recreation, and other community infrastructure projects, will not warrant such an extensive application process. However, larger scale or complex projects will be required to provide a higher level of detail, rigour, and justification to provide a platform for informed decision making across all levels of the organisation.

In considering all applications, the Policy sets out the intention and the Framework directs assessment against key criteria which include the following:

- Impact on any existing facility, associated user groups and stakeholders;
- The proposed works and long-term impact on the life of the project (such as ongoing running or maintenance costs)
- Impact on local community
- Ability of community organisations to complete the works; and
- Ongoing maintenance of proposed project.

In addition to the above, the applicant's sustainability such as membership trends, strategic planning and financial position will be assessed. Evidence of the applicant's financial capacity to deliver the project and where appropriate, confirmation of intent to source external funding must be provided to the City.

Applications will be assessed by the City's Significant Community Infrastructure Project Team (SCIP), which consists of key City officers involved in the provision of community infrastructure. This multi-disciplinary group promotes and implements a collaborative and structured approach to the initiation, development, and review of significant planning projects, with a focus on shared / multi-purpose community infrastructure.

Any required statutory approvals and licences will be identified upfront, and a recommended outcome determined. A thorough internal assessment should prevent the applicant being required to undertake expensive remedial work later, or the City being requested to fund shortfalls or take on maintenance and repair obligations in the future. It will also help the City determine the best point of contact for the project and confirm roles and responsibilities across the organisation.

Applications assessed through the City's Significant Community Infrastructure Project Team (SCIP), will have one of the following outcomes:

1. Recommend approval;
2. Recommend approval with conditions; or
3. Recommend not to approve.

Statutory Environment

Nil

Policy Implications

- POL – CNP 05 – Recreation Facility Development
- POL – CNP 07 – Community and Recreation Facilities
- POL – FCM 03 – Provision of Loans to Sporting and Community Associations
- POL – CMR 04 – Active Recreation Reserve Advertising Signage Policy
- POL – COM 04 – Infrastructure Asset Management

Financial Implications

The purpose of the Community Initiated Infrastructure Policy and Framework is to outline the City's approach and processes when responding to community-initiated infrastructure requests.

This Policy is not intended to serve as an opportunity for requests of financial contributions from the City.

The Policy will consider not impact the City's existing Long-Term Financial Planning or annual operational budget process for considering funding

The Policy supports the community to advance capital improvements to City infrastructure by committing its own resources for accelerated completion. This approach will reduce the financial burden on the City to fund all improvements and assist in attracting additional funding from the State Government and other sources.

The Policy will help inform forward budget planning and manage expectations of the applicants, with ongoing maintenance and operational costs as a consideration.

There are resource requirements for the City in approvals and oversight of in-kind and applicant funded works that will need to be considered during the assessment and approval process.

Risk Analysis

Should Council decide not to endorse the Policy, there is a risk of inconsistency, lack of clarity/guidance for City officers and community-based organisations and individuals. This may impact the City's reputation amongst the local community.

The Community Initiated Infrastructure Policy aims to manage the risks associated with applicants undertaking works by requiring that:

- Applications are assessed by a multi-disciplinary team;
- City officers approve all works;
- City officers oversee and / or manage all works at an appropriate level;
- Works with an unacceptable level of risk will not be approved; and
- All works undertaken to be compliant.

Strategic Implications

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

Social:

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

- Promote and encourage community connection to create social interaction and a strong sense of belonging.
- 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.

Health:

- Facilitate and partner with key service providers to ensure health outcomes are aligned with community needs and expectations.
- Provide and facilitate quality community infrastructure that is accessible, and conducive to a healthy, active community.

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 City is committed to providing high quality infrastructure and facilities, all of which undergo appropriate asset management and are prioritised in line with the City's Capital Works Program and maintenance and renewal schedules. Residents can benefit from an increased level of service if community groups/individuals are willing to fund new or improved infrastructure.

The purpose of the Community Initiated Infrastructure Policy is to formalise a pragmatic approach that promotes advantages and reduces risks of community initiated infrastructure.

The Policy is supported by the Community Initiated Infrastructure Framework, to ensure consistent, transparent, and accountable decision making when responding to applicants requesting that the City approve unscheduled renewal, replacement, upgrade, or new capital expenditure regarding community facility provision.

Council is requested to adopt the proposed Community Initiated Infrastructure Policy.

NOTE:

- Refer ***Attachment 3.1 Community Initiated Infrastructure Policy***

RECOMMENDATION

That Council adopt the *Community Initiated Infrastructure Policy* as per Attachment 3.1.

Council Policy

Policy Objective

The purpose of the Community Initiated Infrastructure Council Policy (Policy) is to guide consistent, transparent and accountable decision making when responding to unscheduled requests from community for the renewal, replacement, upgrade or alteration to community infrastructure on City of Mandurah (the City) owned or managed land.

The Policy is supported by the Community Initiated Infrastructure Policy Framework (CIIP Framework) which underpins;

- the approach and management to the provision of community infrastructure;
- future planning, renewal and upgrades; and
- alignment to the Strategic Community Plan, budget and Long-Term Financial Plan.

Applicability

This Policy applies to:

- City employees, Elected Members and all persons making decisions regarding community infrastructure planning, funding and delivery.
- Not for Profit, incorporated Community, Sport or Recreation groups submitting requests to the City.
- Any other applicant initiating a request to the City in relation to improved community infrastructure.

This Policy applies to the planning, provision, operation, maintenance, renewal and upgrading of the City's existing and new assets that are on land owned or managed by the City. It can inform and influence all strategies, plans and proposed activities developed and conducted by the City in relation to community infrastructure.

The Policy does not apply to:

- Local, State or Commonwealth Authorities;
- Individual or private/commercial companies/organisations.

Policy Statement

Introduction

The City is the primary provider of community-based facilities and is responsible for the maintenance and development of this infrastructure in collaboration with its users and the community in general. Due to the significant investment in community facilities and assets it is crucial that these are planned and managed to maximise benefit and usage for the whole community.

The development, management and operations of the City's community infrastructure will:

- improve sport and recreation, socialisation, health and wellbeing, and learning opportunities for current and future communities;
- contribute to a sense of place by positively integrating with neighbouring community infrastructure;

- represent the diverse demographic needs of current and future communities in the provision of inclusive infrastructure; and
- encourage collaboration and partnerships through multi-use principles and strong communication and engagement with all stakeholders.

Guiding Principles

To continue to promote the provision and maintenance of safe, suitable and sustainable public community infrastructure. The Policy will be guided by the following principles;

- Ensure an equitable range of multi-purpose community infrastructure are accessible across Mandurah, where appropriate.
- Provide diverse and flexible spaces that maximise use and community access under a community hub model (varied facilities, spaces within reasonable proximity that deliver desired community outcomes).
- Create sustainable community infrastructure that is responsive over time and will meet current and future community needs.
- Maximise benefit to the community from capital investment through efficient use of resources, exploration of co-location opportunities and cost-effective sustainable design outcomes.
- Provide facilities in accordance with sound, proactive asset management principles that ensure the appropriate balance between infrastructure lifecycle costs and community benefit.
- Align to the City's Strategic Community Plan objectives and those of relevant governing bodies/association (e.g. State Sporting Associations – Strategic Facility Plan / Guidelines) where relevant.

Community Initiated Infrastructure Policy Framework (CIIP)

The Policy is supported by the CIIP Framework which provides a detailed and sequential process designed to guide and inform consistent and accountable decision making. The Framework underpins the guiding principles of community infrastructure and considers 4 key component areas;

- Evidence Based Information;
- Project Workflow and Considerations;
- Project Management Process (including risk management);
- Roles and responsibilities (City and Community).

Assessment and Approval

Applications will be assessed by the City of Mandurah against the following key criteria;

- Demonstrated Community Need and Benefits;
- Project Scope and Design;
- Financial Resources and Implications;
- Strategic Alignment;
- Applicant capability and capacity; and
- Overall project budget, risk and complexity.

Community-initiated infrastructure projects will only be presented for Council approval upon the satisfactory completion of all process criteria within the Framework and;

- Assessed as 'Medium' or above as per the City's Risk Management Framework; or
- Meets or exceeds a total project cost of \$200,000; or
- Requires unscheduled City budget contribution;

- Requires unscheduled City resource contribution;
- Upon advice from the Chief Executive Officer due to unique project circumstances.

Through the assessment process the Significant Community Infrastructure Project (SCIP) team will provide one of three recommendations:

1. Recommend Approval
2. Recommend Approval with conditions
3. Recommend Not to be Approved

The recommendation will be assessed and approved either under delegated authority of Chief Executive Officer or referred to Council for approval. The applicant will be notified in writing of the outcome of the request, including relevant details such as conditions.

Funding

The applicant of the community initiated infrastructure request will need to fully fund the direct costs for the proposed renewal, replacement, upgrade or new capital works and evidence of funding will need to be provided.

No external funding should be sourced until approval has been given to the project.

Any external funding proposal must be lodged with the City in the first instance to ensure all funding submissions align with City direction and are compliant.

If the applicant is unable to fund 100% of direct financial contribution required to fund the project, the City will not proceed with the application process, unless otherwise agreed by Chief Executive Officer or Council.

The ongoing operational and maintenance costs associated with all community-initiated infrastructure projects will be addressed as a key consideration during the assessment and approval process.

Project Management

Project management roles and responsibilities will be evaluated as part of the assessment process within the CIIP Framework.

Ownership and Maintenance Responsibilities

Any community infrastructure constructed under this Policy will remain the property of the City of Mandurah, irrespective of contributions made by other parties, including community, sport or recreation groups. Contributions provided by a group will not confer ownership over the funded asset, nor private exclusive use of the facility or preclude the City from reallocating clubs from the facility.

Definitions

Community Infrastructure: all buildings, facilities and structures including clubrooms, sports specific amenities, City managed community and recreation centres, Scout buildings and other infrastructure that delivers a community health, wellbeing, socialisation and/or learning benefit.

Group: any community, sport or recreation club or association. These clubs or associations should be not-for-profit organisations.

Legislative Context

Building Code of Australia – Western Australia

Local Government Act 1995 - Accounts and Records

- 6.7 – Municipal fund
- 6.8 – Expenditure from municipal fund not included in annual budget

Review

At a minimum this Council Policy will be reviewed every two years.

Related Documents

Internal Documents

- Community Initiated Infrastructure Program Framework
- Community Initiated Infrastructure Program Application Form
- Community Initiated Infrastructure Program Assessment Criteria
- Master Plans and associated Recreation and Community Plans
- Mandurah Active Recreation Strategy
- Strategic Community Plan 2020 to 2040
- Access and Inclusion Plan – 2021 to 2026

Policy

- POL – CNP 05 – Recreation Facility Development
- POL – CNP 07 – Community and Recreation Facilities
- POL – FCM 03 – Provision of Loans to Sporting and Community Associations
- POL – CMR 04 – Active Recreation Reserve Advertising Signage Policy

External documents

- Department of Sport and Recreation Facility Planning Guide
- Parks and Leisure WA Guidelines for Community Infrastructure
- Peel Development Commission Strategic Plan 2020-2022
- National Sporting and SSA facility guidelines

Responsible Directorate:	Place and Community
Responsible Department:	Recreation Services
Reviewer:	Manager Sport and Recreation
Creation date and reference:	October 2021
Last Review:	-

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

PROPOSED

4	SUBJECT:	Transform Mandurah – Economic Opportunities
	DIRECTOR:	Director Strategy & Economic Development
	MEETING:	Council Meeting
	MEETING DATE:	26 July 2022

Summary

The City's high level vision for Mandurah is to be recognised as the southern strategic centre of the Perth and Peel region (the "Southern City"). This will ensure not only a thriving economy, but a sustainable future for our residents. Transform Mandurah is a strategy focusing on medium to long term projects and opportunities designed to diversify Mandurah's economy and improve employment outcomes. The program is aligned with the City's 20-year Strategic Community Plan and is being developed in partnership with the WA State Government through the Peel Development Commission (PDC).

The 'Transform Mandurah Economic Opportunities' research was commissioned in late 2021 to update the City's approach to economic development to reflect the structure of the post-pandemic economy. The research has identified potential focus areas designed to reduce and eliminate long term, structural economic imbalances, namely unemployment and level of educational attainment in Mandurah relative to the Greater Perth region. The research is intended to guide the City's future economic policy decisions and investment.

The final report outlines the approach taken to identify the opportunities, estimates the potential contribution that realising the opportunities could make to eliminating the imbalances and raise long term rates of growth. The report provides a long list of potential projects / initiatives to put Mandurah on the path to achieving the objectives of the Transform Mandurah strategy.

Council are asked to endorse the Transform Mandurah Economic Opportunities research report and note that the next step will involve the development of a short list of priority projects, which will be presented back to Council for consideration in late 2022.

Council are also requested to support ongoing advocacy efforts to both State and Federal Government for Mandurah residents to have equitable access to employment and educational opportunities and other important social services.

Disclosure of Interest

Nil

Previous Relevant Documentation

N/A

Background

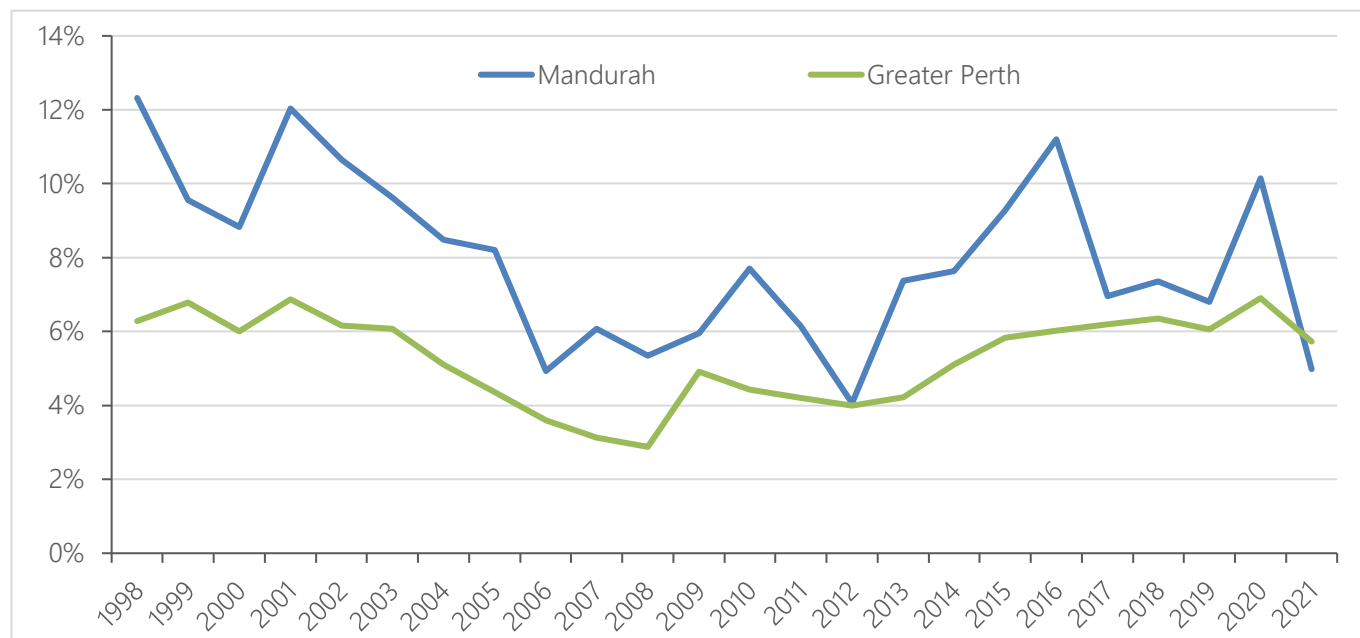
Over the last two decades, Mandurah has experienced a rapid expansion in the size of its population, with annual growth of more than 3 per cent per annum between 2000 and 2020. However, employment growth has failed to keep pace over the latter half of this period, and the level of employment in Mandurah has exhibited significant fluctuations, in particular, in the post-Global Financial Crisis period after 2008-09, during the Western Australian mining industry slowdown after 2011-12, and in the wake of the COVID-19 pandemic.

That is reflected in a regional unemployment rate that is both consistently higher than that of the Greater Perth area, and highly volatile. Mandurah also has a significantly lower rate of participation in the labour

force than the rest of Greater Perth, attributable to its comparatively older population (including early retirees) and lower rates of workforce engagement among females and young people.

The graph below shows Mandurah's unemployment rate in comparison to the Greater Perth area for the period from 1998 – 2021 demonstrating both the clear gap of 2-3 percentage points and the higher volatility.

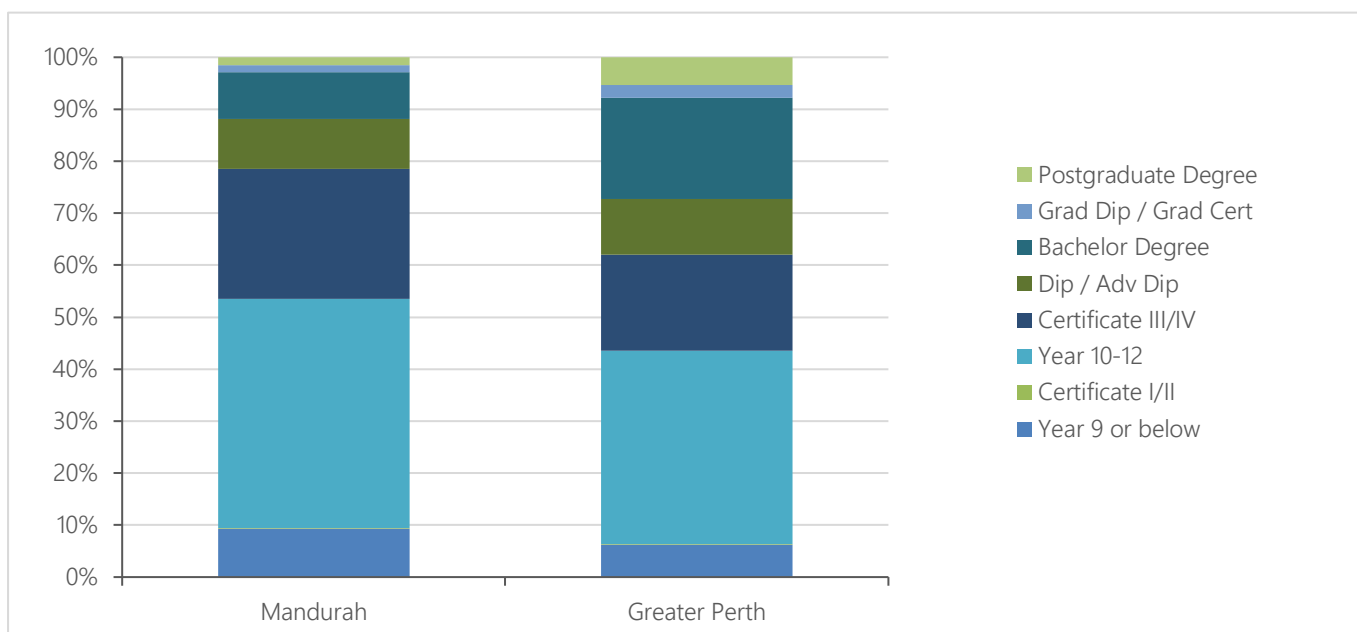
Figure 1: Mandurah and Greater Perth - Unemployment Rate Comparison (1998 – 2021).



Mandurah's labour force challenges do not begin at the point of looking for work – rather, they have their roots in a series of other social and economic disadvantages. Mandurah exhibits high rates of development vulnerability in early childhood education, below-average participation in secondary school pathways leading to further training, and limited local access to both university and other post-secondary education relative to other parts of Perth and WA.

Consequently, Mandurah's working-age population has a notably lower proportion of people with post-secondary education relative to Greater Perth. This is reflected in low proportions of workers in highly skilled occupations and in high value-adding industries, and a disproportionate dependence on industries that are exposed to cyclicalities (such as mining and construction) and cater to predominantly low-skilled workers (such as retail and tourism).

Figure 2: Mandurah and Greater Perth - Share of population aged 15+ by highest level of educational attainment.



Mandurah's economic challenges have social and community implications of significance to both the State and Federal Governments. Correlated with high rates of unemployment and low rates of labour force participation, particular areas within Mandurah are also experiencing other economic issues such as high levels of housing stress (high rent-to-income and mortgage repayment-to-income ratios), elevated incidents of crime and people living with mental health conditions. These problems are in turn compounded by limited availability of key services, such as specialist medical care, that are predominantly delivered out of locations closer to Perth, which Mandurah residents – especially those in insecure work, on low incomes, or without independent means of transport – may have difficulty accessing.

While significant, Mandurah's challenges are not insurmountable. Its rapid population growth has been driven by the fact that it offers an appealing coastal lifestyle, with the advantage of its location both being within commuting distance of the Perth CBD, but distant enough that it offers affordable land and residential property close to undisturbed natural assets (parks and waterways). This makes Mandurah an ideal location to test interventions in an environment where the outcomes can be measured.

The approach that has been taken to identifying Mandurah's economic opportunities has involved a 5 step process;

- Step 1: Assess Mandurah's existing economic advantages and disadvantages
- Step 2: Analyse the global drivers of change that are likely to impact Mandurah
- Step 3: Identify Mandurah's future economic opportunities
- Step 4: Model the impact of realising the opportunities
- Step 5: Identify potential actions to realise the opportunities.

Comment

The City's high level vision for Mandurah is to be recognised as the southern strategic centre of the Perth and Peel region. This will ensure not only a thriving economy, but a sustainable future for our residents.

To achieve this vision, the City needs to work towards transforming Mandurah into an economic hub with increased employment opportunities, particularly in skilled professional and technical services. This will be possible if we make concerted efforts to target new business activity, new education and training opportunities and new partnerships with both Government (State and Federal) and the private sector.

The key economic opportunities for Mandurah's future economic development lie at the intersection of its existing economic advantages and disadvantages and identified global drivers of change that are both likely to occur and likely to have a significant impact. Based on these two criteria, each of the 45 global drivers of change are assessed and placed in one of four categories;

1. Must Act: Both high likelihood of occurrence and potential impact on Mandurah
2. Disruptors: Low to moderate likelihood of occurrence, but high potential impact on Mandurah
3. Watch and Act: High likelihood of occurrence, but low to moderate potential impact on Mandurah
4. Sleepers: Both low likelihood of occurrence and potential impact on Mandurah.

The identified drivers that are categorised as 'must act' are considered of greatest significance for identifying future economic opportunities for Mandurah. These include:

- Remote Working
- Knowledge Worker
- Ageing Population
- Next-gen Workforce
- Resumption of Travel
- Competition for Talent
- Urbanisation
- Growing Middle Class
- Climate Change
- Environmental Awareness
- Renewable Energy
- Role of Government

This analysis identified eight opportunities, each of which represents a potential area of focus to guide future objectives, investment and policy decisions. The opportunities also consider existing programs and infrastructure currently in place, to ensure that they build from the current state.

The eight opportunities identified to help transform Mandurah's economy are summarised below:

1. Make Mandurah the lifestyle capital of Western Australia
Mandurah offers highly appealing lifestyle opportunities, combining proximity to the coast and waterways, open and green spaces, and relatively affordable living. Under this opportunity, Mandurah becomes the location of choice within Western Australia for people determining their place of residence and work based on lifestyle factors. Already a popular location for older cohorts to retire to, this opportunity would involve appealing to a wider demographic – including professionals and working families.
2. Develop Mandurah into a world-class Hospitality Education Precinct
Almost nine-in-10 of the next billion middle-class consumers across the globe are forecast to reside in China, India, and the remainder of south and south-east Asia. The Australian hospitality industry is set to reap the benefits. Under this opportunity, Mandurah becomes home to a hub of world-class training and education providers in the hospitality sector, leveraging the new South Metropolitan TAFE Hospitality facility, its existing workforce and tourism assets to train locally as well as coordinating applied learning and skills development across the hospitality sectors of the Peel, Perth, and South West regions.
3. Build the capacity of the aged-care workforce
Nearly 27 per cent of Australia's population (8.1 million people) are expected to be aged over 60 years by 2040, representing a rise of 46 per cent from 2020 – or 2.6 million more people. Under this opportunity, Mandurah takes a leading role in expanded training to address significant forecast shortages of skilled labour in the aged care sector, both within the region but also elsewhere in WA and across Australia.
4. Make Mandurah a hub for 'Blue Collar Tech' training and industries
As the resources sector accelerates its adoption of technology, there is a growing need for 'Blue Collar Tech' or Digital Trades workers and related service providers. Under this opportunity, Mandurah positions itself as a hub for 'Blue Collar Tech' businesses and training opportunities, leveraging both

its large existing labour pool of technicians, trades workers, and machinery operators and the significant presence of engineering and manufacturing businesses in the Mandurah region.

5. Innovation in healthcare delivery

The digitisation of healthcare is revolutionising the healthcare industry, enabling lower cost of service, improved diagnostics, and greater choice in treatment. Under this opportunity, Mandurah becomes the centre of innovation in healthcare service delivery in Western Australia, capitalising on improvements in technology (such as telehealth) or alternative care models that allow services to be delivered remotely or more effectively in the community.

6. Innovative social interventions

Inequality of wealth, power, and opportunity – and the effects these have on community, economy, and politics – is highly prevalent in society today. Innovative social interventions can be utilised in Mandurah to improve employment and life outcomes for disadvantaged residents. Under this opportunity, Mandurah would be a local government area for testing alternative and more holistic social interventions aimed at tackling the root causes of social and economic disadvantage while aiming to create cost efficiencies for Government.

7. A hub to lead industry decarbonisation and climate resilience and adaption strategies

As climate change continues, natural disasters and abnormal weather patterns will increasingly have unprecedented effects on all aspects of our economy and everyday lives. Under this opportunity, Mandurah takes on the role of regional leader in the effort to decarbonise heavy industry in Western Australia and to make industry and infrastructure more resilient to future impacts of climate change.

8. Develop a strong base of professional workers in Mandurah

COVID-19 has caused policy makers and businesses alike to re-think the traditional CBD commuter model of work, as well as the future of urbanisation and broader knowledge worker trend. Under this opportunity, Mandurah could capitalise on transitioning ways of work to increase the number of professional workers in the region, which has typically been concentrated in trade, manufacturing, and agriculture jobs. This includes the co-location of government workers within Mandurah and the possible relocation of agencies from the Perth metropolitan area in future.

The eight opportunities identified represent high-level objectives for Mandurah's future economic development, but the realisation of each opportunity is dependent on the implementation of potentially many various policy, infrastructure, and investment activities.

In developing the City's future economic strategy, it is important to quantify the potential impact (i.e. the 'size of the prize') of realising the opportunities. This is understood by comparing the "alternative future" where the benefits of the strategy are achieved with a baseline future in which Mandurah's economy evolves in line with current projections of population and employment growth, but the industrial structure of the economy, occupational structure of the workforce, and current structural challenges (such as high rates of unemployment and low rates of labour force participation) remain unchanged.

Economists describe these potential impacts as 'shocks' to the economy which can be generated through 'levers' that are designed stimulate economic growth. The 3 levers that have been identified through the Transform Mandurah research are;

1. Capital Expenditure - a 'capital expenditure shock' represents the construction phase associated with infrastructure development.
2. Additional Employment and Changing Skills - additional employment is assumed to accumulate in a particular industry or occupation over time, incremental to the baseline projection.
3. Additional Population - additional population over and above the current projected growth rate is also added to the Mandurah economy over time.

These levers are not designed to be directly linked to any specific project or program. They are aspirational targets for Mandurah's future economic development that are broadly taken to correspond to the full

realisation of all eight opportunities and modelled over a 10 year period. The outcome of these projections and the targeted implementation of interventions aimed at realising the opportunities are illustrated in the graphs below;

Figure 3: Mandurah's Gross Regional Product (GRP)

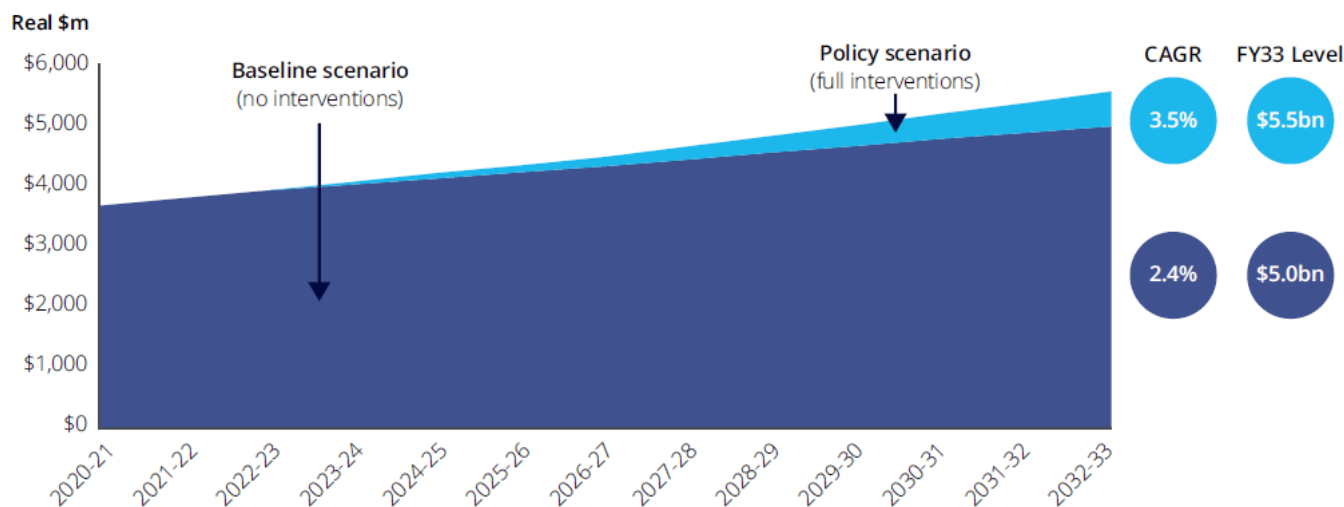
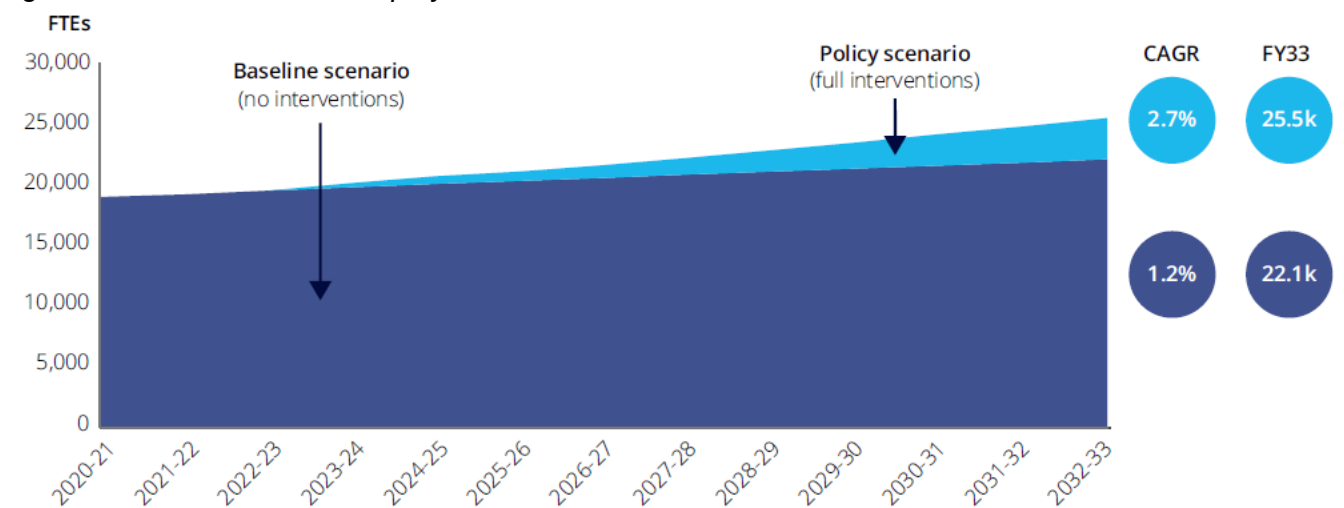


Figure 4: Mandurah's FTE Employment



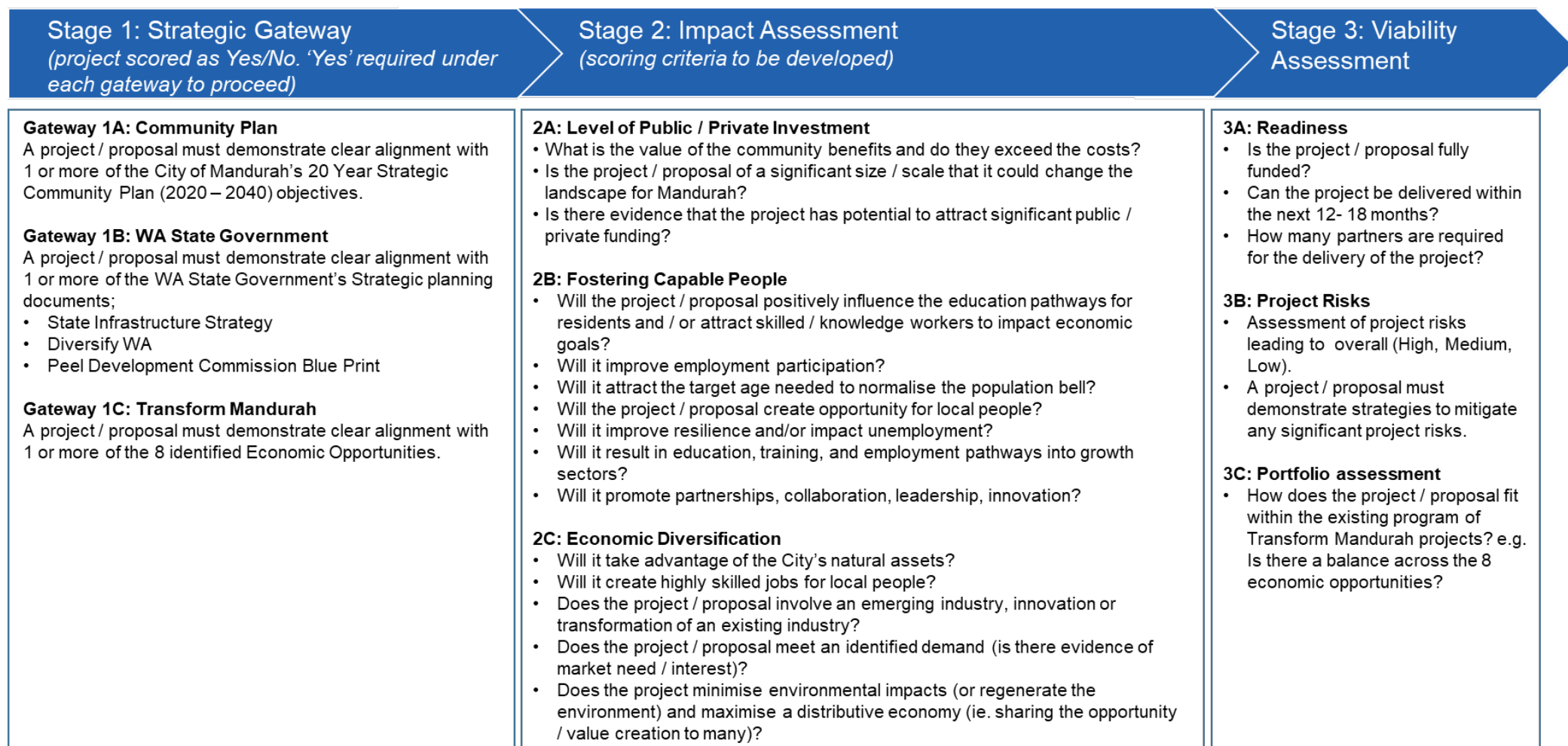
Note: If the planned interventions are fully realised, the following outcomes are projected;

- Gross Regional Product will be \$500 million higher in 2032/33.
- 3,400 new FTE jobs will be created, over and above the base case.

Next Steps

The next step in the process is to identify and prioritise projects in line with the 8 opportunities that can be implemented to realise the economic growth targets. To assist in the development of those short-listed projects, a multi criteria assessment (MCA) tool is currently being developed. The MCA tool is designed to prioritise projects and is conducted in two stages: first, the alignment of projects to Mandurah's State and Federal priorities and second, criteria projects. A high level copy of the draft criteria is outlined below.

Figure 5: overview of draft MCA criteria



Within the Transform Mandurah Economic Opportunities research report, a long list of potential projects have been included for consideration. City officers are currently working with the State Government through the Peel Development Commission (PDC) to assess these initiatives against the criteria in order to determine a proposed short list of priority projects which will in turn be presented to Council for consideration and endorsement. It is anticipated that some of these projects will be ready for immediate implementation, while others will require further analysis including the development of business cases and funding strategies.

It should also be noted that once finalised, it is intended that the multi criteria assessment will be used to assess the merits of any future economic project proposal / initiative to ensure alignment with the City's Transform Mandurah strategy.

Consultation

The development of the Transform Mandurah Economic Opportunities research report has been conducted in consultation with the State Government through the Peel Development Commission (PDC). Both the City's Elected Members and the Strategic Economic Advisory Group (SEAG) have received high level briefings as the report has been developed.

Statutory Environment

N/A

Policy Implications

The procurement of the consultant engaged to develop the Transform Mandurah Economic Opportunities research report was conducted in line with the City's Procurement Policy.

Financial Implications

Transform Mandurah Economic Opportunities - Research Budget:

Funding Partners

City of Mandurah	\$150,000
WA State Government	\$300,000
Total:	\$450,000

Amount currently expended: \$156,000

Amount remaining: \$294,000 *(Note: this is being carried forward to the 2022/23 financial year)*

Future Costs:

Preparation of Feasibility Studies and Business Cases for Transform Mandurah priority projects (to be considered and approved by Council at a future date).

Risk Analysis

In line with the objectives of the Strategic Community Plan, the City has allocated resources (staff and financial) to understand and ultimately address the economic challenges facing Mandurah. The key strategic risks associated with not continuing with the next step in the Transform Mandurah economic opportunities process are;

Financial / Economic Risks

- The target outcomes that have been identified and modelled through the research report would not be realised (projected increase in Gross Regional Product by \$500 million and the creation of 3,400 new full time equivalent jobs).

- The City has made a significant investment to undertake the research into the Economic Opportunities for Mandurah. Not continuing with the next step in the process would see the money outlaid without the potential benefits being investigated / considered.

Reputational Risks

- Through the Mandurah Matters 20 Year Strategic Community Plan (2020 - 2040), the community was clear in their request for the City to promote, facilitate and advocate for improved economic outcomes for Mandurah. Not progressing with the Transform Mandurah program would be in opposition to the direction set by the community.
- Mandurah has long held the vision of becoming the commercial centre / southern strategic centre of the Perth and Peel region. The opportunities identified in the Transform Mandurah research report provide the City with the tools to set Mandurah on the path towards improved economic growth and diversification that will enable it to realise this potential.

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

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

Through the engagement process for the development of the Mandurah Matters 20 Year Strategic Community Plan (2020 - 2040), the community was clear in their request for the City to promote, facilitate and advocate for improved economic outcomes for Mandurah. This direction has led the City to work in partnership with the PDC to commission research aimed at identifying the economic opportunities that can address the long term barriers and structural economic imbalances, namely unemployment and lower levels of educational attainment, that exist between Mandurah and the Greater Perth region.

Currently, Mandurah residents do not have the same access to employment options, educational pathways and other important social services as people from the broader Perth metropolitan area. Mandurah residents need and deserve increased support from both State and Federal Government to improve opportunities, and the City of Mandurah is taking the lead to advocate on their behalf and work with private sector partners to leverage new investment.

For Mandurah to realise its vision and establish its self as the southern strategic centre of the Perth and Peel region, a series of targeted interventions are required to set a new path towards economic diversification. The research report that Council is being asked to endorse identifies 8 economic opportunities that are designed to increase economic growth over the next 10 years. The next step in this process is to develop a short list of priority projects that, if fully realised, are projected to increase Gross Regional Product by an estimated \$500 million and create 3,400 new full time equivalent jobs.

NOTE:

- Refer ***Attachment 4.1 Transform Mandurah Stage 2 – Mandurah’s Economic Opportunities***

RECOMMENDATION

That Council:

1. **Endorse the Transform Mandurah Economic Opportunities research report that is designed to help achieve this outcome;**
2. **Endorse officers to develop a short list of priority projects aimed at diversifying Mandurah’s economy and reducing the structural unemployment which will be presented back to Council for consideration in late 2022;**
3. **Support ongoing advocacy efforts to both State and Federal Government for Mandurah residents to have equitable access to employment and educational opportunities and other important social services.**



Transform Mandurah Stage 2

Mandurah's Economic Opportunities

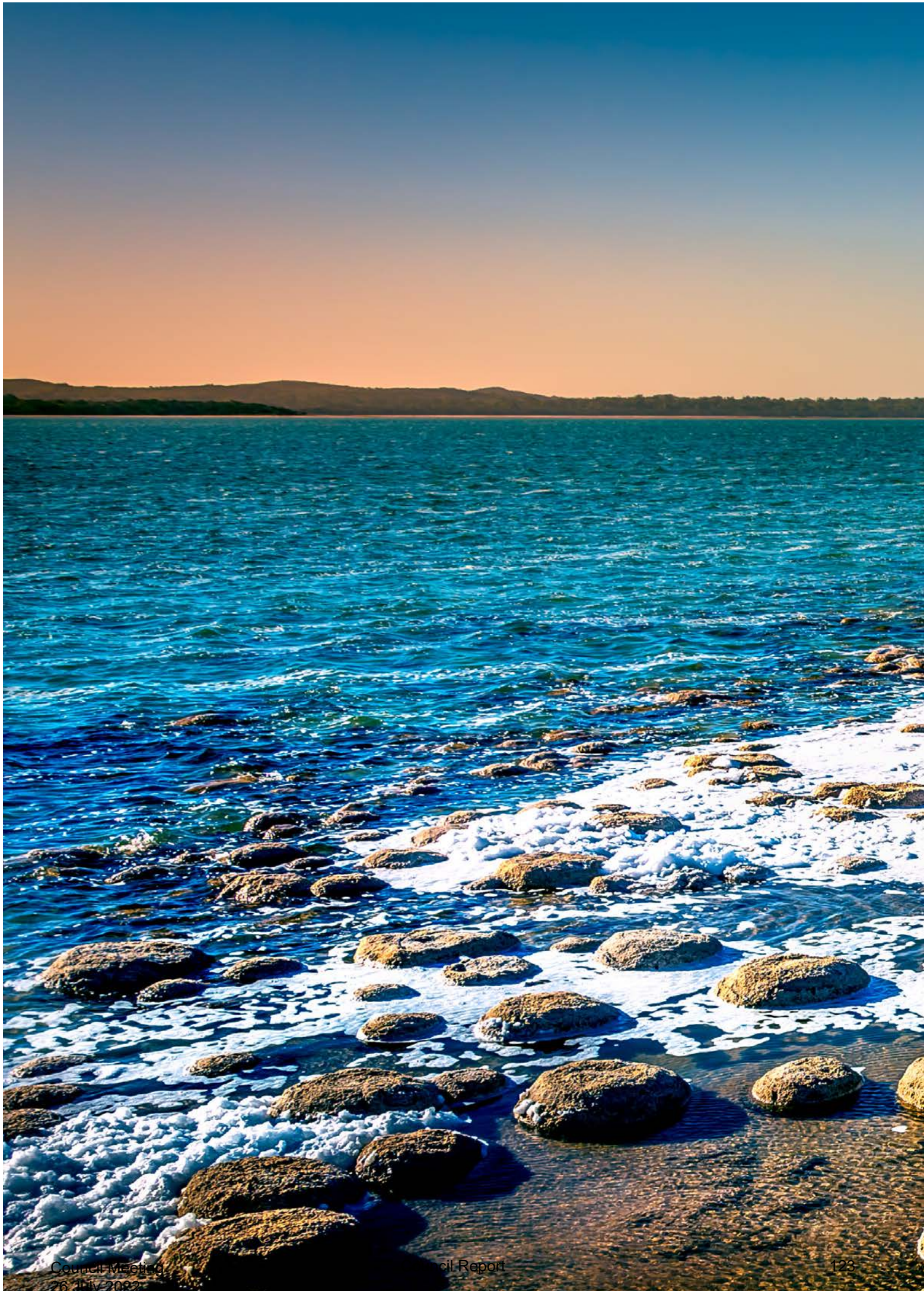
City of Mandurah

June 2022

Council Meeting
26 July 2022

Council Report

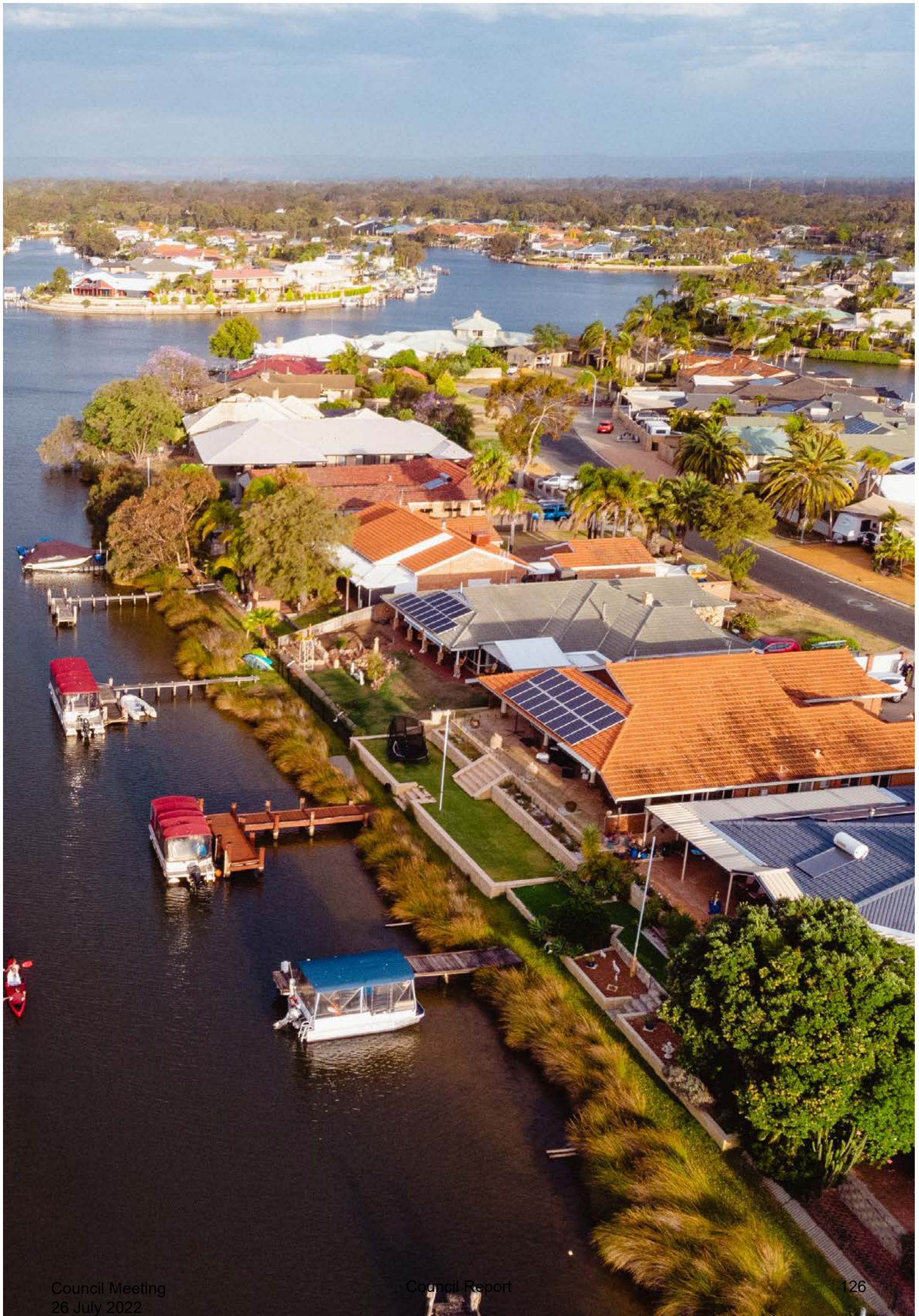
Deloitte
Access **Economics**





Glossary

Abbreviation	Definition
ABS	Australian Bureau of Statistics
AIHW	Australian Institute of Health and Welfare
ATAR	Australian Tertiary Admission Rank
CBD	Central business district
CGE	Computable general equilibrium
FTE	Full-time equivalent
GDP	Gross domestic product
GFC	Global financial crisis
GRP	Gross regional product
GSP	Gross state product
IT	Information technology
LGA	Local government area
NDSDS	National Drug Strategy Household Survey
NPS	Net promoter score
PDC	Peel Development Commission
RTO	Registered training organisation
SA2	Statistical area level 2 in the ABS system of statistical geography
SA3	Statistical area level 3 in the ABS system of statistical geography
SA4	Statistical area level 4 in the ABS system of statistical geography
STEEP	Social, technological, economic, environmental, and political
TAFE	Technical and further education; refers to WA TAFE system
VET	Vocational education and training
WA	Western Australia



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Executive summary



Transform Mandurah

The Transform Mandurah initiative was launched in 2020 as part of a suite of responses by the City of Mandurah ('the City') to mitigate the adverse economic impacts of the COVID-19 pandemic. Transform Mandurah is a strategy focusing on medium- to long-term projects and opportunities for economic diversification in the Mandurah region, aligned with the City's broader 20-year strategic objectives and in partnership with the Peel Development Commission (PDC) as funding co-contributor.

The first stage of Transform Mandurah centred on repositioning the Mandurah regional economy around its water assets and included potential projects such as a centre of excellence and data array to support research water research activity; the redevelopment of the Mandurah city centre; and the redevelopment of the City's own office site into a new conference centre and tourism precinct.

The second stage of Transform Mandurah will expand the set of potential economic opportunities for the region, including initiatives designed to address long-term, structural economic imbalances between Mandurah and the Greater Perth region.

Deloitte Access Economics was engaged by the City to undertake economic analysis to support the identification of opportunities to pursue, challenges to address, and actions to undertake as part of Stage 2 of the Transform Mandurah strategy.

This report outlines the approach to identifying opportunities, estimates of the modelled impact of realising the opportunities, and provides a longlist of potential actions that put Mandurah on the path to achieving the objectives of each opportunity in the future.

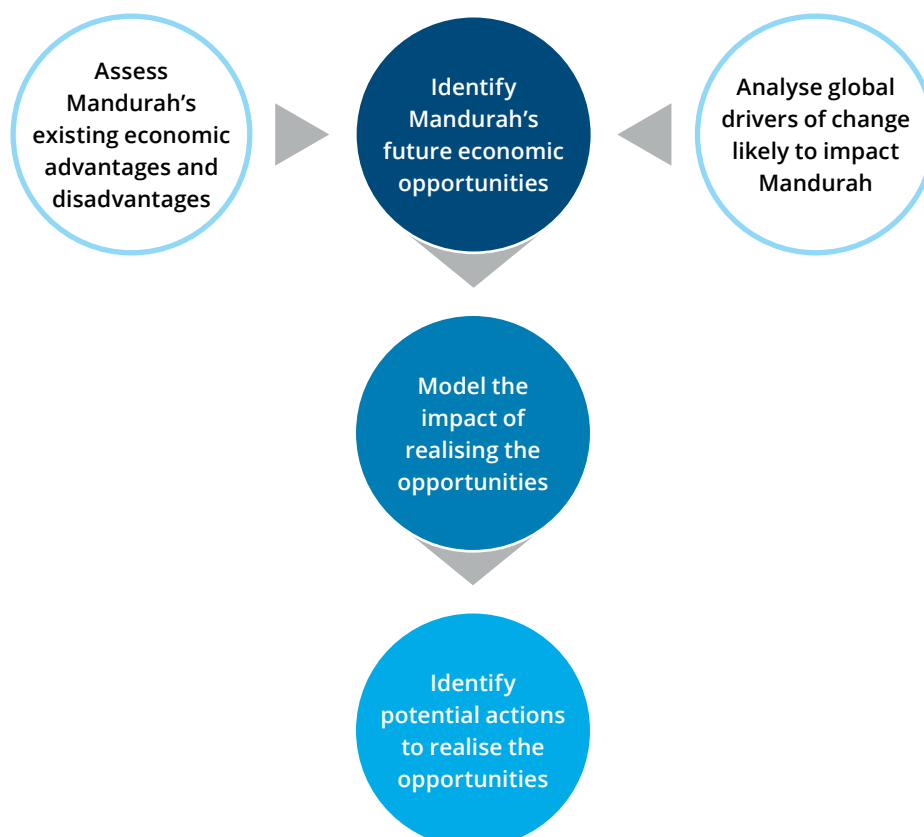
Deloitte's analysis was undertaken in close consultation with the Transform Mandurah working group, which included representatives from the City and the PDC.

Approach to identifying economic opportunities

Deloitte's analysis was undertaken across the following five steps (shown in Figure i), each of which is summarised in the sections that follow and outlined in further detail in the chapters noted below:

- Assess Mandurah's **existing economic advantages and disadvantages** (Chapter 2)
- Analyse **global drivers of change** likely to impact Mandurah (Chapter 3)
- Identify Mandurah's **future economic opportunities** (Chapter 4)
- **Model the impact** of realising the opportunities (Chapter 5)
- Identify **potential actions** to realise the opportunities (Chapter 6).

Figure i: Approach used to identify Mandurah's future economic opportunities



Mandurah's economic advantages and disadvantages

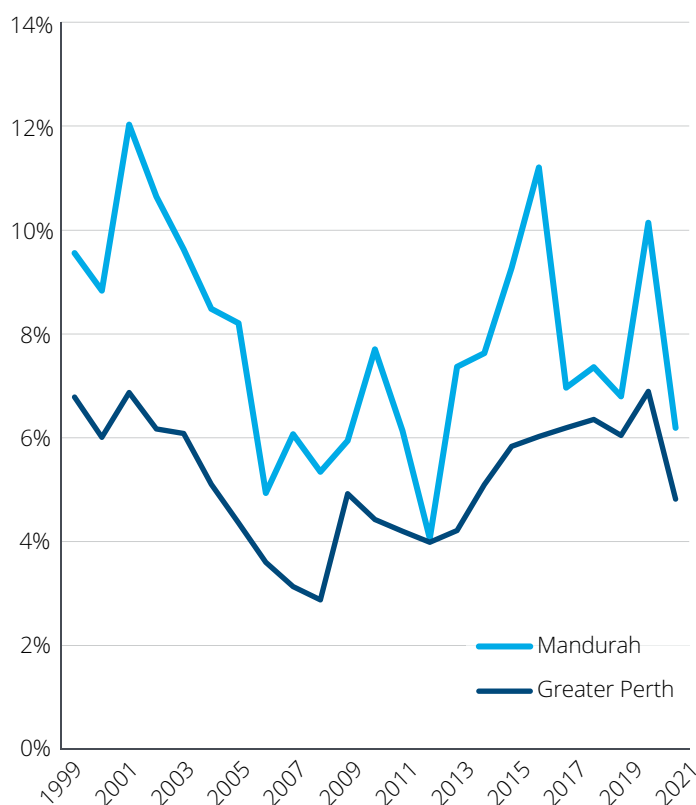
Over the last two decades, Mandurah has experienced a rapid expansion in the size of its residential population, with annual growth of more than 3 per cent per annum between 2000 and 2020. However, employment growth has failed to keep pace over the latter half of that period, and the level of employment in Mandurah has exhibited significant fluctuations, in particular, in the post-Global Financial Crisis period after 2008-09, during the Western Australian mining industry slowdown after 2011-12, and in the wake of the COVID-19 pandemic.

That is reflected in a regional unemployment rate that is both stubbornly higher than that of the Greater Perth area, and highly volatile (Figure ii, left panel). Mandurah also has a significantly lower rate of participation in the labour force than the rest of Greater Perth, attributable to its older population (including early retirees) and low rates of workforce engagement among females and young people.

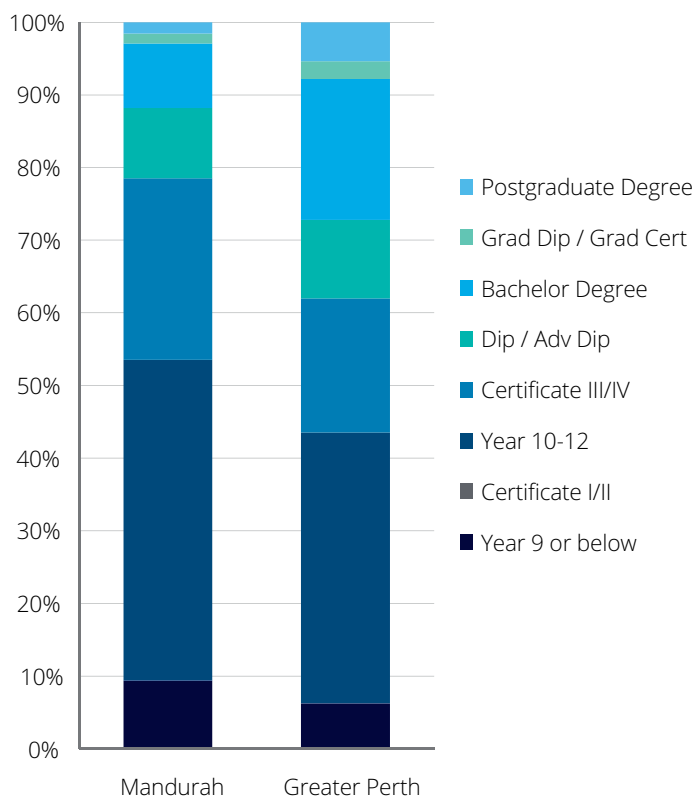
Mandurah's labour force challenges do not begin at the point of looking for work – rather, they have their roots in a series of other social and economic disadvantages. Relative to other parts of Perth and WA, Mandurah exhibits high rates of development vulnerability in early childhood education, below-average participation in secondary school pathways leading to further training, and limited access to both university and other post-secondary education.

Consequently, Mandurah's working-age population has a notably lower proportion of people with post-secondary education relative to Greater Perth (Figure ii, right panel). This is reflected in low proportions of workers in highly skilled occupations and in high value-adding industries, and a disproportionate dependence on industries that are exposed to cyclicalities (such as mining and construction) and cater to predominantly low-skilled workers (such as retail and tourism).

Figure ii: Mandurah vs Greater Perth average annual unemployment rate (left panel) and share of population aged 15+ by level of highest education attainment in 2016 (right panel)



Source: ABS Labour Force Survey



Source: ABS Census of Population and Housing

Mandurah's economic challenges have social and community implications of significance to the State. Correlated with high rates of unemployment and low rates of labour force participation, the region exhibits relatively high levels of crime, illicit substance abuse, and people living with mental health conditions.

These problems are compounded by limited availability of key services, such as specialist medical care, that are predominantly delivered out of locations closer to the Perth CBD, which Mandurah residents – especially those in insecure work, on low incomes, or without independent means of transport – may have difficulty accessing.

While significant, Mandurah's challenges are not insurmountable. Its rapid population growth has been driven by the fact that it offers an appealing coastal lifestyle, with the advantage of its location both being within commuting distance of the Perth CBD, but distant enough that it offers affordable land and residential property close to undisturbed natural assets like parks and waterways.

Mandurah is also WA's largest regional city, and the social and economic challenges outlined above are highly geographically diverse within the region – that is, there are pockets of acute disadvantage, but also areas where most social and economic outcomes are like other parts of Greater Perth. This makes it an ideal location to test interventions in an environment both where

the outcomes can be measured, and materially improve statistics at the regional level – for example, as of December 2021, only around 1,400 jobless residents in Mandurah would need to find employment for its unemployment rate to approach parity with that of Greater Perth.

Global drivers of change

When developing opportunities for economic development at the local government level, it can be tempting to start by thinking about sources of change and uncertainty at the local level too. But this approach risks failing to consider where sources of change will come from global drivers – 'global' in the context of Mandurah, meaning trends occurring at the state, national, or international level.

There are many potential drivers of future change at the global level, many of which are closely related. A structured approach is to focus on a selection of drivers categorised according to whether their root causes are **social, technological, environmental, economic, or political** in nature. This framework is known as **'STEEP'**.

The initial identification of potential future drivers was undertaken by examining recent research, thought leadership, and insights from Deloitte and other sources that canvassed issues in the STEEP framework. Ultimately, 45 drivers of change were identified, which are summarised according to their classification in the STEEP framework in Figure iii.

Figure iii: Drivers of future change



Source: Deloitte

Not all drivers are of equal significance to Mandurah's future economic development. Following the identification of the 45 drivers, a prioritisation exercise was undertaken to classify each driver according to the likelihood of its impacts occurring, and the magnitude of those impacts on Mandurah. These two dimensions resulted in four classifications:

- **Must Act** – High probability, high impact
- **Disruptors** – Low probability, high impact
- **Watch and Act** – High probability, low impact
- **Sleepers** – Low probability, low impact.

The prioritisation was undertaken based on both desktop analysis of the relevance of each driver to the current composition of Mandurah's economy, and through consultation with the Transform Mandurah working group. The outcome of the prioritisation identified 12 'must act' drivers with the greatest significance for Mandurah's future economic opportunities. The prioritisation of drivers is summarised in Figure iv.

Figure iv: Prioritisation of 45 drivers of change



Social

Technological

Economic

Environmental

Political

Source: Deloitte, City of Mandurah, and Peel Development Commission

Mandurah's future economic opportunities

The key economic opportunities for Mandurah's future economic development lie at the intersection of its existing economic advantages and disadvantages and the global drivers of change that are both likely to occur and likely to have a significant impact. Opportunities were initially developed based on the synthesis of these two sets of findings, and subsequently refined and consolidated through consultation with the Transform Mandurah working group and other stakeholders from the City of Mandurah and Peel Development Commission.

A total of eight opportunities were identified, each of which represents a potential area of focus to guide future policy decisions, objectives, and investment decisions for the Mandurah region. The opportunities also consider existing programs and infrastructure currently in place, to ensure that they build from the current state.



The eight opportunities are summarised below:

- 1 Make Mandurah the lifestyle capital of Western Australia:** Mandurah offers highly appealing lifestyle opportunities, combining proximity to the coast and waterways, open and green spaces, and relatively affordable living. Under this opportunity, Mandurah becomes the location of choice within Western Australia for people determining their place of residence and work based on lifestyle factors. Already a popular location for older cohorts to retire to, this opportunity would involve appealing to a wider demographic – including professionals and working families.
- 2 Develop Mandurah into a world-class Hospitality Education Precinct:** Almost nine-in-10 of the next billion middle-class consumers across the globe are forecast to reside in China, India, and the remainder of south and south-east Asia. The Australian hospitality industry is set to reap the benefits. Under this opportunity, Mandurah becomes home to a hub of world-class training and education providers in the hospitality sector, leveraging the new South Metropolitan TAFE Hospitality facility, its existing workforce and tourism assets to train locally as well as coordinating applied learning and skills development across the hospitality sectors of the Peel, Perth, and South West regions.
- 3 Build the capacity of the aged-care workforce:** Nearly 27 per cent of Australia's population (8.1 million people) are expected to be aged over 60 years by 2040, representing a rise of 46 per cent from 2020 – or 2.6 million more people. Under this opportunity, Mandurah takes a leading role in expanded training to address significant forecast shortages of skilled labour in the aged care sector, both within the region but also elsewhere in WA and across Australia.
- 4 Make Mandurah a hub for 'Blue Collar Tech' training and industries:** As the resources sector accelerates its adoption of technology, there is a growing need for 'Blue Collar Tech' or Digital Trades workers and related service providers. Under this opportunity, Mandurah positions itself as a hub for 'Blue Collar Tech' businesses and training opportunities, leveraging both its large existing labour pool of technicians, trades workers, and machinery operators and the significant presence of engineering and manufacturing businesses in the Mandurah region.
- 5 Innovation in healthcare delivery:** The digitisation of healthcare is revolutionising the healthcare industry, enabling lower cost of service, improved diagnostics, and greater choice in treatment. Under this opportunity, Mandurah becomes the centre of innovation in healthcare service delivery in Western Australia, capitalising on improvements in technology (such as telehealth) or alternative care models that allow services to be delivered more effectively in the community.
- 6 Innovative social interventions:** Inequality of wealth, power, and opportunity – and the effects these have on community, economy, and politics – is highly prevalent in society today. Innovative social interventions can be utilised in Mandurah to improve employment and life outcomes for disadvantaged residents. Under this opportunity, Mandurah would be a sandbox for testing alternative and more holistic social interventions aimed at tackling the root causes of social and economic disadvantage while aiming to create cost efficiencies for Government.
- 7 A hub to lead industry decarbonisation and climate resilience and adaption strategies:** As climate change continues, natural disasters and abnormal weather patterns will increasingly have unprecedented effects on all aspects of our economy and everyday lives. Under this opportunity, Mandurah takes on the role of regional leader in the effort to decarbonise heavy industry in Western Australia and to make industry and infrastructure more resilient to future impacts of climate change.
- 8 Develop a strong base of professional workers in Mandurah:** COVID-19 has caused policy makers and businesses alike to re-think the traditional CBD commuter model of work, as well as the future of urbanisation and broader knowledge worker trend. Under this opportunity, Mandurah could capitalise on transitioning ways of work to increase the number of professional workers in the region, which has typically been concentrated in trade, manufacturing, and agriculture jobs. This includes the co-location of government workers within Mandurah and the possible relocation of agencies from the Perth metropolitan area in future.

Modelling the impact of realising the eight opportunities

The approach to quantifying the impact of realising the eight opportunities involves comparative analysis between two alternative futures:

- A **baseline** in which Mandurah's economy grows in line with current population and employment projections, but current challenges – such as its stubbornly high unemployment rate and low share of professional and other highly-skilled workers – remain unchanged
- A **policy scenario** in which the eight opportunities are fully realised, resulting in different outcomes for the size of Mandurah's regional economy and the composition of employment.

This analysis was undertaken in a computable general equilibrium (CGE) framework using Deloitte Access Economics' in-house regional general equilibrium model (DAE-RGEM – see Appendix B for more information). The impacts of the eight opportunities modelled in the CGE framework can be best understood through two measures:

- **Gross regional product** (GRP), a measure of the value of economic output in Mandurah that reflects the 'size' of the regional economy
- **Employment**, specifically the number of full-time equivalent (FTE) employees who work in Mandurah.

Because each of the opportunities are high-level themes that may entail many interventions, rather than discrete projects or programs, the policy scenario was developed by setting benchmarks for population growth, industrial employment growth, and capital investment based on analysis of comparable jurisdictions across Australia and a review of case studies.

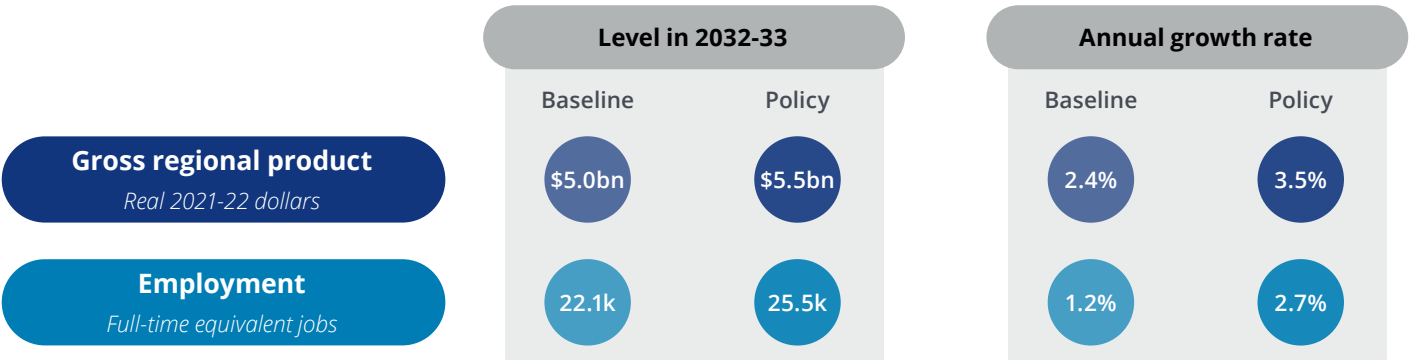
Consequently, the CGE modelling results can be best thought of as 'targets' for the future state of Mandurah's economy, which can be achieved through the full realisation of the eight opportunities.

The full realisation of the opportunities is estimated to result in Mandurah's real GRP increasing to \$5.5 billion by 2032-33, which is 10 years after the implementation of the opportunities is expected to commence. This equates to a compound annual growth rate (CAGR) of 3.5 per cent per annum, compared to 2.4 per cent under the baseline scenario (Figure v). In real present value terms, the opportunities are projected to add \$1.5 billion to Mandurah's economy over the 10-year period.

The accelerated growth in the Mandurah economy is expected to translate to faster growth in employment, of around 2.7 per cent per annum over the 10 years to 2032-33, compared to 1.2 per cent under the baseline scenario. That equates to an additional 3,400 full-time equivalent (FTE) jobs in Mandurah in 2032-33.

The industry impacts reflect the nature of the opportunities and the current composition of Mandurah's workforce – for example, the largest impacts are projected to occur in the health and aged care sector, based on the impacts of Opportunities 3 and 5 above. Business services (which captures professional employment in the private sector) and recreational services (which includes tourism, hospitality, and retail) are also expected to experience substantial growth as a result of the opportunities being fully realised.

Figure v: Summary of CGE modelling results



Source: Deloitte

Actions to realise the opportunities

The final step in Deloitte's analysis involves translating the 'what' to the 'how': the eight opportunities represent high-level objectives for Mandurah's future economic development, but the realisation of each opportunity is dependent on the implementation of many different policy, infrastructure, and investment activities across future years.

These actions were developed based on a review of case studies from other jurisdictions across WA, the rest of Australia, and overseas. Each action is mapped to the opportunity with which it is most closely associated, and where an opportunity has many potential interventions, these are grouped into high-level themes sharing common objectives, resources, and outcomes – for example, there are six potential actions identified all relating to the enhancement of 'sport and recreation' assets and programs that may drive the realisation of Opportunity 1.

Each intervention is broad-based but actionable. They may require input or assistance from multiple parties including the State and Federal government, and the private and not-for-profit sectors. Where possible, and where publicly available data was accessible, potential costs, benefits, and means of implementation are documented for each action.

The longlist of actions should serve as a point of reference for policymakers – including the City of Mandurah, Peel Development Commission, WA, and Federal Government agencies – to evaluate future proposals for policy change, regional investment attraction and private sector partnerships/collaboration, and/or infrastructure projects in Mandurah for their alignment to the eight opportunities.

It also serves to provide ideas for novel interventions that have been trialled or shown to be effective at addressing similar challenges in other jurisdictions, which can be implemented as part of the Transform Mandurah strategy in the future.

Next steps after this report

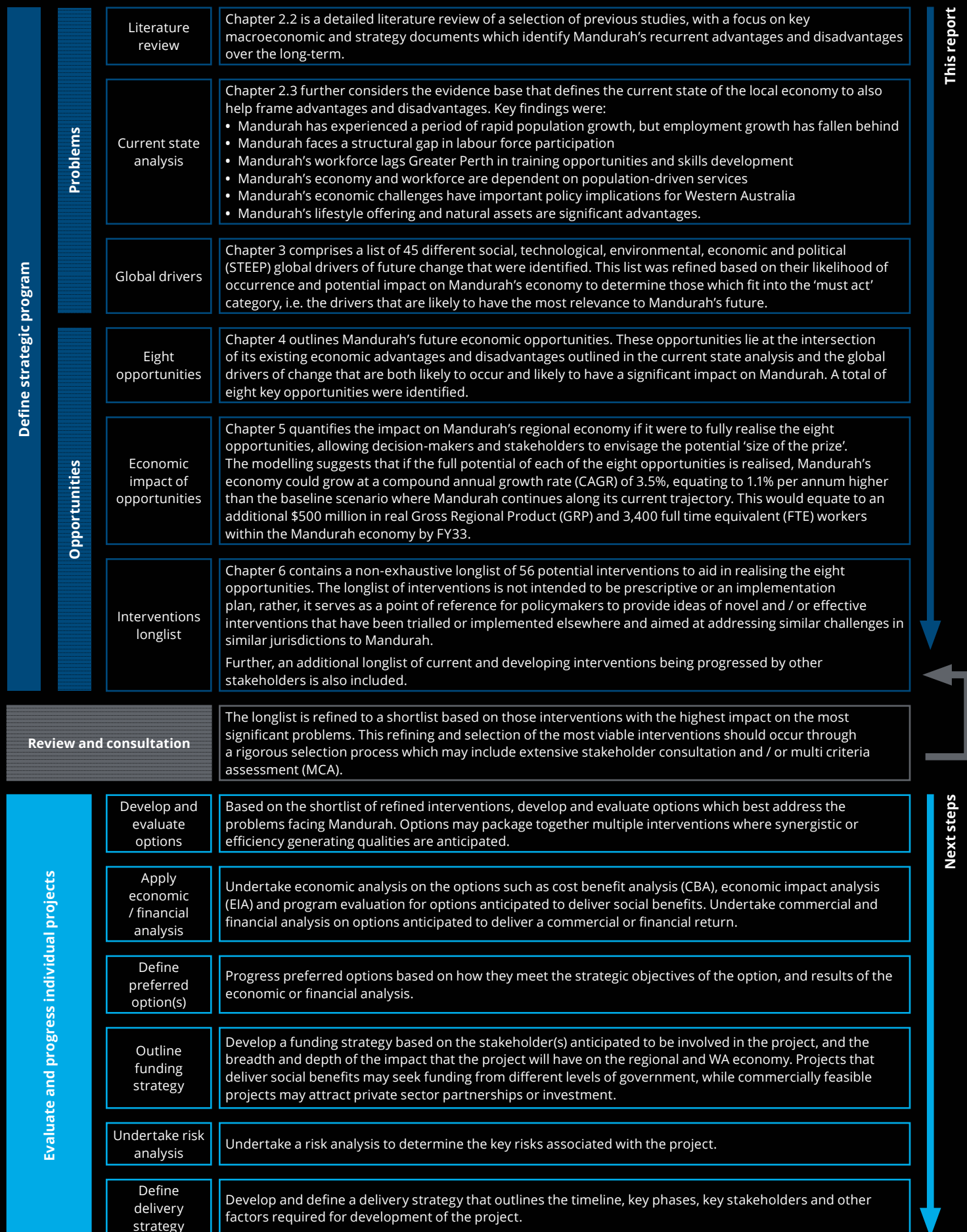
This report represents the first phase in the process of realising future economic opportunities for Mandurah. Figure vi outlines a 'logic map' of steps undertaken in this report, and next steps that the City of Mandurah and PDC could take to progress Transform Mandurah to implementation.

The steps undertaken in this report are summarised under the *Define strategic program* phase in Figure vi, with reference to relevant sections within the report where each step is explored in detail.

Under the *Review and consultation* phase, it is anticipated that a high-level prioritisation process will be undertaken to identify which of the problems and opportunities explored in this report should be addressed in the short term. Subsequently, a more detailed process to identify the most viable intervention(s) to address each problem or opportunity will follow in the *Evaluate and progress individual projects* phase. The level of detail and precise stages within this process can be tailored to each project based on the scale of the impact that the project is expected to have on the Mandurah and broader WA economy, the level of funding required, and the partners and stakeholders expected to be involved.



Figure vi: Outline of steps undertaken in this report and anticipated next steps





1 Background



1.1 Context

1.1.1 Restart Mandurah

Like many jurisdictions in Australia, the regional economy in Mandurah faced the prospect of a significant contraction in 2020 because of the COVID-19 pandemic. In response, in May 2020 the City of Mandurah ("the City") launched *Restart Mandurah*, a series of initiatives to provide short-term relief to Mandurah residents and businesses and mitigate the adverse economic impacts of the pandemic.¹ Restart Mandurah initiatives included:

- Rates and fee relief worth \$4.48 million, including no increase for residential rates and other fees and charges, a decrease in business rates, and some other fees waived
- The launch of a \$15 million COVID Restart Fund, including accelerating City projects to provide a pipeline of work for local businesses
- The creation of an Economic Taskforce to promote local investment opportunities and visitation, and support for local businesses to adjust operating models to manage pandemic impacts.

1.1.2 Transform Mandurah

While the focus of the Restart Mandurah initiatives above was on short-term mitigation of pandemic impacts, the City, in partnership with the Peel Development Commission (PDC) also launched the *Transform Mandurah* initiative as part of its COVID-19 response. *Transform Mandurah* focuses on medium- to long-term projects and opportunities for economic diversification in the Mandurah region, aligned with the City's *Mandurah Matters: Strategic Community Plan 2020 – 2040*.² It is also aligned with the objectives of the Transform Peel initiatives led by the PDC.

The first stage of Transform Mandurah centred on repositioning the Mandurah regional economy around its water assets and included potential projects such as a Water Ways centre of excellence and data array to support water research activity; the redevelopment of the Mandurah city centre; and the redevelopment of the City's own office site into a new conference centre and tourism precinct.

The motivation for repositioning Mandurah's regional economy aligns with other initiatives undertaken in the broader Peel region, including Transform Peel projects: the Peel Food Zone, Peel Business Park, WA Agri-Innovation Precinct and Peel Integrated Water Initiative.

Stage 2 of Transform Mandurah aims to expand the set of potential economic opportunities for the region, including initiatives designed to address long-term, structural economic and social imbalances between Mandurah and the Greater Perth region.

1.2 About this report

Deloitte Access Economics ("Deloitte") was engaged by the City to undertake economic analysis to support the identification of opportunities to pursue, challenges to address, and actions to undertake as part of Stage 2 of the Transform Mandurah strategy.

Deloitte's analysis was undertaken in close consultation with the Transform Mandurah working group, which included representatives from the City and the Peel Development Commission (PDC). The PDC is a partner in the Transform Mandurah program and is responsible for the promotion of economic opportunities across the broader Peel region, of which Mandurah is a critical part.

The scope of the analysis included:

- Review and assessment of Mandurah's existing economic advantages and disadvantages, to identify challenges to be addressed and areas of strength to support future economic opportunities (Chapter 2)
- Analysis of global drivers of change likely to impact the Mandurah regional economy over the medium- to long-term (Chapter 3)
- Identification of opportunities that lie at the intersection of Mandurah's existing advantages and key global drivers of change (Chapter 4)
- Modelling the impact on Mandurah's regional economy of realising the identified opportunities, using Deloitte Access Economics' in-house regional computable general equilibrium (CGE) model (Chapter 5)
- Identifying a longlist of potential actions and interventions to support the realisation of the opportunities (Chapter 6).

A stylised representation of this approach is shown in Figure 1.1. In addition, Chapter 7 outlines 'next steps' and the role that the findings of this study could play in progressing Transform Mandurah.

It is anticipated that actions identified will form the basis of future prioritisation and business case development for projects and programs that will put Mandurah on the pathway to realising the full potential of the identified opportunities, raising long term rates of growth. The actions identified will also support the implementation of other initiatives identified through the Transform Mandurah strategy that align with the opportunities.

Figure 1.1: Approach used to identify Mandurah’s future economic opportunities





2 Mandurah's economic advantages and disadvantages



2.1 Introduction

Mandurah's future economic opportunities lie at the intersection of two key factors: its existing areas of strength and weakness, which define its comparative advantages and disadvantages; and global drivers of change, which define how Mandurah can use its advantages and address its disadvantages relative to these expected trends. This chapter addresses the former (Figure 2.1), by providing an overview of Mandurah's current and historical economic strengths and challenges.

2.2 Literature review

A significant body of work has been completed over the last two decades examining the challenges facing Mandurah's regional economy and recommending industries, projects, and strategies for potential prioritisation to address these challenges.

This chapter reviews a selection of previous studies to identify recurrent advantages and disadvantages through time. This aids in separating Mandurah's long-term economic strengths and challenges, which are likely to persist in the future, from short-term factors that may, for example, be associated primarily with the COVID-19 pandemic and be less significant for Mandurah's longer-term economic development.

Table 2.1 summarises the documents reviewed, key findings of each study, and areas of economic advantage and disadvantage relevant for Transform Mandurah.

Figure 2.1: Approach – Assess Mandurah's existing economic advantages and disadvantages

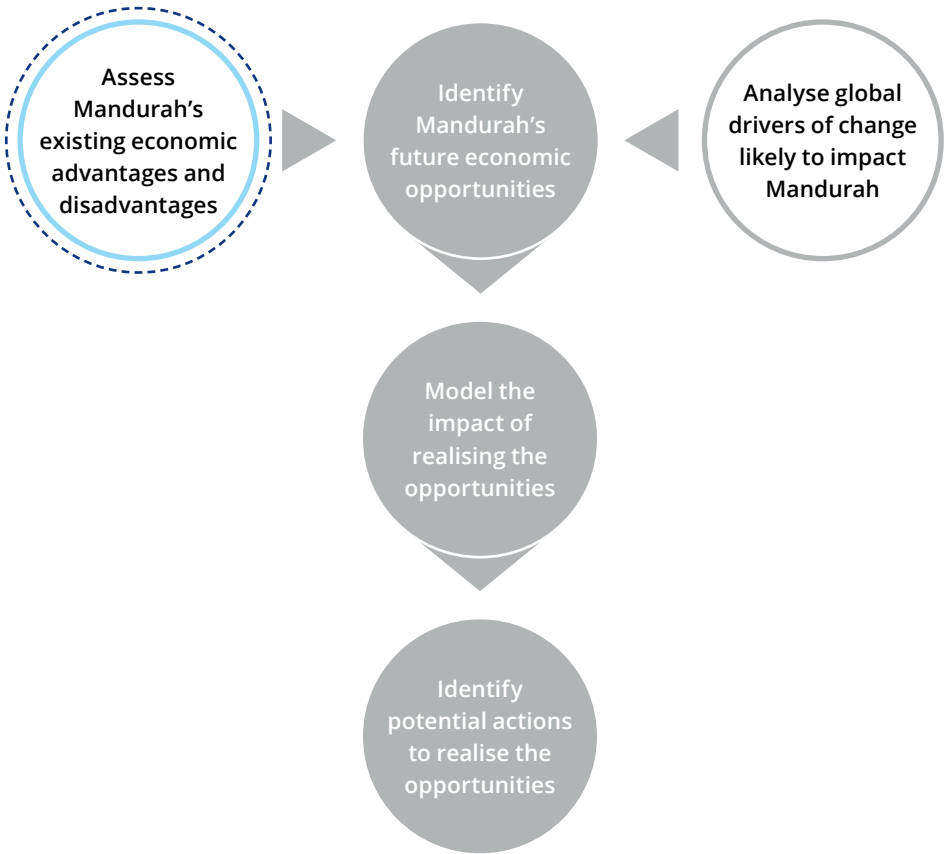


Table 2.1: Summary of findings from literature review

Document reviewed	Summary of findings	Insights for Transform Mandurah
Transform Mandurah: CBD Revitalisation Plan City of Mandurah, 2019 ³	This paper identified three major programs to support the revitalisation of the Mandurah CBD: • The water economy, supported by the proposed Australian Waterways Centre of Excellence and Waterways Data Array • City centre redevelopment, including the relocation of civic services into the city centre • Conference centre precinct anchored by the redevelopment of the City of Mandurah's 3ha site into a new conference centre and tourism precinct. The paper also identified four key metrics of success for a revitalised Mandurah CBD: • Increasing the level of pedestrian and professional activation in the CBD, and creating a coordinated set of visitor attractions • Focusing the water economy into a cluster of industry activity, providing for job growth • Improving the standard of commercial and retail buildings to enhance the visitor and workforce experience • Building on the success of the City's events attraction campaign with increased accommodation supply and a conference centre.	The paper identified Mandurah's key regional economic strengths as being associated with water industries (given its natural water assets), tourism, environment, and agriculture. In addition, the paper identified several key economic disadvantages which support the need for CBD revitalisation, including: • Substantial jobs growth required to meet the City's employment self-sufficiency target (79 per cent) based on population projections to 2050 • A deficit of local jobs held by workers with a tertiary qualification • Declining employment self-sufficiency • Socioeconomic disadvantage, evident in the City of Mandurah recording very low socioeconomic indexes for areas (SEIFA) indexes relative to other WA local government areas • Poor public form in the CBD away from the foreshore, associated with poor connectivity and public transport access, dispersed and low-quality office space and a lack of major commercial anchor tenants • Uneven periods of historical development, resulting in population having grown faster than employment and supporting infrastructure (such as transport).
Mandurah and Murray: A Shared Economic Future – Regional Economic Development Strategy City of Mandurah and Shire of Murray, 2018 ⁴	The strategy identified the importance of increasing the role of local decision-making in economic development and investment opportunities in both local government areas. Key areas for potential opportunities identified included: • Leveraging the water economy • Positioning Mandurah and Murray as the 'daytrip capital' of WA, oriented toward intrastate daytrip tourism from the Greater Perth area • Revitalising Mandurah's city centre, to support the broader objective of positioning Mandurah as the Peel regional capital city • Further development of industries required to attract visitors, such as the arts, culture, and sport • Further investment in export-oriented industries, including food and agribusiness, resources, and energy.	The strategy found that the Mandurah and Murray regions faced economic challenges characterised by: • Declining employment self-sufficiency, requiring a substantial acceleration in jobs growth to meet local government self-sufficiency targets • A shortage of 'population-driven' employment, such as in the health and education sectors • A shortfall in export-oriented employment, particularly in tourism and mining, relative to other comparable regions in WA.

Document reviewed	Summary of findings	Insights for Transform Mandurah
Emerging Industries for the Peel Region: An Initial Overview Syme Marmion & Co, 2020 ⁵	The scope of this study was the whole of the Peel region, for which it identified the following areas of strength: • Large potential for industrial land development • Direct access to electricity and gas grids • Good solar and wind energy resources • Access to treated wastewater and potential for desalination • Large potential labour pool, albeit offset by skills challenges, including from the Greater Perth region via transport connections • Strong projected population growth • Proximity to ports, airports, and export terminal infrastructure • Established tourism, horticulture, and livestock industries. The study specifically examined the Peel region's potential to support emerging industries at the State level, and found that: • The Peel has no competitive advantage to engage in the emerging battery supply chain, given established capacity at Kwinana and Kemerton and no direct access to raw materials • The Peel could play a role in the emerging hydrogen sector.	The study identified several potential opportunities for emerging industries in the Peel region, including: • Hydrogen: Potential to utilise methane from treated wastewater to produce hydrogen by electrolysis. The region has direct access to the South West Interconnected System for feed-in supply, and good solar and wind resources for renewable hydrogen production. • Advanced manufacturing of prefabricated housing: The region's significant projected population growth will necessitate a rapid increase in housing supply. Prefabricated housing could potentially provide a low-cost, more efficient means of delivering this additional housing capacity. The manufacture of prefabricated housing materials also caters to skills available in the Peel labour pool outside of traditional construction roles.
Mandurah Matters Strategic Community Plan 2020-2040 City of Mandurah, 2020 ⁶	The strategic plan examined a series of historical and persistent economic challenges facing the Mandurah region, relative to the rest of Greater Perth: • High rates of unemployment and underemployment • Low labour force participation rates • Lack of employment self-sufficiency (less than 50 per cent of resident employees work in Mandurah) • Entrenched social disadvantage evidenced in high rates of multi-generational unemployment • Limited ability to attract and retain young people • Lack of affordable housing • Older population distribution • Low percentage of people aged 15+ either attending tertiary training, or with a tertiary qualification • Low percentage of people having completed secondary school.	Based on consideration of the economic challenges identified, the strategic plan proposed several indicators of successful transformation and economic revitalisation: • A net increase in the number of businesses in Mandurah • Bring Mandurah's unemployment rate closer to that of Greater Perth and the rest of WA • Improve access to education, training and employment opportunities in the Mandurah region • Increase the size of Mandurah's regional economy as measured through gross regional product (GRP) • Increase the percentage of Mandurah's population with a university or other tertiary qualification.

Document reviewed	Summary of findings	Insights for Transform Mandurah
'Southern City' Strategy and Action Plan Syme Marmion & Co, 2008 ⁷	This study identified the following economic strengths and advantages for Mandurah: • Significant natural and environment assets, giving rise to a high quality of life that drives both population growth and tourism • An older and ageing demographic, providing the demand base for services to the aged • A rapidly growing property sector, catering to a high rate of population growth • Access to a large labour pool within commuting distance, both from Perth and neighbouring Peel LGAs. However, the study found that the ability to leverage these strengths was constrained by several economic challenges: • A low proportion of high-end knowledge workers in the local workforce • Lack of access to education and training opportunities • Negative perceptions of community safety and security • A low proportion of working age people (15 to 64) relative to Greater Perth • Declining employment self-sufficiency.	The key risk identified in the study was 'the danger of Mandurah becoming part of Greater Perth rather than maintaining a separate identity'. To some degree, this has progressed since the publication of this study in 2008 – particularly through the completion of the Mandurah Line rail connection and continued urban development in suburbs between Perth and Mandurah. The study observed that Mandurah risked becoming a 'dormitory town' characterised by very low employment self-sufficiency, with an increasing share of residents commuting to work in Perth rather than working locally. The study recommended exploring opportunities in the following areas to avoid this scenario by sustaining local employment: • University research, including potential development of a full university campus in Mandurah • Sports and culture, to drive greater growth in Mandurah's visitor economy • Health and wellbeing, including services to the aged • Creative industries • Sustainable living • Green industries, including renewable energy.
Peel Away the Mask: A Study of the Social Condition of the Peel Region Peel Development Commission, 2001 ⁸	This study reviewed a range of measures of socioeconomic conditions in the Peel region, finding that: • Regional unemployment was significantly higher (~2.5 percentage points) than the WA average, and this disparity was much greater for youth unemployment • Peel households had lower average weekly income than the WA and Australian average • The region's workforce was characterised by lower skill levels and more limited educational outcomes • Adverse economic conditions flowed through to negative social impacts. For example, rates of crime – especially drug-related crime – were higher than elsewhere in WA, as were rates of youth homelessness.	The study suggests addressing underlying economic challenges at the root as a means of improving social outcomes for Peel residents, for example: • Improved job readiness for new entrants to the workforce • Attracting a larger professional workforce and investing in post-secondary education locally • Prioritising development of skills catering to future demand in the services industry, through both school and post-school education, such as IT, finance, innovation, and communications • Diversifying the industry distribution of jobs and businesses within the region.

Document reviewed	Summary of findings	Insights for Transform Mandurah
Peel Away the Mask II Peel Community Development Group, 2012 ⁹	This study was an update to the original Peel Away the Mask study (2001) and found that many of the economic challenges and disadvantages identified in the original paper were still prevalent in the Peel region. In addition, it highlighted that: • Rapid population growth had led to the number of people and dwellings in the region outpacing the availability of local jobs and the supply of adequate supporting infrastructure, such as transport • A lack of access to youth sporting and cultural infrastructure had led to a worsening of youth unemployment and crime conditions • The region faced a lack of specialised health and community service skills locally, with these services either provided by generalists or residents being required to travel to Perth to access them.	The study recommended a series of remedial actions, most notably in the health and community services sectors, to address the identified challenges including: • Investment in building local capacity to deliver these services, including specialised services to address acute problems • Research to understand future services likely to be required to cater to the region's ageing population • Additional financial support to maintain and extend Indigenous health services in the region • Greater coordination and formalisation of links between existing service providers, including services delivered by different levels of government and between public and private sectors • Greater emphasis on early intervention and education in areas such as domestic violence, discrimination, household finance, and parenting support.
Peel Regional Investment Blueprint Peel Development Commission, 2015 ¹⁰	The blueprint identified four key focus areas for future investment in the Peel region: • Agriculture and food innovation: Position Peel as the region of choice for premium agrifood business, including for exports • Tourism: Grow the Peel tourism economy by diversifying attractions on offer, attracting additional visitors and increasing their average length of stay • People: Increase access to vocational training and higher education, and provide greater access to advanced skills and experience • Strong and resilient communities: Invest in community development through secure housing, employment support services, early childhood services, and greater sport, leisure, and cultural infrastructure.	The blueprint set several targets for the Peel regional economy by 2050 as indicators of success, including: • Grow the Peel regional economy to be 10 per cent of WA's gross state product (GSP) • Exceed WA average employment self-sufficiency targets in Peel LGAs • Increase Peel international exports • Triple the size of the Peel tourism economy • Increase the number of 'significant events' hosted in the Peel • Increase labour force participation and educational attainment rates to match or exceed WA averages • Reduce Peel LGAs' indexes of relative social disadvantage (IRSD) below the national average.

Document reviewed	Summary of findings	Insights for Transform Mandurah
Peel Workforce Skills Analysis (summary report) Peel Development Commission, 2017 ¹¹	This paper analysed skills among the Peel region's resident workforce, and identified several gaps, challenges, and opportunities for skills development and diversification. Key challenges identified include: • Persistently high unemployment relative to Greater Perth, particularly among young people • A significant share of the labour pool lacking the basic skills for work readiness, such as a willingness to learn, work ethic, resilience, initiative, understanding of basic workplace health and safety, basic finance and technology skills, cultural sensitivity, or the ability to work in a team • Limited secondary education pathways, with many Peel high schools not offering a comprehensive set of ATAR subjects • Limited post-secondary education offerings, with students largely required to travel to Perth for advanced TAFE courses and university • Even in the region's areas of strength, such as agribusiness, there was a negative perception of jobs available – for example, a perception that jobs in agribusiness were too manual, low paid, and with few opportunities for development – leading to these jobs being filled by migrants, backpackers, and/or businesses being unable to scale up beyond the family owner-operator level.	The study recommended establishing an innovative primary industries hub in the Peel region, comprising three initiatives: • Peel Food Zone • Peel Business Park • Peel Integrated Water Initiative. Four scenarios were developed for the focus of the innovation hub: • Scenario A: Mixed industry with focus on food • Scenario B: Specialised food-based cluster • Scenario C: Technology cluster • Scenario D: Alternative specialist hub. Scenario B was found to be the most closely linked with other initiatives in the region and the Peel's existing areas of strength. Successfully realising scenario B would require investment in developing more advanced skills in food manufacturing and processing, food production, and waste-to-energy technology among Peel workers. To achieve this, the study recommended: • School-based work readiness programs • Initiatives to stimulate entrepreneurship • Work-matching services to link employers with skilled employees, with employee mentoring • Investment in training infrastructure including common user facilities and increased TAFE and university capacity.

Document reviewed	Summary of findings	Insights for Transform Mandurah
Peel Tourism Infrastructure Strategy Peel Development Commission, 2016 ¹²	This study analysed the current provision of tourism offerings in the Peel region and identified gaps in infrastructure and services that constrained the growth of the regional tourism economy. It found that the Peel region competed with other short- and medium-haul destinations for visitors using Perth as a base (such as the Swan Valley, Lancelin, and Margaret River). However, it noted key strengths for the Peel as a tourism destination, including: • Diverse waterways and conservation reserves appealing to outdoor adventure, nature, and marine experiences • Most Peel region destinations are a relatively short distance from Perth with multiple means of travel • Peel destinations and offerings cater to spontaneity (i.e., do not require critical pre-planning) and many destinations are in close proximity to one another, providing for a diverse mix of experiences in a single trip. The study noted issues in the existing tourism workforce, including recruitment and retention difficulty, prevalence of small and micro-businesses without the ability to invest in upskilling staff, and employer hesitation in investing in training because of high turnover and transient nature of the workforce.	The study identified several key initiatives to expand the Peel region's tourism offering, including a trails and adventure hub in Dwellingup, investment in national parks infrastructure, and marine and waterways adventure offerings. In addition, the strategy outlined several high-level aspirations for the Peel tourism economy by 2020, including: • Increase overnight visitation by 25 per cent • Increase international visitation by 40 per cent • Increase daytrips by 30 per cent • Increase visitor expenditure by almost 50 per cent • Create approximately 1,200 new permanent jobs in the tourism sector, with 300 additional construction jobs during the investment phase to achieve the above targets. The study identified several opportunities specific to Mandurah: • Eco- and nature-based facilities • Hospitality, events, and tourism training and development • Fine dining and cuisine • Increased public transport accessibility • Backpacker accommodation • Short stay camping and caravan facilities • Sites, amenities, and tours leveraging the Mandurah waterfront.
Peel Tourism Investment Framework Peel Development Commission, 2019 ¹³	This study noted five key drivers of tourism activity: • Investment in infrastructure, attractions, and accommodation • Enhanced, consistent, and high-quality services for visitors across the Peel region • Effective destination marketing to increase the number of visitors to the region • Supplementing natural advantages with enticing new events and experiences • Alliances, partnerships, and collaboration with organisations and stakeholders. This paper focused on the investment driver, for which it identified two focus areas: • Adopt an 'open for business' model, adopting processes, culture, and technology to maximise investment • Develop a shared investment attraction plan aligning stakeholder across different levels of government, tourism operators, suppliers and other businesses.	While the framework considers the entire Peel region, most recommendations apply to all LGAs including Mandurah, such as: • Reducing time for decisions around tourism investment, including local government approvals, to be made • Monitoring the status of State planning reform to ensure local tourism investment initiatives are not adversely affected • Developing investment collateral to market the region to investors and developers • Developing supporting material for potential investors and developers, providing guidance regulatory approval pathways • Identifying zones for specialist attractions, and associated infrastructure needs (such as caravan parks, aquatic attractions, trails, etc.)





2.2.1 Key findings from the literature review

Though the literature review includes a wide range of studies over two decades, there are several key themes that emerge consistently, including:

- Mandurah's natural environmental assets hold potential advantage for the regional economy, notably the tourism, lifestyle, and research value of its waterways. Capitalising on these natural assets is critical to tourism industry objectives for Mandurah and the broader Peel region.
- Mandurah has maintained a persistently higher unemployment rate than the rest of the Perth metropolitan area over the long term, which is acutely high in some parts of central and southern Mandurah. These pockets of particularly high unemployment correspond to high levels of socioeconomic disadvantage, demonstrated through lower household income and less desirable school education outcomes.
- Mandurah's resident workforce is concentrated in retail, hospitality, and other population-driven services industries, complemented by high dependence on cyclical construction and mining activity. The workforce exhibits lower levels of post-secondary educational attainment, with a large proportion of workers in roles requiring low or no skills. Several papers reviewed identified industry development in the surrounding Peel region – such as in agri-food – as opportunities to attract more skilled workers to live in Mandurah.
- Mandurah's workforce challenges are partly explained by limited access to education opportunities locally, which results in those seeking tertiary education or advanced vocational education to travel outside of Mandurah.

These findings are complemented by analysis of the current state of Mandurah's economy and workforce, outlined in the next section.

2.3 Mandurah's economic advantages and disadvantages

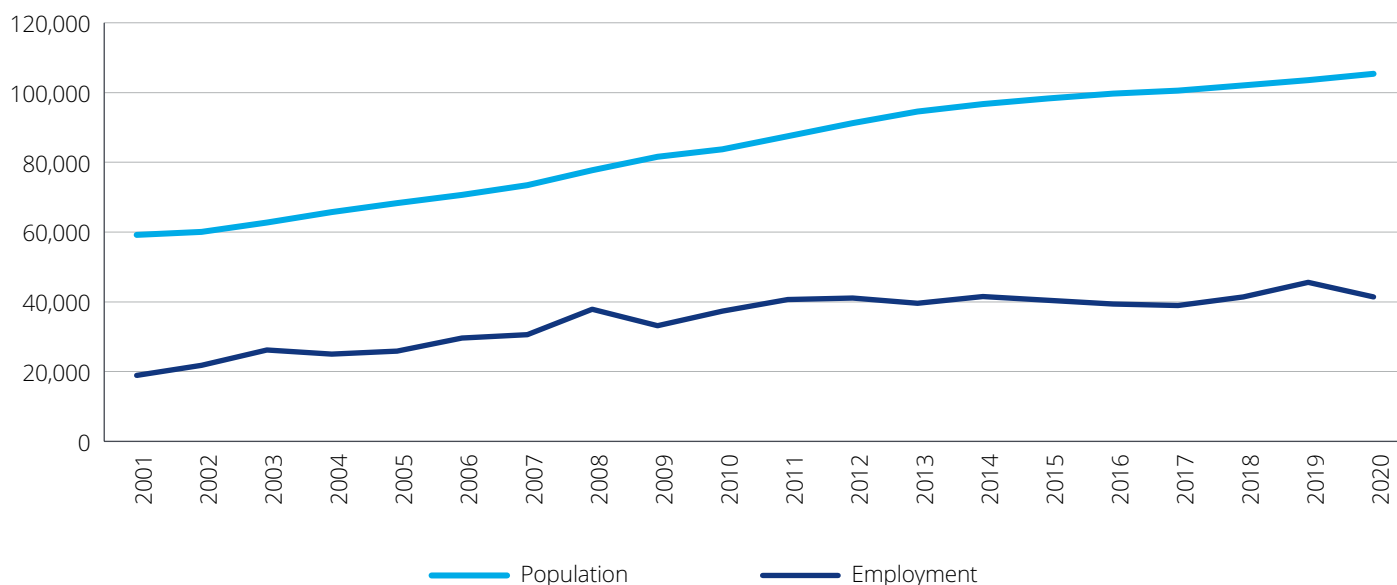
While Chapter 2.2 explores recurring themes in the economic development of Mandurah across literature to consider advantages and disadvantages, and areas of previously identified opportunity, this chapter considers the evidence base that defines the current state of the local economy to also help frame advantages and disadvantages. Given the limited availability of data at a local level, the analysis in this chapter focusses on five key areas to investigate and establish the evidence base which frames Mandurah's economic advantages and disadvantages:

- Population and labour force
- Skills development and educational attainment
- Industry mix
- Social and health community outcomes
- Lifestyle and natural assets.

2.3.1 Mandurah has experienced a period of rapid population growth, but employment growth has fallen behind

The population of the Mandurah SA4ⁱ has increased from 59,400 in 2001 to 105,300 people in 2020, an average annual increase of 3.1 per cent (Figure 2.2). This average annual growth is high when compared to other regional coastal areas at SA4 level across Australia including Bunbury (1.8 per cent), the Sunshine Coast (2.6 per cent), and Illawarra (0.9 per cent) over the same period.

Figure 2.2: Population and employment, Mandurah SA4



Source: ABS Estimated Resident Population; ABS Labour Force Survey

ⁱ An SA4 is a 'statistical area level 4' in the Australian Bureau of Statistics' (ABS) Australian Statistical Geography Standard (ASGS). SA4s represent broad regions with similar characteristics, in particular labour market characteristics. The Mandurah SA4 consists of the whole of the City of Mandurah, as well as the western part of the Shire of Murray covering the localities of Barragup, Birchmont, Blythwood, Coolup, Fairbridge, Furnissdale, Meelon, Nambelup, Nirimba, North Dandalup, North Yunderup, Pinjarra, Ravenswood, South Yunderup, Stake Hill, West Coolup, and West Pinjarra. In population terms, the City of Mandurah represents 85 per cent of the Mandurah SA4.

This strong and sustained population growth was matched by employment growth until 2011. From the period 1998 to 2011, employment in the Mandurah SA4 increased from 20,200 to 40,600, an average annual growth rate of 5.2 per cent. However, in the post-GFC and post-mining boom period from 2011 to 2020 employment increased to just 41,300, an average annual increase of only 0.2 per cent.

A similar slowdown occurred across the rest of the Greater Perth region, with average annual employment growth slowing from 2.8 per cent between 1998 and 2011 to 1.2 per cent from 2011 to 2020. This reflects state-wide effects of macroeconomic conditions, but also demonstrates the volatility in Mandurah's local labour market – its highs are higher during periods of growth, but its lows are lower during periods of decline.

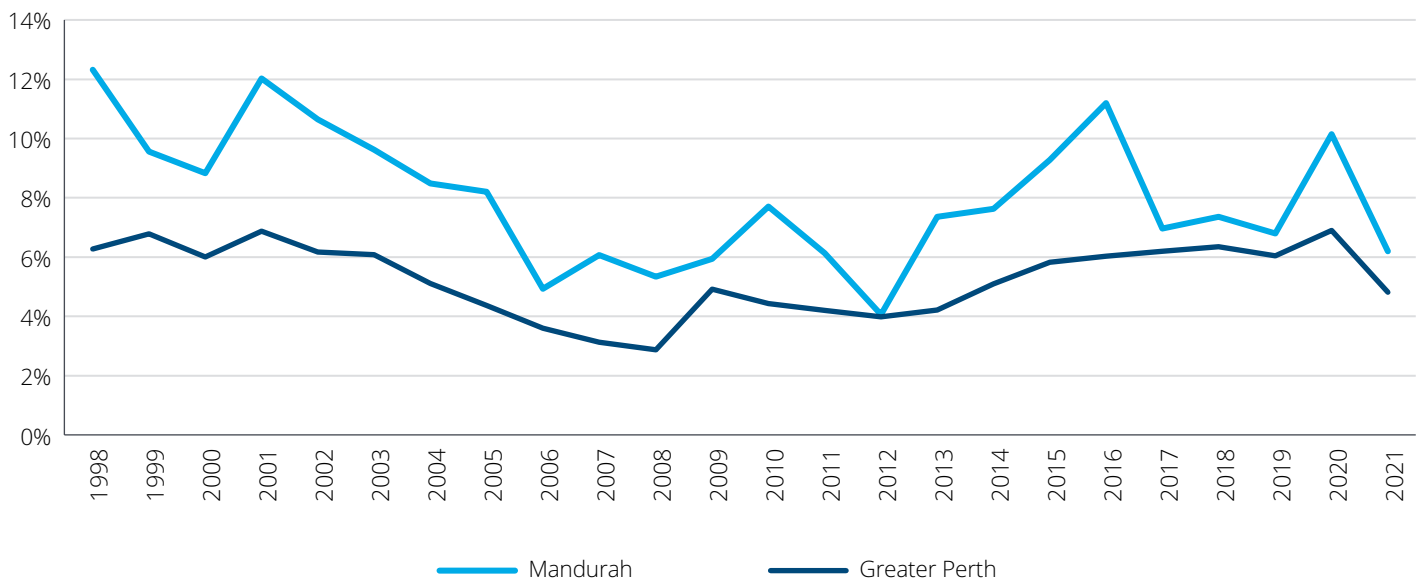
Employment growth has also experienced more cyclical effects relative to population growth, with periods of growth regularly offset by subsequent periods of decline, most notably as a result of the COVID-19 pandemic in 2020. The average level of employment in Mandurah was around 9.5 per cent lower in 2020 than in 2019.

The scale of decrease to the Mandurah workforce is comparable to other jurisdictions around Australia amidst the uncertainty of the pandemic.

Importantly however, employment in the Mandurah region did not recover in 2021 in line with the broader economic recovery across most other jurisdictions in Australia. Across the rest of Greater Perth, the level of employment in 2021 was, on average, 5.4 per cent higher than in 2020. In Mandurah, employment in 2021 was 2 per cent lower than in 2020.

Most regional areas in Australia have a higher unemployment rate than the capital cities, and this is true for Mandurah when compared to Greater Perth.ⁱⁱ While Mandurah's unemployment rate fell from pandemic highs exceeding 10 per cent in 2020 to around 6.2 per cent in 2021, it remained stubbornly higher than the 4.8 per cent average unemployment rate across Greater Perth (Figure 2.3).

Figure 2.3: Mandurah and Greater Perth unemployment rate, annual averages



Source: ABS Labour Force Survey

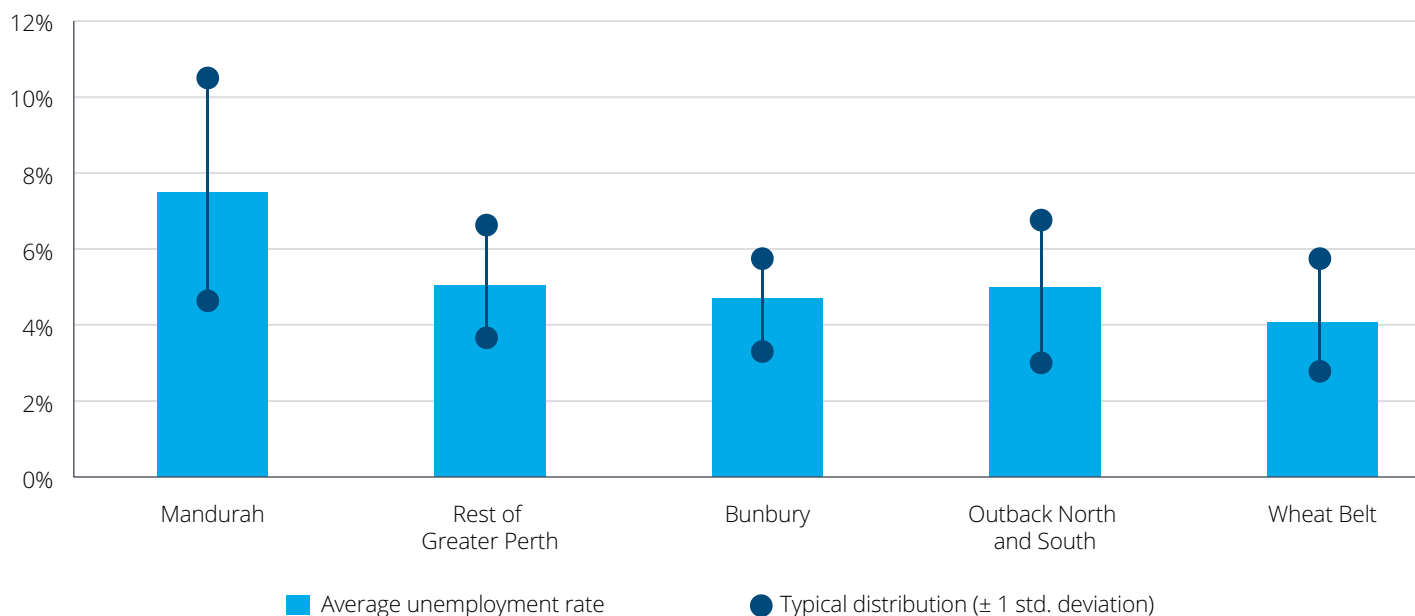
ⁱⁱ Greater Perth' refers here to the greater capital city statistical area (GCCSA) defined in the ASGS, which includes the Mandurah SA4 and five Perth SA4s. References to the 'rest of Greater Perth' should be interpreted as the Greater Perth region minus Mandurah.

While the gap between Mandurah's unemployment rate and that of Greater Perth is significant, addressing this gap is not insurmountable. In December 2021, Mandurah's unemployment rate of 7.5 per cent represented approximately 3,600 people unemployed. Of these, around 1,400 people would need to find employment for Mandurah to have the same unemployment rate as Greater Perth.

Mandurah's unemployment gap is also significant relative to other parts of regional Western Australia. The average monthly unemployment rate for the Mandurah SA4 over the last two decades was approximately 7.9 per cent, substantially higher than average rates of between 4.2 and 5.2 per cent over the same period in other SA4s (Figure 2.4). In addition, the volatility in Mandurah's unemployment rate was higher, with the standard deviation in Mandurah's monthly unemployment rate being almost double those in other SA4s.

Employment growth has lagged partly due to Mandurah's age profile. Mandurah has an older population, with a greater proportion of people aged 65 years and over and an acutely lower proportion of people aged 25 to 44 (Figure 2.5). An older population profile can influence employment and the unemployment rate in two ways. First, older people attempting to re-enter the workforce or switch jobs generally face a greater degree of difficulty in obtaining employment relative to younger workers, leading to a higher rate of unemployment among this cohort. Secondly, older people have greater capacity to be financially independent by way of access to the aged pension and superannuation. Consequently, voluntary withdrawal from the labour force is more common among older people of 'working age', leading to lower rates of labour force participationⁱⁱⁱ and therefore lower employment.

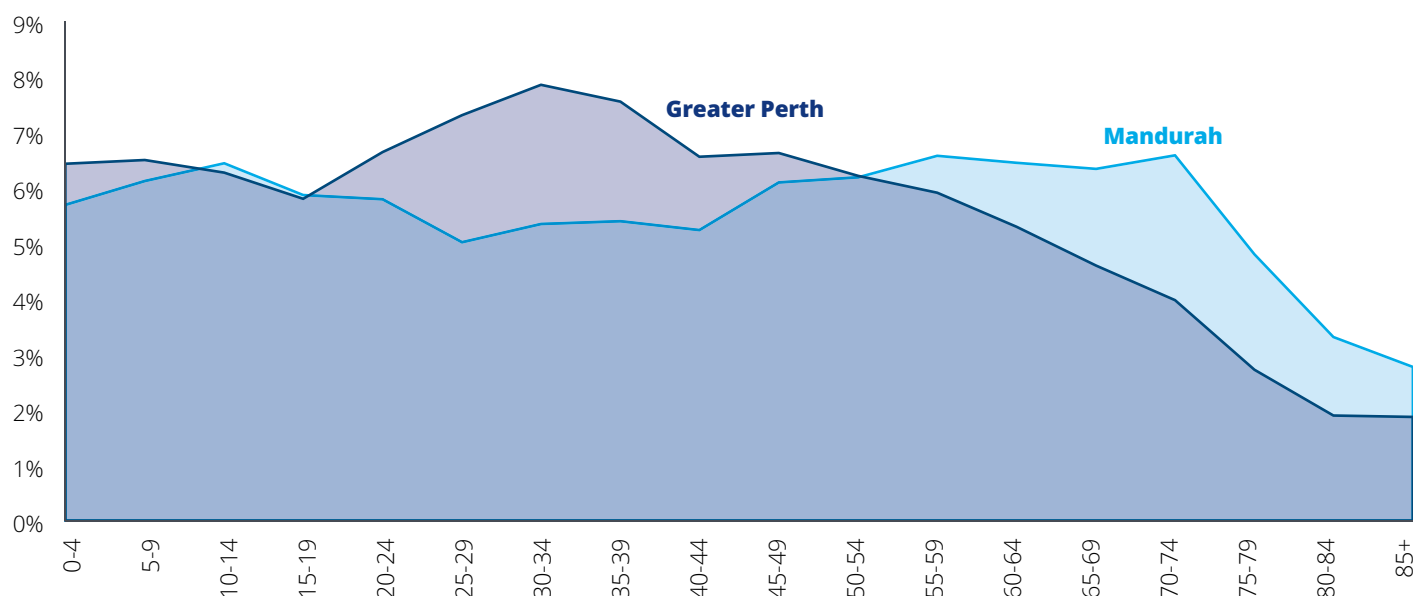
Figure 2.4: Distribution of monthly unemployment rates by WA SA4, Dec 2001 to Dec 2021



Source: ABS Labour Force Survey. Note: 'Outback North and South' SA4s include Pilbara, Kimberley, Mid West, Gascoyne, and Goldfields-Esperance.

ⁱⁱⁱ The labour force participation rate represents the ratio of people in the labour force to the working-age (15 years and over) civilian population. People 'in the labour force' include those who are employed and unemployed; to be classified as 'unemployed', a person must be actively looking for work. People who are not in the labour force include retirees, full-time students, people unable to work due to disability or long-term health conditions, those providing care or performing home duties, etc.

Figure 2.5: Mandurah SA4 and Greater Perth population by age group, 2020



Source: ABS Estimated Resident Population; ABS Labour Force Survey

2.3.2 Mandurah faces a structural gap in labour force participation

Mandurah's labour force participation rate has remained lower than Greater Perth over time. In 1998, Greater Perth's labour force participation rate was 66 per cent, compared to Mandurah's 55 per cent. Over the two decades to 2020, Perth's labour force participation rate grew to 68 per cent, while Mandurah's participation rate declined to 53 per cent. Additionally, Mandurah's labour force participation rate has experienced greater volatility than Greater Perth (Figure 2.6, first panel).

The substantial gap in labour force participation between Greater Perth and Mandurah is partly explained by the high proportion of early retirees who reside in Mandurah, being those aged 55 to 64 who voluntarily withdraw from the labour force. Consequently, the participation rate is closer to parity with the rest of the metropolitan area among those aged 15 to 54 (Figure 2.6, second panel). This is especially the case among males (Figure 2.6, third panel), while a more marked gap in participation exists among females aged 15 to 54 (Figure 2.6, fourth panel).

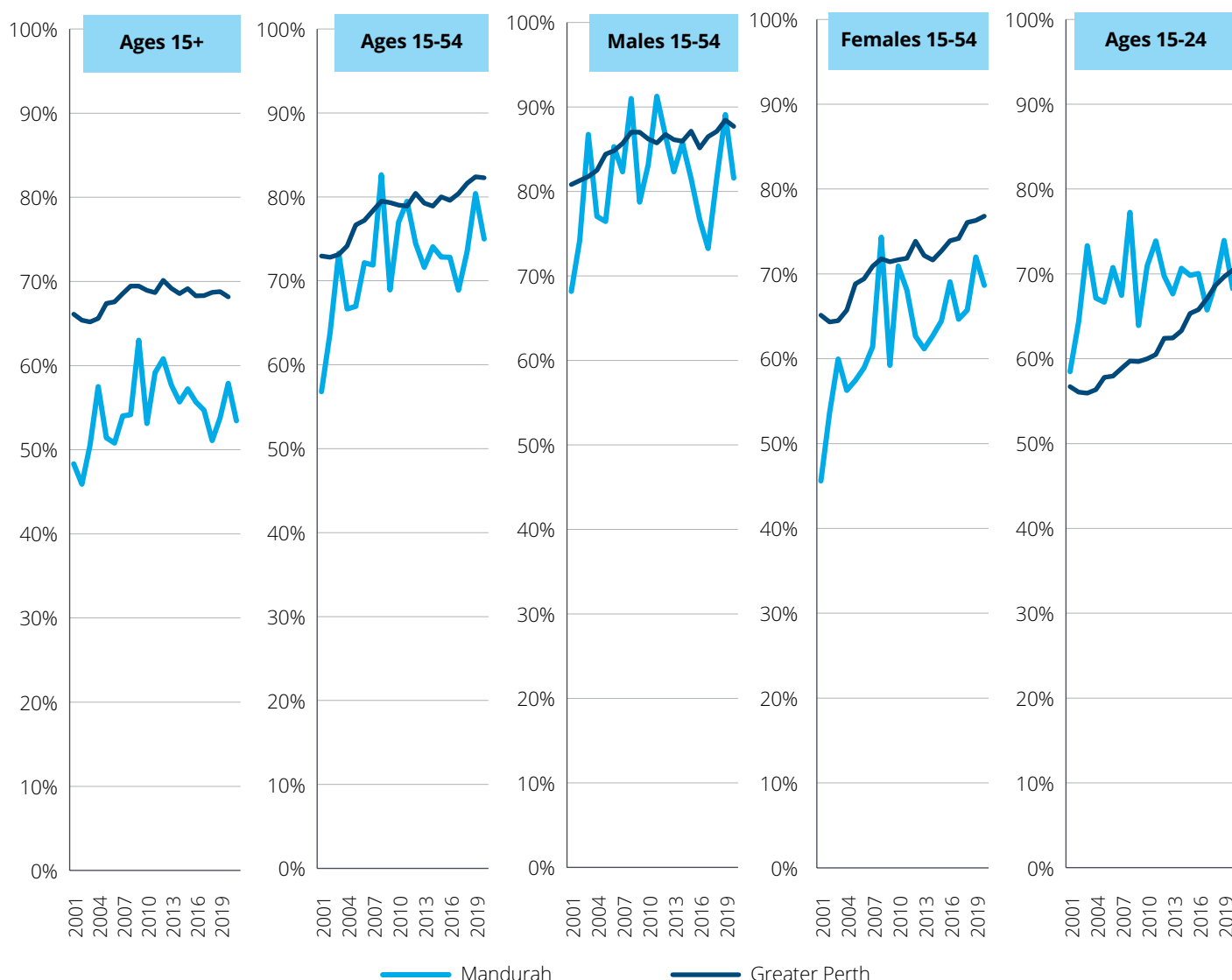
Labour force participation among young people (those aged 15 to 24) has generally been higher in Mandurah than in Greater Perth over the last two decades (Figure 2.6, left panel). This could be linked to the different composition of Mandurah's workforce in terms of occupations relative to Greater Perth.

The Mandurah workforce is more highly concentrated in roles such as technicians and trades workers, machinery operators and drivers, and labourers, which may offer opportunities for young people to enter the workforce at an earlier age. Of concern to the future potential growth in Mandurah's workforce is that the labour force participation rate among young people has largely remained flat over the last 20 years, notwithstanding significant volatility, and has not experienced the same upward trend as that of Greater Perth.

Labour force participation can also be affected by cyclical economic activity. During times of strong economic performance, labour force participation typically rises as people feel more optimistic about finding work and may return to the labour force. In contrast, during economic downturns, labour force participation generally declines as jobseekers grow more pessimistic about their employment prospects and some leave the labour force altogether. The occupations and industries in which Mandurah workers are concentrated (such as hospitality, retail, and mining – see Chapter 2.3.4) make the region more acutely exposed to these fluctuations than Greater Perth, evidenced in greater volatility in labour force participation.

While some disparities in labour market outcomes between Mandurah and Greater Perth may require more significant redress, others are potentially more achievable when considering the scale of the problem in absolute terms. For example, in December 2021, around 4,000 young people aged 15 to 24 years across Mandurah were not participating in the labour force. Of these, only an additional 300 young people would need to enter the labour force and seek employment for Mandurah to have the same youth participation rate as Greater Perth.

Figure 2.6: Mandurah and Greater Perth labour force participation rates

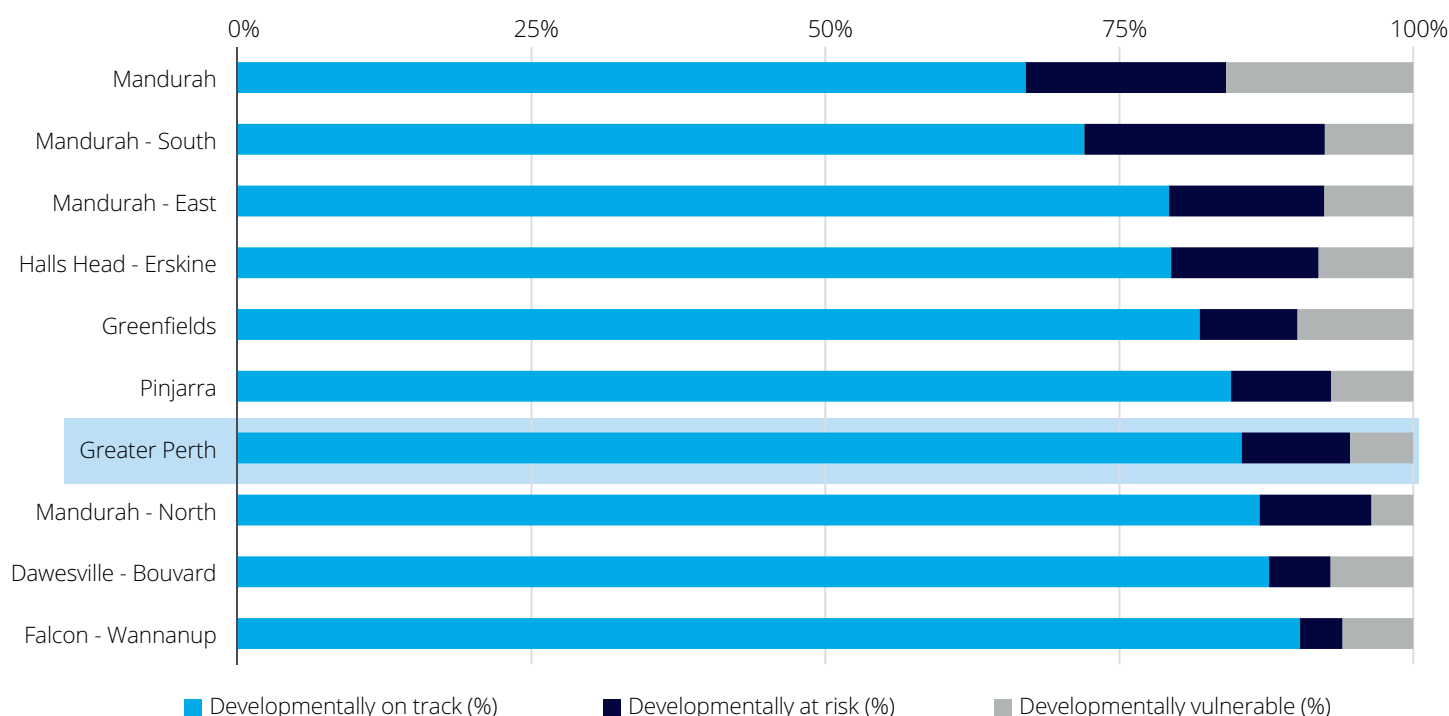


Source: ABS Estimated Resident Population; ABS Labour Force Survey; Deloitte estimates

2.3.3 Mandurah's workforce lags Greater Perth in training opportunities and skills development

Mandurah's population size and location mean that it faces more limited education and training opportunities for residents relative to Greater Perth. Additionally, higher socioeconomic disadvantage in several Mandurah suburbs appears to correlate with poorer educational outcomes for children. A 2018 study of early childhood development status found that only 67 per cent of students in central Mandurah and 72 per cent of students in the Mandurah South SA2 were considered developmentally on-track in terms of language and cognitive skills, compared to an average of 85 per cent across Greater Perth.¹⁴

These outcomes were not consistent across the entire Mandurah region; for example, 90 per cent of students residing in the Falcon-Wannanup SA2 were considered developmentally on-track (Figure 2.7). Concerningly, the study found that 17 per cent of children in the central Mandurah SA2 were developmentally 'at-risk' and 15 per cent developmentally 'vulnerable'.

Figure 2.7: Language and cognitive skills (schools-based) within Mandurah SA2s and Greater Perth, 2018

Source: Australian Early Development Census

Educational 'aspiration' is one way in which social disadvantage impacts developmental outcomes from an early age. Evidence from the Australian Council for Education Research shows that, in general, students who indicate that they enjoy mathematics or science were both confident in learning the subjects and hence scored higher on average in assessments relative to students who did not. Disadvantaged students tended to enjoy mathematics and science less, were less confident learning these subjects, and valued mathematics and science to a lesser extent than did their advantaged peers.¹⁵

The literature suggests that lower educational aspiration among disadvantaged students is likely to reflect the reality of lower achievement levels and poorer attitudes towards maths and science. Positive attitudes have been shown to be important not only for achievement, but also in students' decisions to continue studying these subjects.¹⁶

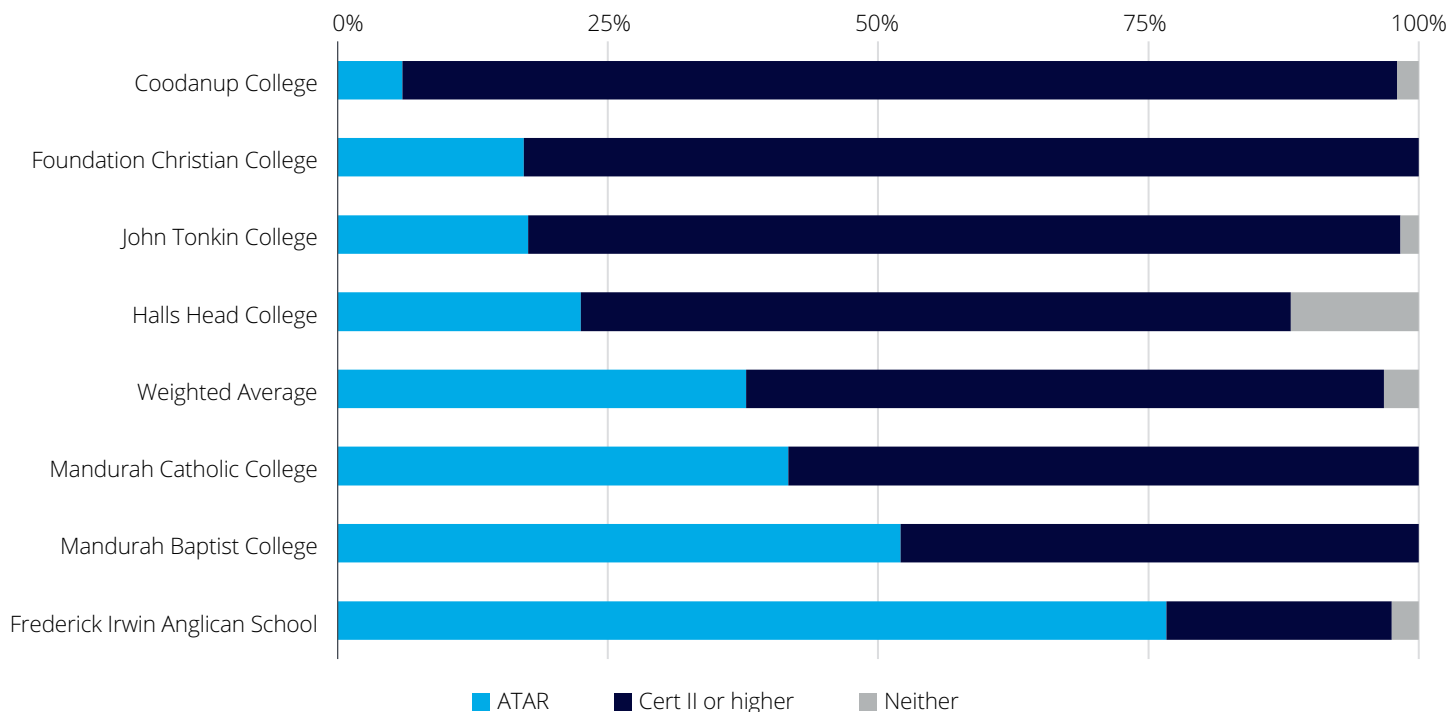
Additionally, students facing socio-economic disadvantage also tend to encounter a range of additional barriers which affect their educational aspiration.¹⁷ These other barriers include unstable housing situations (often resulting in changing schools regularly), family breakdown, intergenerational poverty, and lack of access to resources required for effective participation in education such as access to uniforms, internet, books, and stationery. These barriers are closely correlated with household indicators like unemployment and low household income.

There are also significant differences in secondary school outcomes in Mandurah. In 2020, only around one-third of Mandurah students in their final year of secondary school undertook a pathway to obtain an Australian Tertiary Admission Rank (ATAR) that would enable them to seek admission to tertiary education, while around 60 per cent of final year students undertook a vocational education and training (VET) pathway to obtain a Certificate II or higher qualification (Figure 2.8).

Notably, the proportion of students undertaking an ATAR pathway was greater (between 40 and 80 per cent) at three of Mandurah's independent schools, while its public high schools tended to have a much lower proportion of ATAR take-up (an average of around 20 per cent).

The limited number of students completing an ATAR pathway at local secondary schools creates a risk for the future Mandurah workforce. This would result in fewer local students obtaining a tertiary qualification, and therefore fewer local graduates ultimately finding work in a professional occupation or other role requiring a university degree. It also has potentially self-enforcing adverse outcomes for secondary education offerings in Mandurah itself: fewer students choosing an ATAR pathway will likely reduce the ability of Mandurah schools to fund and resource a greater range of ATAR subjects, forcing students seeking a certain combination of ATAR subjects to attend school elsewhere in the metropolitan area.

Figure 2.8: Year 12 students by ATAR and VET pathway to Mandurah schools, 2020



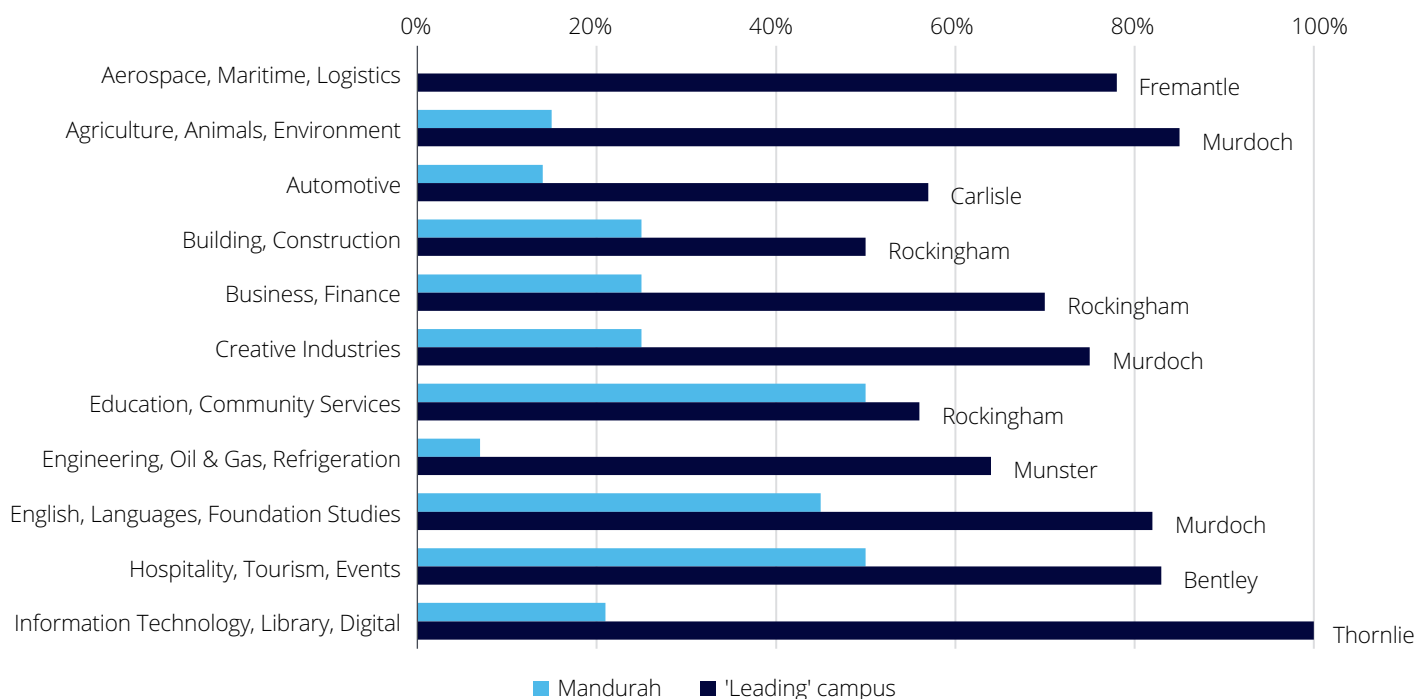
Source: School Curriculum and Standards Authority, Year 12 Student Achievement Data

However, a high proportion of Year 12 students pursuing a VET pathway is not a negative for Mandurah – however, it does require sufficient local opportunities for further post-secondary education and training to maximise the benefit to the region of training and retaining a skilled technical workforce.

Mandurah is home to a South Metropolitan TAFE campus that offers many courses and qualifications across a range of disciplines and industry areas. However, there appears to be a trade-off between the range of courses available at Mandurah TAFE and the number of qualifications attainable within each industry area. This is demonstrated in Figure 2.9, which compares the proportion of courses within an industry offered at Mandurah TAFE relative to the total number of courses offered within that industry area across all South Metropolitan TAFE campuses. It also compares Mandurah to the 'leading' South Metropolitan TAFE campus, where 'leading' is defined as the campus that offers the highest proportion of courses.

For example, around 50 per cent of all South Metropolitan TAFE courses in hospitality, tourism, and events are offered at the Mandurah campus, compared to more than 80 per cent at the Bentley campus. This suggests that students seeking specialised or advanced training in hospitality, tourism, and events may be best-served studying at Bentley because it offers the greatest range of courses in this area.

Figure 2.9: Courses offered by Southern Metropolitan TAFE campus by industry area (per cent of total available courses within industry area)



Source: South Metropolitan TAFE, Semester 2 2021 Course List

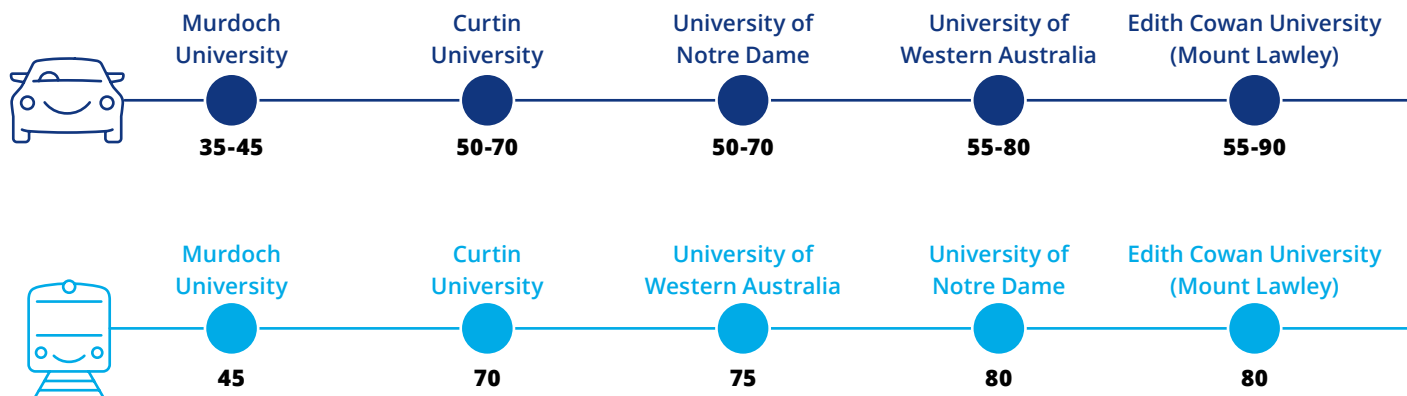
Figure 2.9 demonstrates that, while Mandurah students have access to courses across almost all industry areas at the local TAFE campus, they are not able to study a similar depth of courses offered by other campuses (except for Education and Community Services, which includes qualifications in the aged care sector).

This may result in fewer students taking up study at Mandurah TAFE in the first instance, and/or students who complete a lower-level qualification (e.g., Certificate I or II) qualification at Mandurah being required to attend another campus to continue their studies to more advanced qualifications (such as Certificate III or IV). This is a potential risk to developing a pipeline of skilled employees to work locally in Mandurah, as students may need to relocate out of the region for training, find employment through another campus, and therefore, commence their career outside Mandurah.

This is compounded by relatively low access to tertiary education in Mandurah. The Murdoch University campus in Mandurah has limited course offerings, including an enabling course for students with an alternative pathway to university other than ATAR (OnTrack), undergraduate nursing, and postgraduate diploma in creative art therapies counselling.

Students seeking tertiary education in alternative fields, but who wish to continue residing in Mandurah, face a significant disadvantage in the form of long commute times, relative to students residing in other parts of Greater Perth. Average weekday journey times in the morning peak period for one-way travel from Mandurah to selected Perth university campuses is presented in Figure 2.10. For many students, daily journey times of between 45 and 90 minutes may be prohibitive, either discouraging them from pursuing university studies altogether or causing them to seek accommodation closer to Perth.

Figure 2.10: Weekday morning peak period one-way travel times from Mandurah to selected university campuses by car and public transport (minutes)



Source: Google Maps

Similarly, Mandurah residents face barriers to accessing skilled trade occupations and apprenticeships within the region. For example, commuting to Henderson – a key regional industrial area which also hosts a South Metropolitan TAFE campus – via public transport requires travel times of roughly 50 minutes in peak periods, involving a rail trip to Rockingham followed by a bus trip to Henderson. The same trip via car also requires a 40 to 55-minute commute during the peak period.¹⁸

The future pipeline of local skilled workers in Mandurah therefore faces a series of challenges, including:

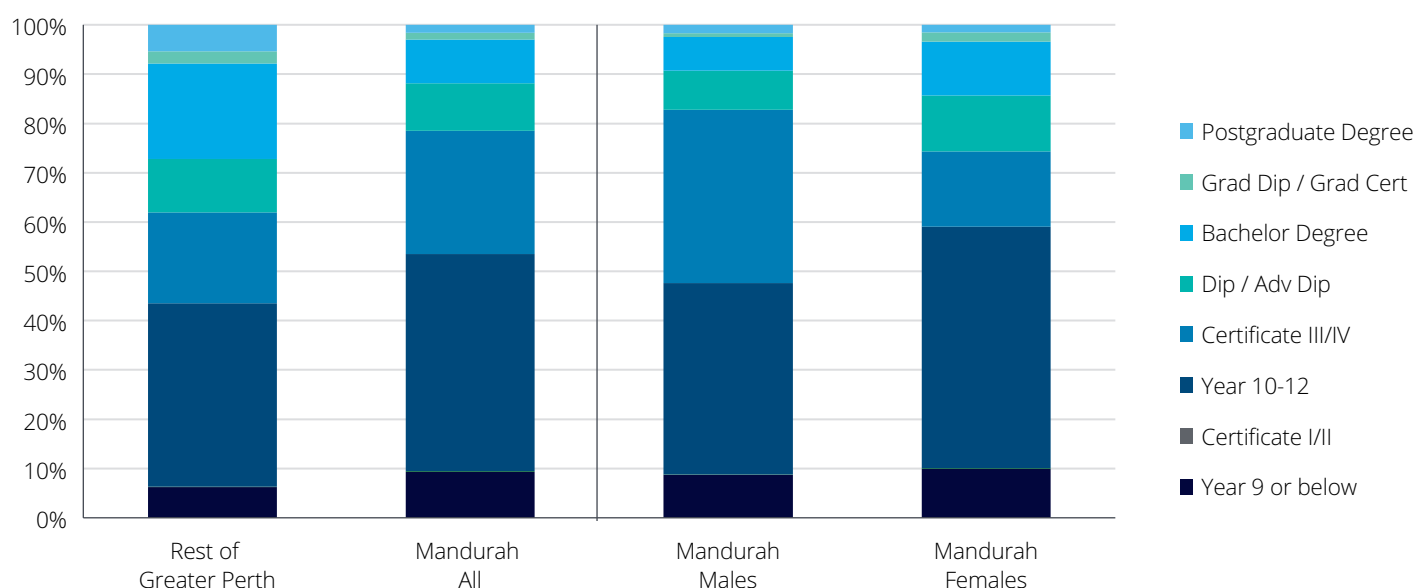
- Poor early childhood development outcomes in pre-primary and primary education in some pockets of the city
- Low proportion of students pursuing ATAR pathways in secondary schools, particularly public schools
- Limited access to tertiary education
- Lack of specialisation and advanced training offerings at the local TAFE campus.

Over time, these challenges have resulted in Mandurah's working age population (those aged 15 years and over) having a generally lower level of educational attainment than Greater Perth. At the 2016 Census, only 12 per cent of working-age Mandurah residents had attained, as their highest level of education, a bachelor's degree or above. This compares to 26 per cent of the population of Greater Perth holding such qualifications (Figure 2.11).

While Mandurah had a greater proportion of workers with VET qualifications, this did not completely offset the gap in skilled labour, with close to 55 per cent of working-age residents having Year 12 as their highest level of educational attainment compared to less than 45 per cent in Greater Perth. The gap in educational attainment drives other outcomes for Mandurah's labour force, including lower average income and higher volatility in employment, as workers with higher qualifications are both more likely to earn higher incomes and less likely to experience unemployment during economic downturns.

Levels of educational attainment may also explain the significant gap between male and female participation rates in Mandurah. Almost 50 per cent of working-age females in Mandurah have education levels at or below the equivalent of Year 12 level, 10 percentage points higher than among males. This gap is larger than the gap between males and females with post-secondary qualifications across the rest of Greater Perth (six percentage points).

Figure 2.11: Share of population aged 15+ by highest level of educational attainment and sex, 2016



Source: ABS Census of Population and Housing, 2016

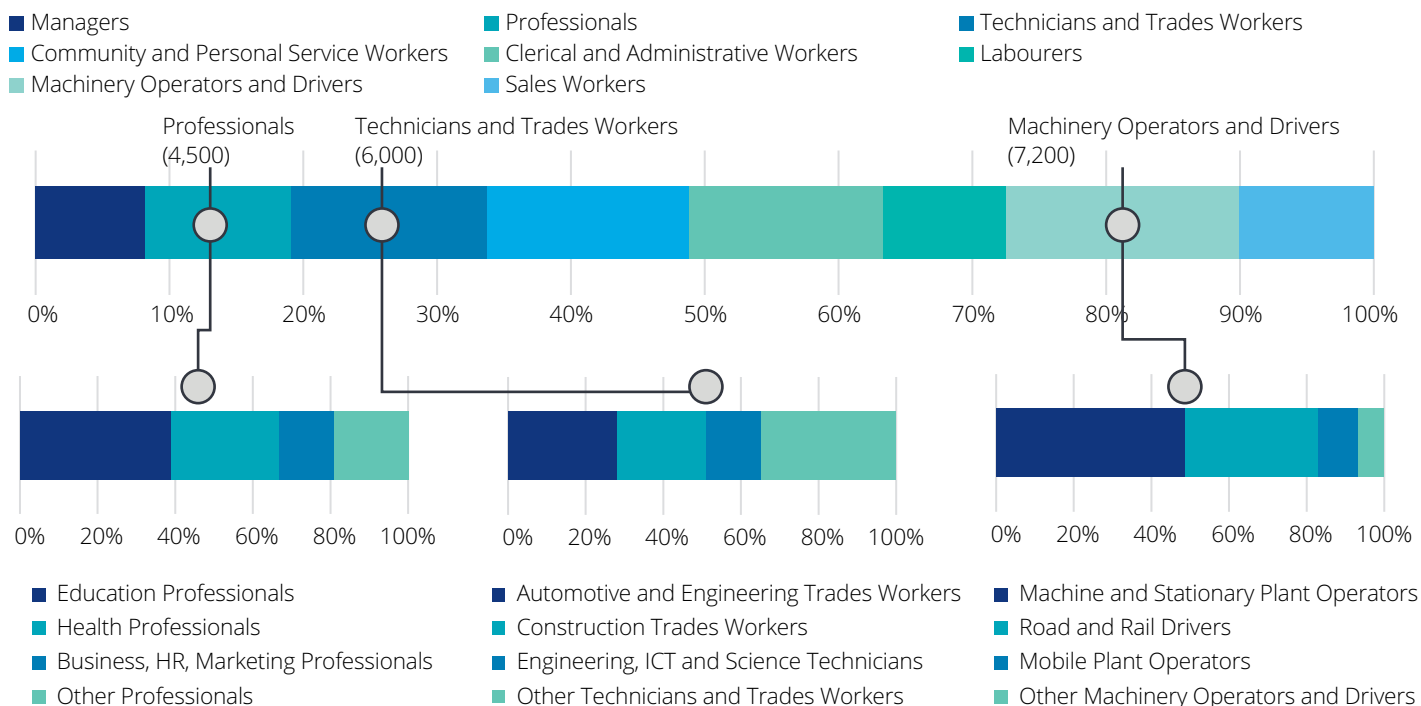
Notably, females make up a significantly higher share of the Mandurah workforce with a diploma or higher level of educational attainment; around 26 per cent of females are in this category, compared to 17 per cent of males. This is offset by a much higher share of males having a certificate III or IV trade qualification (35 per cent, compared to 15 per cent of females) and reflects a distribution of males and females among trade roles that is found in most Australian regions.

However, the higher proportion of females with a university qualification does indicate there is upside potential for attracting additional professional jobs to the region; there are more females than males in the local workforce likely to be able to fill these roles, meaning that an increase in the share of professional jobs could aid in lifting the rate of female labour force participation and reducing female unemployment in Mandurah.

2.3.4 Mandurah's economy and workforce are dependent on population-driven services

The occupation mix in Mandurah's local workforce reflects the outcomes of its education pathways and major industries in the regional economy. Mandurah has a substantially lower share of professionals and a higher share of machinery operators and drivers, and sales workers (Figure 2.12) relative to Greater Perth. Professionals make up 10.8 per cent of the total workforce, and these are largely concentrated in population-driven industries like education and health. In contrast, technicians and trade workers form 14.7 per cent of total employment, dominated by automotive, engineering and construction trades. A large share of the workforce also consists of machinery operators and drivers (around 17.6 per cent) including truck drivers and operators of mobile plant; this includes a significant number of workers in the mining industry who are either fly-in-fly-out (FIFO) or drive-in-drive-out (DIDO) to sites outside of the region.

Figure 2.12: Mandurah employment by occupation, November 2021



Source: ABS Labour Force Survey; ABS Census of Population and Housing; Deloitte estimates

Mandurah's workforce is also more heavily skewed toward lower-skilled occupations than parts of regional WA, in addition to Greater Perth. At the 2016 Census, around 12.7 per cent of workers living in the City of Mandurah were classified as 'low skill community' or 'personal service workers', compared to around 9.8 per cent of workers across regional WA.

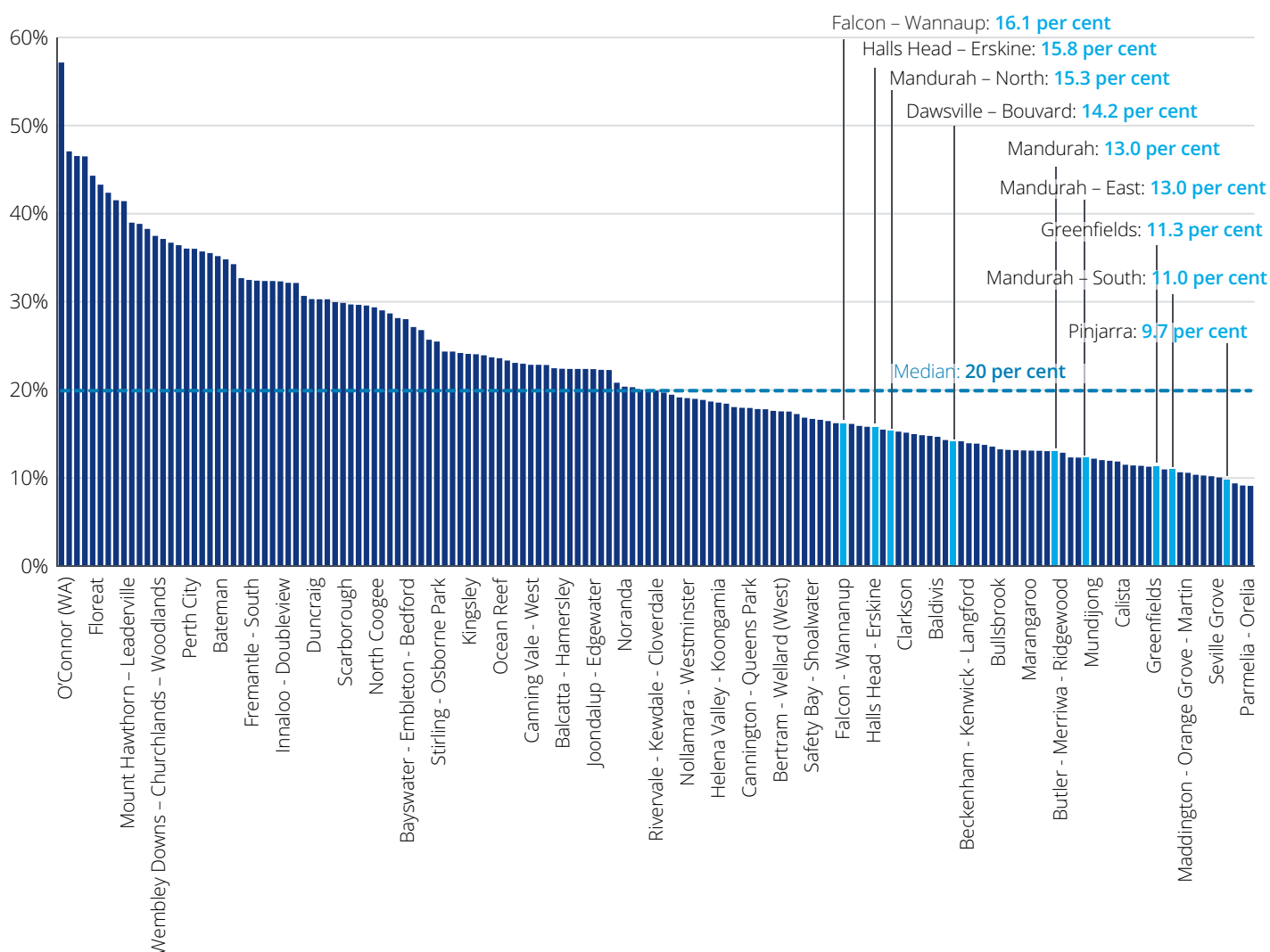
A similar disparity was observed for those classified as 'low skill sales' workers (8.1 per cent in the City of Mandurah, versus 6.5 per cent across regional WA). The reverse was true for those at the opposite end of the skills spectrum; the City of Mandurah recorded 23.9 per cent of its resident workforce employed as either 'managers' or 'professionals' at the 2016 Census, compared to 27.8 per cent across regional WA.

The share of professional workers is lower in every SA2 in the Mandurah region than the median share across Greater Perth of around 20 per cent (Figure 2.13). The share of professional workers within the Mandurah region ranges from less than 10 per cent in Pinjarra to 16 per cent in Falcon-Wannanup, with particularly low shares in central Mandurah and Mandurah South; these latter regions correlate with areas of acutely high unemployment.

The industry composition of Mandurah's resident workforce is largely determined by the concentration of businesses within the region; however, it also reflects low attainment of tertiary education and a relatively low share of professional workers.

Mandurah has higher levels of employment in the mining, construction, and retail industries than the Greater Perth region. Mining employment is dominated by trades workers and machinery operators and drivers working in FIFO and DIDO roles, rather than professional mining roles in office settings (which are concentrated in the Perth CBD). Mandurah's local construction industry has benefited from a sustained period of rapid residential property development to cater to high rates of population growth, while high proportions of employment in the retail, accommodation and food services industries reflect the dependence of the regional economy on population-driven services.

Figure 2.13: Share of professional workers of total employed, Greater Perth SA2s, 2016



Source: ABS Census of Population and Housing

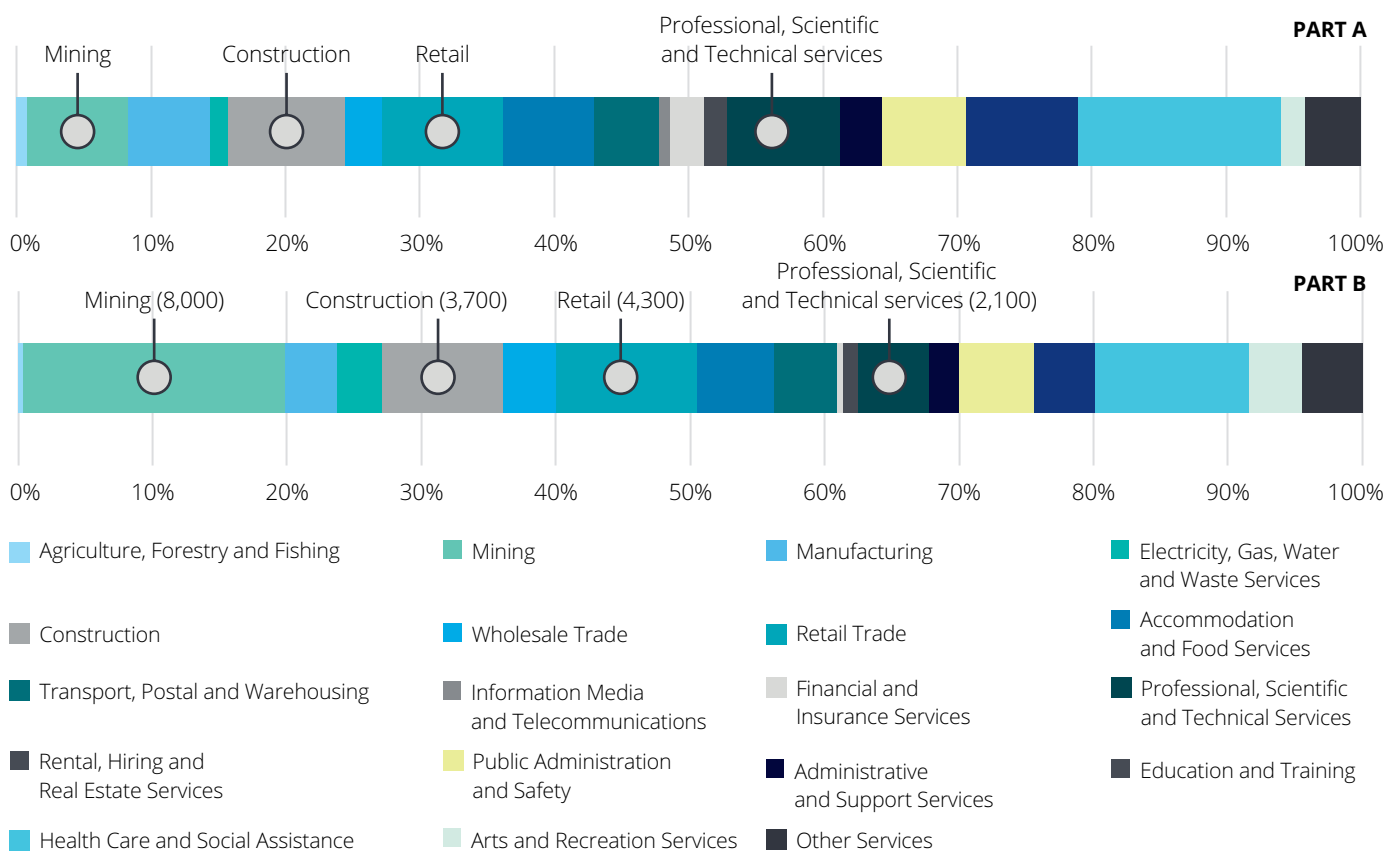
In contrast, Mandurah has significantly lower proportions of employment in the professional, scientific, and technical services and financial services industries (Figure 2.14) than Greater Perth. This is consistent with a lower proportion of employees in professional occupations and lower rates of attainment of tertiary education among Mandurah residents. It likely also reflects the commute distance from Mandurah to the Perth CBD, where most jobs in this industry are located; professionals are less likely to choose to live in Mandurah if their employer or nature of their role requires them to be based in the Perth CBD. The significance of the commute distance is likely to be diminished if more professional employers based their operations in Mandurah, and/or enabled employees to work remotely.

The industry composition of Mandurah's workforce makes its economy relatively more exposed to volatility in highly cyclical industries like mining and construction, while its dependence on retail, accommodation and food services is a risk if the consumer base for these industries is limited to Mandurah's own ageing population.

However, the established presence of businesses and employees in these consumer-facing industries could be an advantage for Mandurah's economy if it is successfully able to brand and market itself to intrastate, interstate, and international tourists (creating an external injection of spending into the local economy).

With 'knowledge workers' and related intellectual capital rising in value compared to physical labour and financial capital, the premium on the creation and application of knowledge to gain competitive advantage is rising. Unlike other factors of production, intellectual capital does not suffer from scarcity, and its relationship with productivity is likely to continue to experience rapid change as technology disrupts how knowledge workers participate in the economy. Chapter 3.3 further describes why the 'knowledge worker' trend is key for Mandurah.

Figure 2.14: Greater Perth (Part A) and Mandurah (Part B) resident employment by industry, November 2021



Source: ABS Labour Force Survey

2.3.5 Mandurah's economic challenges have important policy implications for Western Australia

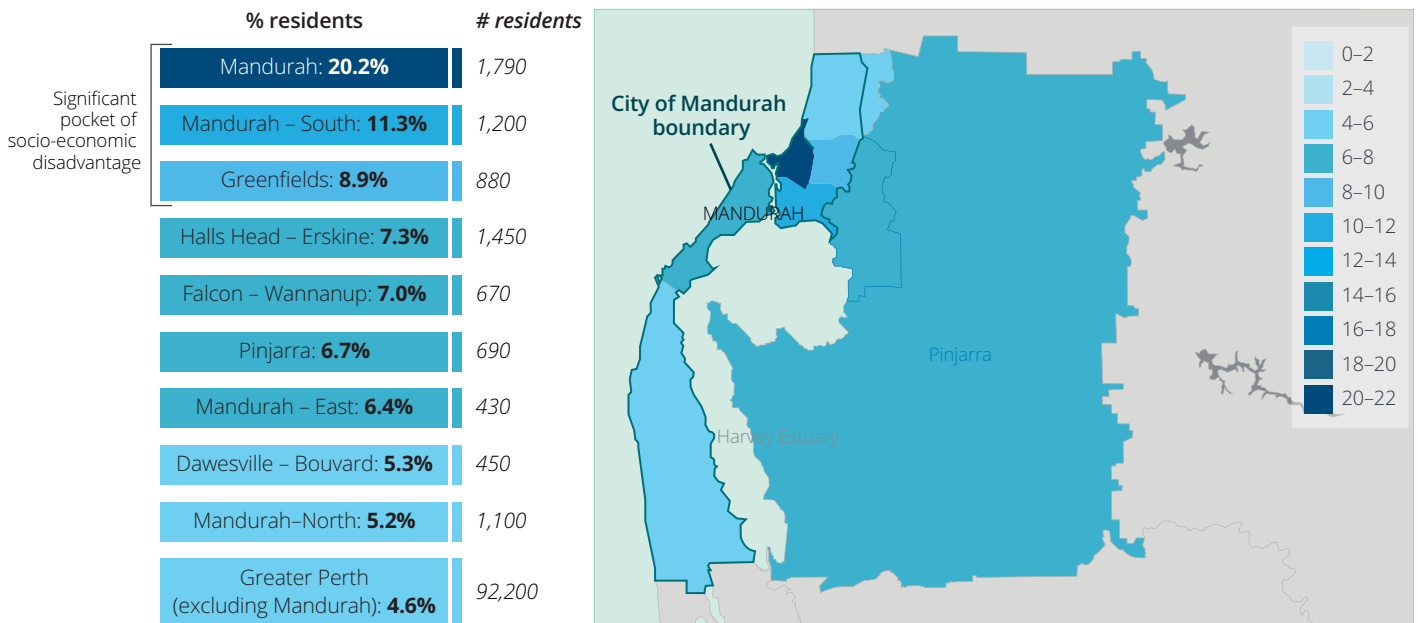
A high proportion of residents in Mandurah are highly dependent on social payments to meet basic living costs such as rent, food, and other essential expenses. The Commonwealth rent assistance payment is a useful proxy of dependence on social payments, as it is often received by people who are recipients of a wide range of other support payments.¹⁹

In the Mandurah SA4, 8.2 per cent of residents receive Commonwealth rent assistance, substantially higher than the average 4.6 per cent of residents elsewhere in Greater Perth. Notably, one-in-five residents in the central Mandurah SA2 receive rent assistance payments, with significant pockets of dependence in Mandurah South and Greenfields (Figure 2.15). This represents a nationally significant level of dependence on rent assistance within these areas.

Pockets of high unemployment and low socioeconomic status can contribute to negative social outcomes. Rates of criminal offending across suburbs within the City of Mandurah correlate to areas of low socioeconomic status, high unemployment, and high levels of dependence on social support payments.

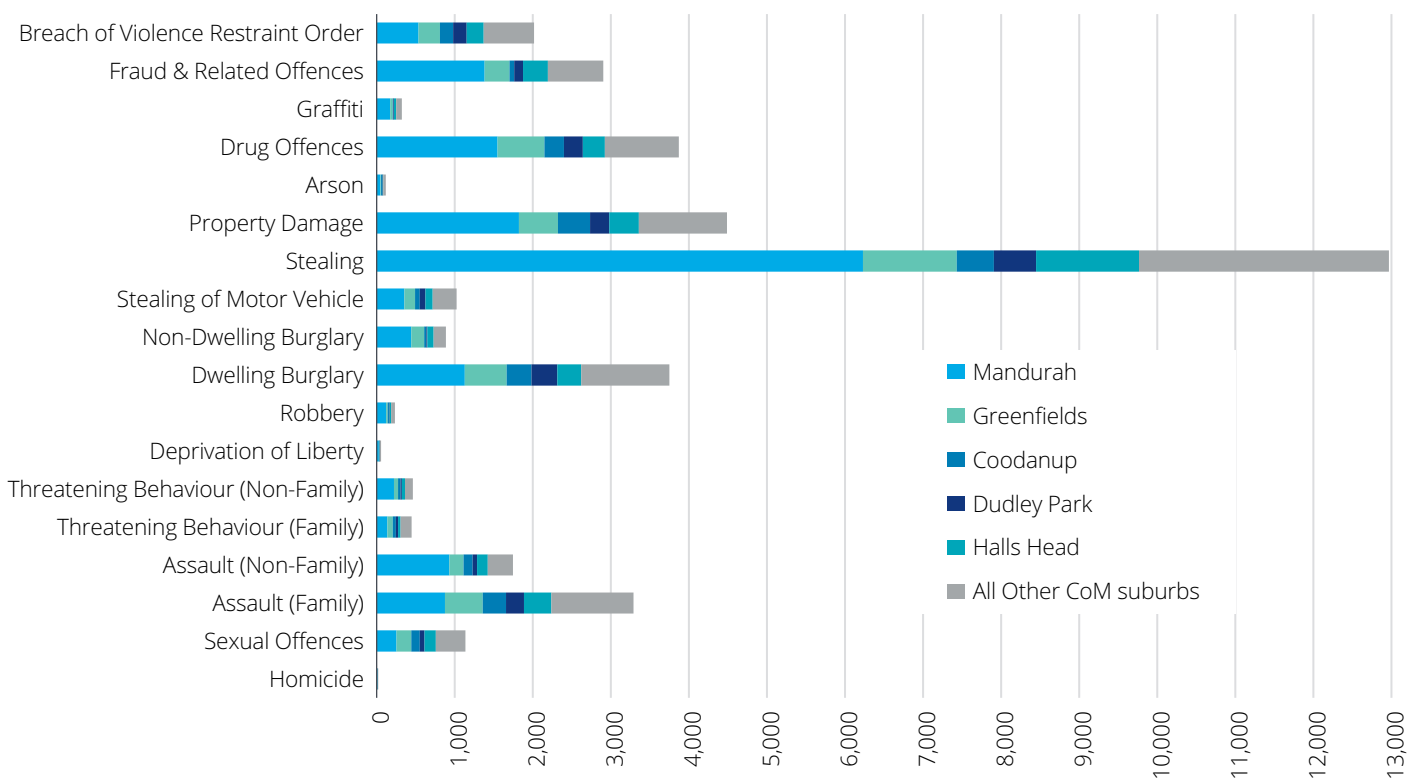
For example, almost 74 per cent of all crimes in the City of Mandurah between 2017 and 2021 occurred in five suburbs alone – Mandurah, Greenfields, Coodanup, Dudley Park, and Halls Head. These same suburbs experience relatively high unemployment and high rates of welfare dependency (Figure 2.16). Stealing was the most common crime in the City of Mandurah over the past five years, accounting for nearly 33 per cent of total criminal activity, followed by property damage at 11 per cent. It is estimated that these five suburbs alone have generated police and criminal justice system costs of approximately \$90 million in the past five years.²⁰

Figure 2.15: Share of residents receiving Commonwealth rent assistance payment, September 2021



Source: Department of Social Services

Figure 2.16: Incidence of crime in the City of Mandurah by number of offences (2017-2021)



Source: WA Police

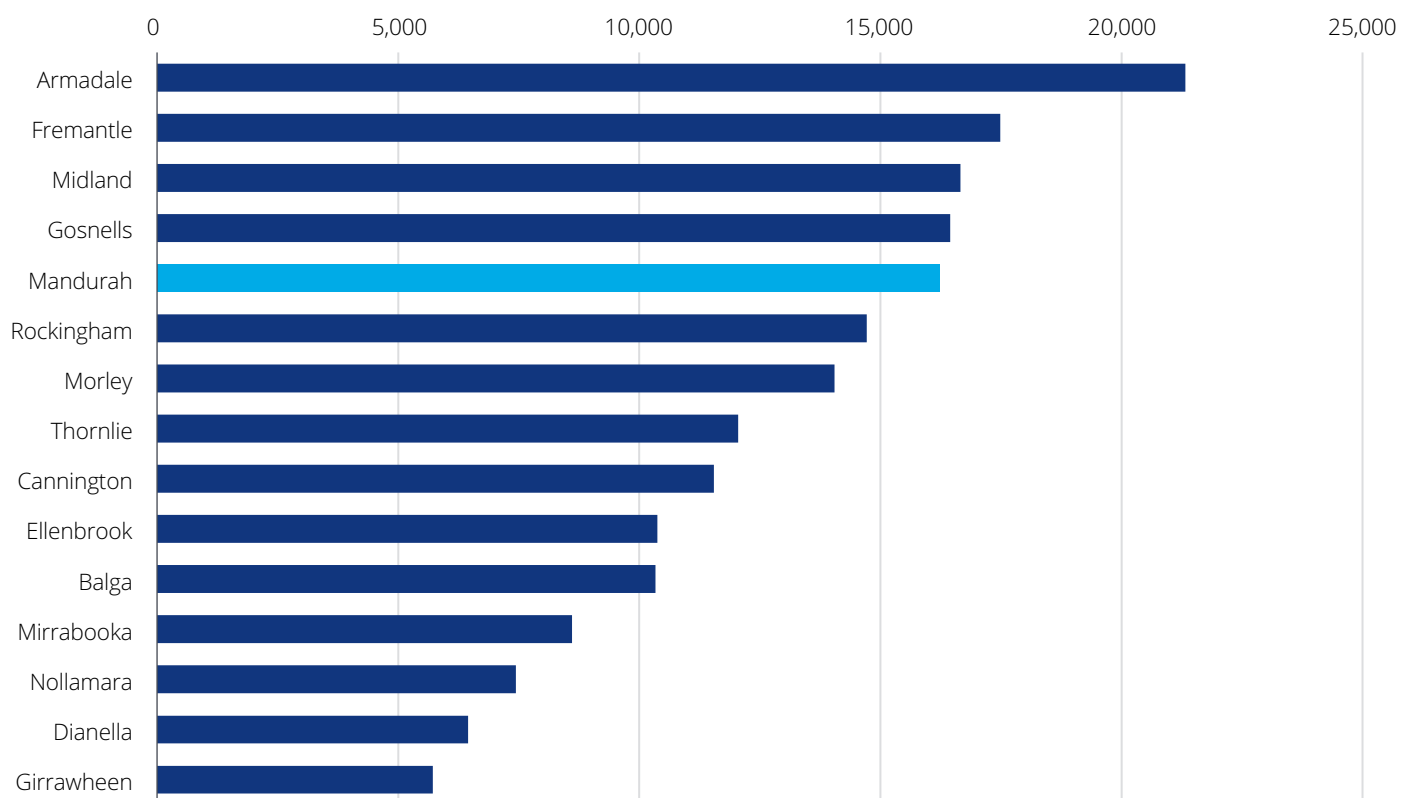
The incidence of crime in the suburb of Mandurah (which accounted for 40 per cent of total criminal activity within the City of Mandurah between 2017 and 2021) is significant from a State perspective. Over the five years to 2021, the suburb of Mandurah had the fifth highest number of criminal offences of any suburb in the Perth metropolitan area at more than 16,000 offences (Figure 2.17).

High rates of criminal offending have direct adverse implications for community safety and represent a cost that must be met by government for policing and the judicial system. In addition, there are longer-term adverse effects on perceptions of liveability that could impact decisions to live and work in Mandurah, and related social problems that are closely correlated with criminal offending, including illicit substance abuse.

Studies demonstrate that structurally high unemployment can correlate with major social issues such as substance abuse. In 2019, the Australian Institute of Health and Welfare (AIHW) found that illicit drug use was around 1.3 times more frequent among the unemployed relative to the employed, and that this was especially significant for (meth)amphetamine use at around 2.3 times.²¹

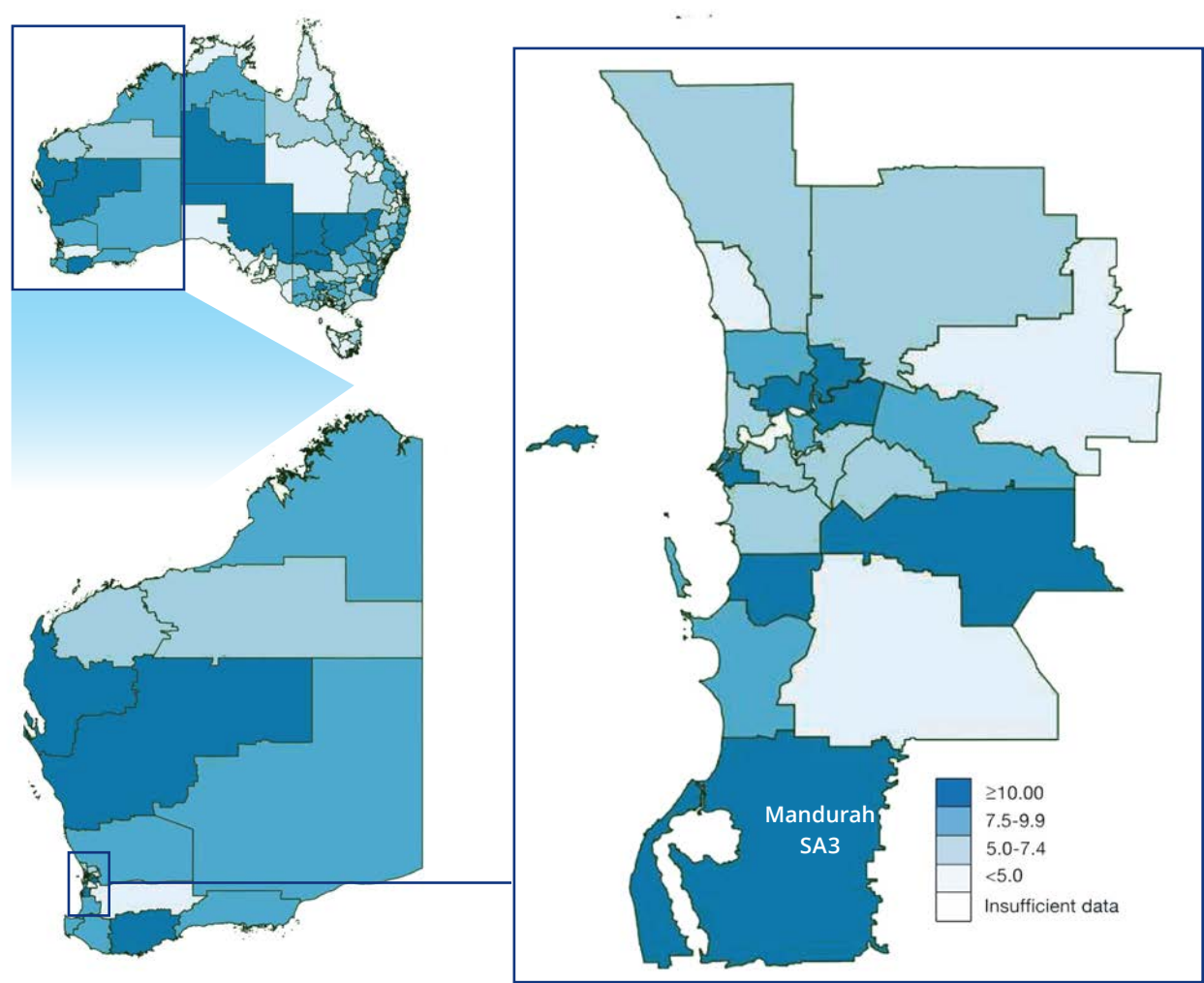
Illicit substance abuse can have a significant human toll that impacts families, communities, and public safety in regions of high incidence. Between 2014 and 2018, 66 people died from an unintentional overdose in the Mandurah SA3 (Figure 2.18). This represents an increase of over 44 people compared to the previous five-year period and a 53-person increase on the five-year period from 2004-2008. It is estimated unintentional drug-related deaths in Mandurah between 2014 and 2018 carried a total social cost of over \$60 million per annum.²²

Figure 2.17: Top 15 Perth metropolitan suburbs for criminal offences, five years to 2021, number of offences



Source: WA Police

Figure 2.18: Unintentional drug-induced deaths 2014-2018 by SA3, rate per 100,000 population



Source: Penington Institute, Australia's Annual Overdose Report 2020

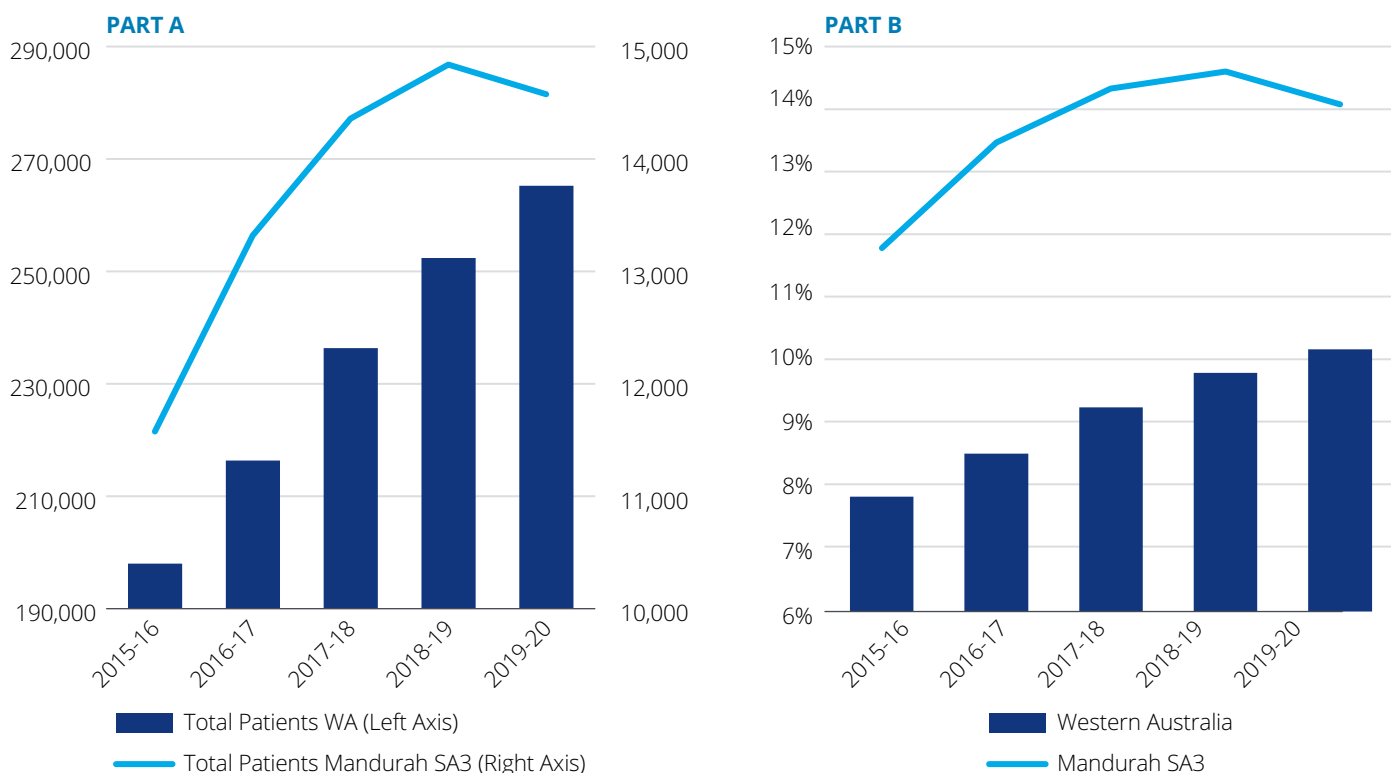
Negative mental health outcomes and substance abuse are often related and present challenges to individuals and communities. According to the AIHW, people with mental health conditions are 1.7 times more likely to have recently used an illicit drug compared with people without such conditions. Again, this disparity is higher for use of (meth)amphetamines, which is about 2.2 times greater among those with mental health conditions.

These findings are significant for Mandurah, which has a consistently higher share of residents accessing Medicare-subsidised mental health specific services than the average across Western Australia. In 2018-19, the number of Mandurah residents seeking support through mental health services peaked at almost 15,000, before falling marginally to around 14,600 in 2019-20, representing 14.3 per cent and 13.8 per cent of the local population, respectively (Figure 2.19). This contrasts with the State average of around 10.1 per cent in 2019-20, a slight increase on 9.7 per cent in 2018-19.

Despite the slight decline in the share of residents accessing mental health specific services in 2019-20, Mandurah has still exceeded the State average consistently for at least the last five years. This disproportionately high rate of demand for mental health services is important because it carries a financial cost to government for the indirect provision of these services, which are Medicare-subsidised; it is estimated approximately \$18.5m of Medicare expenditure was incurred over this period to service mental health patients in the Mandurah region²³.

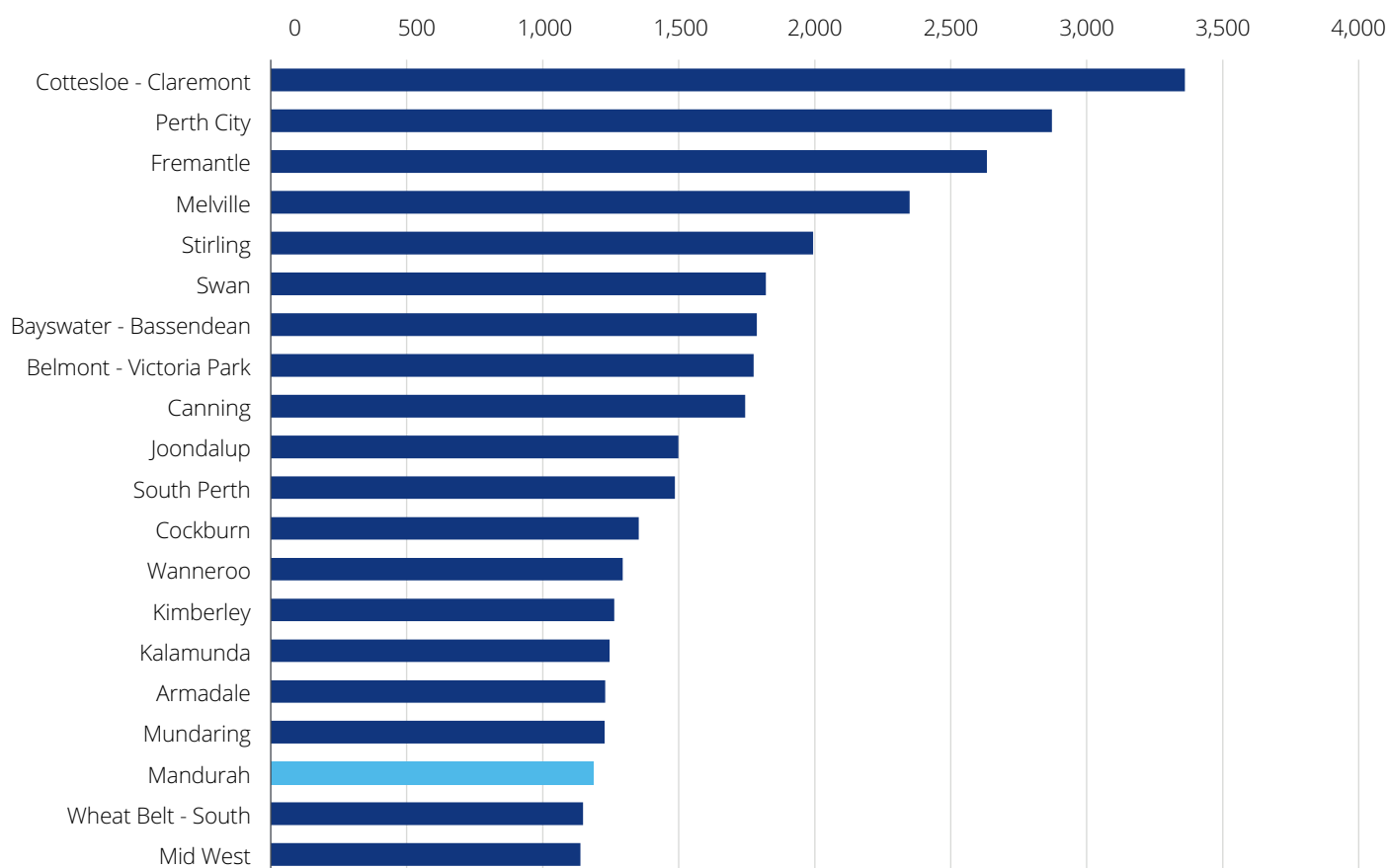
A measure of more acute mental healthcare issues is the number of overnight hospital admissions for mental health-related causes. On this metric, Mandurah is in the top 20 areas across Western Australia for overnight hospital admissions as a share of its population (Figure 2.20). This may indicate a need for greater delivery of mental healthcare services in the community and through local primary health networks, to reduce hospital presentations requiring admission.

Figure 2.19: Persons receiving Medicare-subsidised mental health-specific services- number (Part A) and as a per cent of the population (Part B)



Source: WA Police

Figure 2.20: Overnight admitted mental health-related bed days per 10,000 population, with and without specialised psychiatric care, top 20 by usual residence of patients (SA3), 2018-19



Source: The Australian Institute of Health and Welfare

The social and economic wellbeing of an area is determined by a range of factors, including those outlined in this chapter: limited access to education and employment, entrenched high rates of unemployment and low rates of labour force participation, high occurrence of mental health conditions, substance abuse, and criminal activity, among others. Each of these factors also impacts household incomes, and therefore households' ability to meet basic living expenses.

This is manifest in relatively high shares of household income used for rent and mortgage repayments among Mandurah residents. While residential property in Mandurah is relatively affordable to purchase relative to the rest of Greater Perth, renting or servicing a mortgage in Mandurah requires a relatively high proportion of average household income.

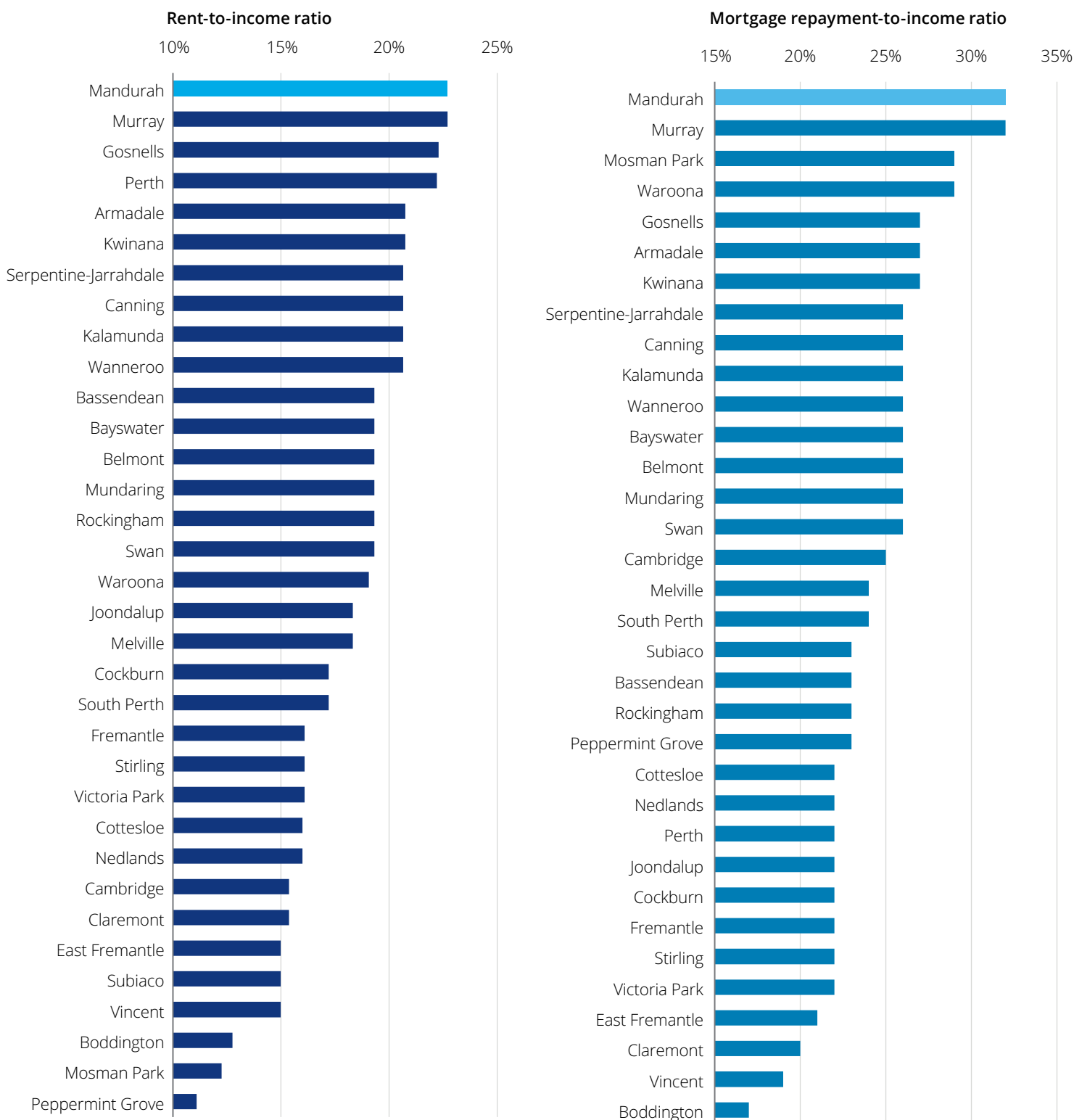
Of the 34 LGAs in the Perth and Peel regions, the City of Mandurah had the highest average rent-to-income and mortgage repayment-to-income ratios as at the 2016 Census (Figure 2.21).

This analysis indicates that residents in lower socioeconomic metropolitan LGAs including Gosnells, Armadale, Murray, and Kwinana must allocate significantly more of their income (20 per cent or more) to rent when compared to higher socioeconomic metropolitan LGAs such as Peppermint Grove, Mosman Park, and Subiaco (less than 15 per cent).

This distinction is less pronounced in the mortgage repayment-to-income ratio and skewed by areas with especially high average property prices (such as Mosman Park) but lower socioeconomic LGAs, like Mandurah, are still strongly represented at the upper end of the scale.

Mandurah's high median rent-to-income and mortgage repayment-to-income ratios suggest that a significant proportion of Mandurah residents are likely experiencing 'housing stress', defined where those earning incomes in the lowest 40 per cent are spending more than 30 per cent of their income on housing costs.²⁴ Housing stress is a predictor of other serious adverse social and economic outcomes, as households may regularly find themselves being required to trade off other essentials – including food and medical costs – to cover housing expenses.

Figure 2.21: Median rent-to-income and mortgage repayment-to-income ratios, Perth and Peel LGAs, 2016



Source: ABS Census of Population and Housing

2.3.6 Mandurah's lifestyle offering and natural assets are significant advantages

Despite its challenges, Mandurah has a positive foundation for change relative to other areas with similar socio-economic characteristics and challenges. Indeed, many of its perceived challenges can be the basis for advantages and opportunities if managed well – for example, while its older population could be considered a challenge insofar as it contributes to lower labour force participation, it also means that Mandurah is home to a relatively large base of people in need of aged care services, and therefore is a prime location for organisations specialising in delivering those services. Similarly, Mandurah's large base of retired residents may include many individuals with deep personal and career experiences who still seek to give back to the community – presenting an opportunity to coordinate business, female and / or youth mentor programs.

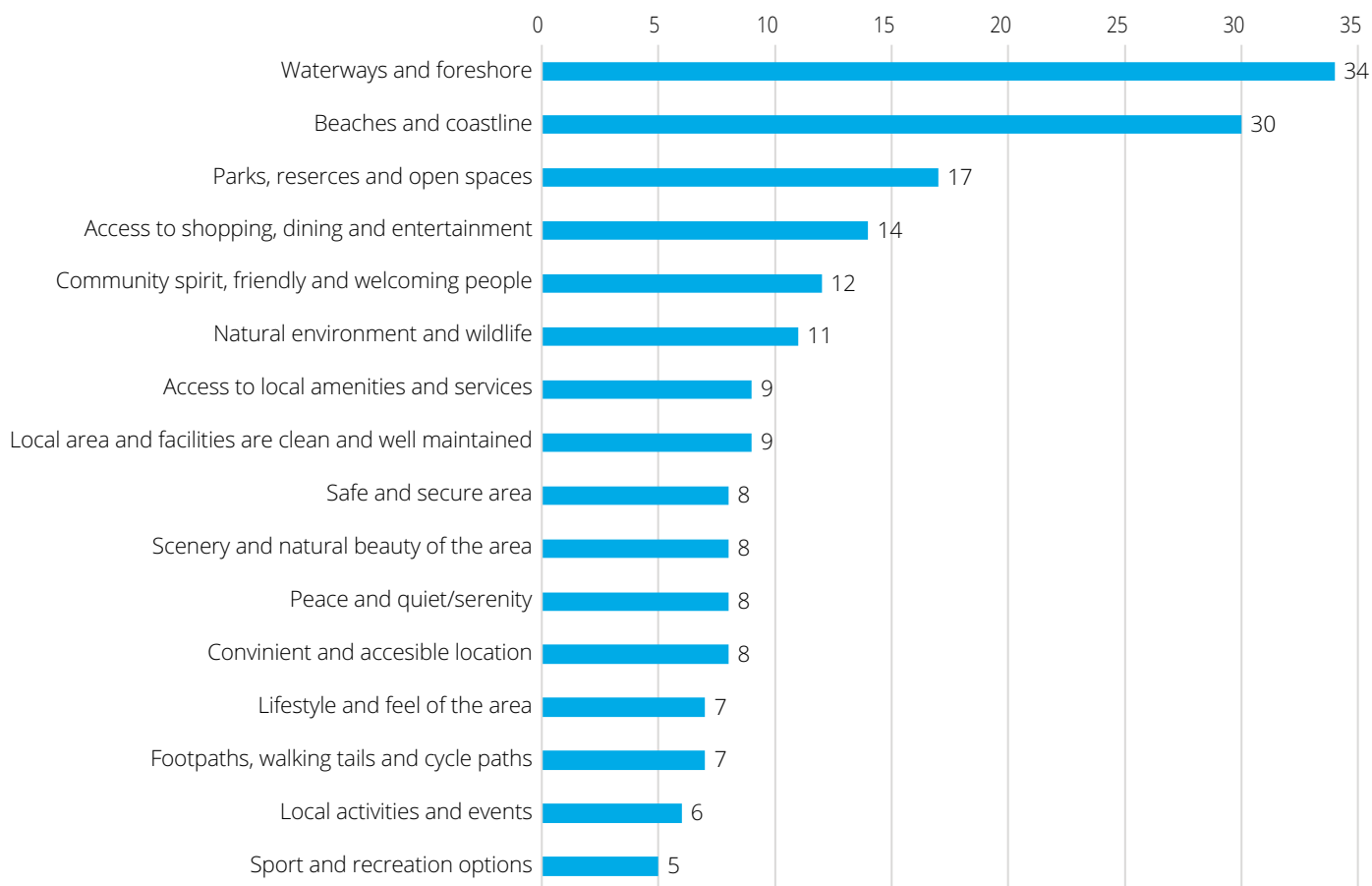
One of Mandurah's strongest advantages is its consistent ability to attract inbound internal migration from other parts of WA, driving its historically high rates of population growth. This is supported by both low-cost residential land and property and coastal lifestyle attraction. This is also reflected in Mandurah residents' own assessment of the features of their community that they value.

In a 2020 survey, Mandurah residents were found to highly value the region's natural amenity and proximity to the coast and waterways (Figure 2.22). Additionally, residents listed access to shopping, dining and entertainment, and community spirit, as major drawcards to Mandurah.

The value that Mandurah residents place on their community, notwithstanding the social and economic challenges discussed in this chapter, is reflected in a net promoter score (NPS) that measures the difference between respondents with a high likelihood of recommending the City of Mandurah as a place to live (promoters) less those with a low likelihood (detractors).

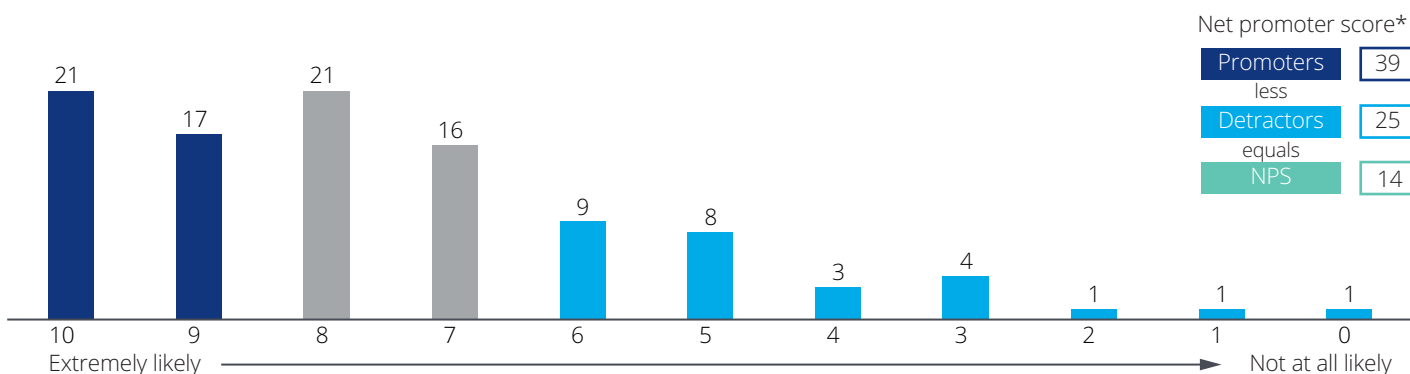
A 2020 survey found that the NPS for Mandurah residents was 14 (Figure 2.23) and had increased from a value of 9 in 2018 – reflecting an increase in residents' net likelihood of recommending the City as a place to live. This score compares favourably to an 'industry average' NPS of -17. Mandurah's NPS was highest among females and people with children aged between 6 and 12 years, reflecting the region's particularly strong appeal for young families.

Figure 2.22: Most valued aspects of the local area (City of Mandurah), per cent of respondents to Community Scorecard, November 2020



Source: City of Mandurah, Markyt

Figure 2.23: Net Promoter Score – likelihood of recommending the City of Mandurah as a place to live (per cent of respondents, 2020)



Source: City of Mandurah, Markyt

2.4 Mandurah's economic challenges are significant but not insurmountable

The review of past studies and strategies in Chapter 2.2 and analysis of the current state of the Mandurah regional economy in Chapter 2.3 reveals several key economic strengths and weaknesses:

- Mandurah has adverse labour force conditions including high unemployment and low labour force participation
- These conditions are partly driven by rapid population growth having outpaced the creation of local jobs, exacerbated by an ageing population
- The pipeline for developing Mandurah's future workforce is hampered by limited access to education, resulting in relatively low levels of post-secondary educational attainment and a high proportion of resident employees with low or limited skills
- Mandurah's resident workforce is concentrated in highly cyclical industries like mining and construction, while its local economy is dependent on population-driven services like retail, accommodation, and food services
- Mandurah's high rate of unemployment is closely correlated with a range of adverse social impacts, including high rates of crime, illicit substance abuse, and mental health conditions
- Notwithstanding these challenges, Mandurah continues to attract population growth through internal migration from elsewhere in WA, driven by its appealing lifestyle offering and natural environmental assets.

As the urban centre of the Peel region, Mandurah is Western Australia's largest regional city with a population of close to 90,000 people within the City of Mandurah boundary and more than 105,000 across the broader Mandurah region. This makes Mandurah an ideal location to test new initiatives both for their effectiveness when applied at the local level and their ability to be scaled to a larger regional population.

Mandurah's proximity to Perth means that its residents are often assumed to have access to State services through a delivery model oriented around key nodes in the metropolitan area – for example, tertiary education and specialist medical services based out of tertiary hospitals. The social and economic disadvantages explored in this chapter appear to suggest that this assumption has failed to provide adequate service levels and outcomes for Mandurah residents.

Mandurah faces a unique challenge in this context: it is close enough to Perth to be considered part of the metropolitan region for key decision-making and the delivery of some services, but distant enough that its residents with other barriers present are unable to take full advantage of these services. It does not, for example, enjoy the same level of local decision-making around public service delivery as occurs in the South West or Pilbara regions.

Mandurah's socioeconomic challenges are of a long-term, slow burn nature, rather than arising from acute events. This contrasts to other regional areas of WA that are heavily affected from time to time by rapid economic movements triggered, for example, by the commencement or closure of a single megaproject (though Mandurah is sensitive to broader fluctuations in the resources sector due to its high proportion of FIFO and DIDO workers). Furthermore, unlike some parts of regional WA, entrenched poverty and intergenerational disadvantage in Mandurah are not linked to a population with a large Indigenous cohort.



3 Global drivers of change



3.1 Introduction

This study is concerned with identifying opportunities to accelerate economic growth in Mandurah over the long term, anticipating a future that – given the pace of change in the global economy – is unlikely to look like the world today. For Mandurah’s economic opportunities to be resilient and relevant for that future, they must respond to the likely sources and drivers of potential change.

These drivers are almost always global in nature, but their impacts can be highly localised. For example, the underlying factors that drove the rapid expansion of Western Australia’s iron ore industry in the early 2000s had their origins in decisions, events, and trends far from Mandurah. But the ramifications were felt locally as a significant share of Mandurah’s workforce pivoted to fly-in-fly-out mining employment and the local unemployment rate fell below 4 per cent in 2006-07. Likewise, Mandurah felt the sting as the resources sector sharply contracted almost a decade later, and the local unemployment rate climbed into the double digits.

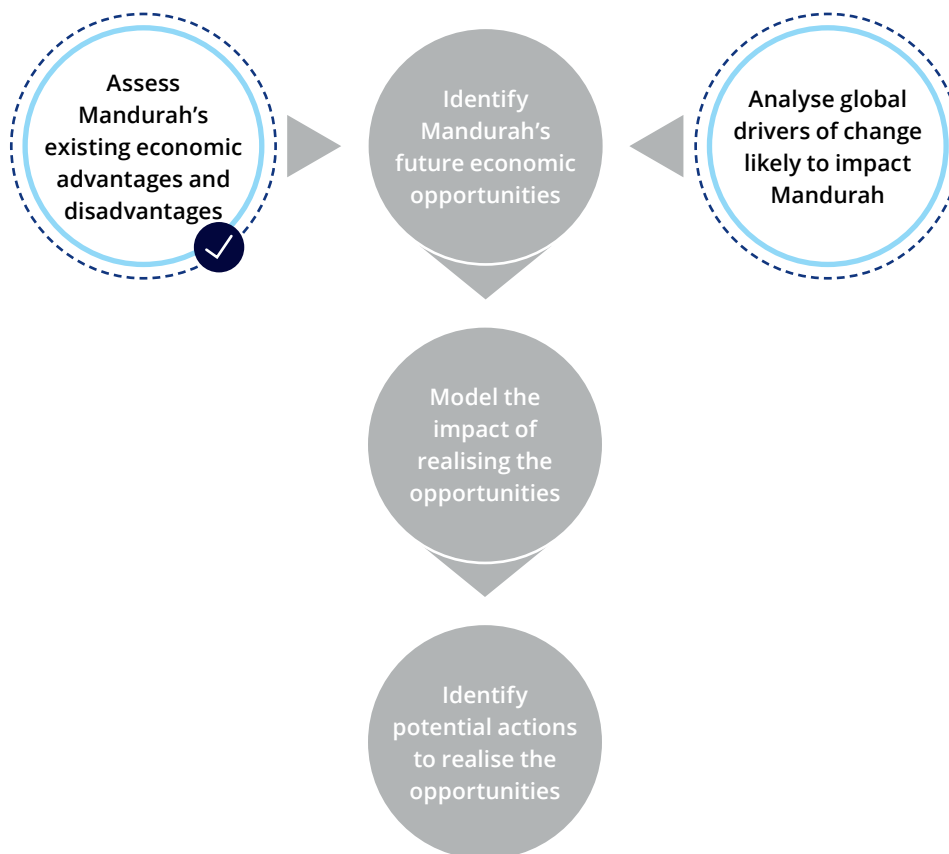
While local decision-makers cannot change the course of global megatrends, understanding the drivers of change can aid them in planning accordingly to maximise the benefits of positive trends and maximise resilience to negative trends. This is especially important for Mandurah; as the example above illustrates, Mandurah is closely integrated with the cyclical aspects of the Western Australian economy.

It is important to note that the drivers analysed in this chapter are ‘global’ in regard to Mandurah and include trends at the State and national level within Australia, as well as those prevalent overseas.

Not all drivers will affect Mandurah directly or acutely, but they are likely to indirectly contribute to the changing demand for goods and services, industrial activity, and employment globally. This will influence change in Western Australia as the most internationally exposed economy in Australia, and therefore, have consequences for the future population and workforce of Mandurah.

This chapter summarises the full set of global drivers identified, and the process for distilling their relevance for the development of future economic opportunities for Mandurah (Figure 3.1).

Figure 3.1: Approach – Analyse global drivers of change



3.2 Drivers of future change

There are many potential drivers of future change at the global level, many of which are closely related. A structured approach is to focus on a selection of drivers categorised according to whether their root causes are social, technological, environmental, economic, or political in nature. This framework is known as 'STEEP'.

The initial identification of potential future drivers was undertaken by examining recent research, thought leadership, and insights from Deloitte and other sources that canvassed issues in the STEEP framework. A principal source of information was Deloitte Access Economics' *State Infrastructure Strategy Scenario Planning* paper completed in early 2021,²⁵ which supported the development of Western Australia's inaugural 20-year State Infrastructure Strategy. In addition to being contemporary, this paper also contextualised drivers of change relevant to WA, which streamlined the task of considering drivers relevant to the Mandurah region.

Deloitte supplemented this principal source with a review of other thought leadership on megatrends and reviewed the initial list of drivers in the context of information drawn from our engagement with clients on these issues and internal expertise of Deloitte's staff and Partners.

This resulted in the identification of 45 drivers of change, summarised according to their classification in the STEEP framework in Figure 3.2. These drivers were subsequently tested with stakeholders from the Transform Mandurah internal working group, to confirm their appropriateness as global sources of change, uncertainty, and opportunity. Note that at this point in the process, the relevance of each driver to Mandurah was not considered; this occurred at a later stage.

A summary of each of the 45 drivers is provided in Appendix A.

Figure 3.2: Drivers of future change



Source: Deloitte

3.3 Distilling the impact of the 45 drivers of change

To determine which of the 45 global drivers are likely to have the most relevance to Mandurah's future, each driver is analysed according to two criteria:

- **Likelihood of occurrence** – The probability that the impacts of the driver come to pass
- **Potential impact on Mandurah's economy** – The extent to which the eventuation of the driver will sustain or threaten one of Mandurah's local economic advantages or entrench or resolve one of its disadvantages.

Based on these two criteria, each driver is placed in one of four categories:

- **Must Act** – both high likelihood of occurrence and potential impact on Mandurah
- **Disruptors** – low to moderate likelihood of occurrence, but high potential impact on Mandurah
- **Watch and Act** – high likelihood of occurrence, but low to moderate potential impact on Mandurah
- **Sleepers** – both low likelihood of occurrence and potential impact on Mandurah.

A stylised representation of these four categories, together with their definition, is shown in Figure 3.2.

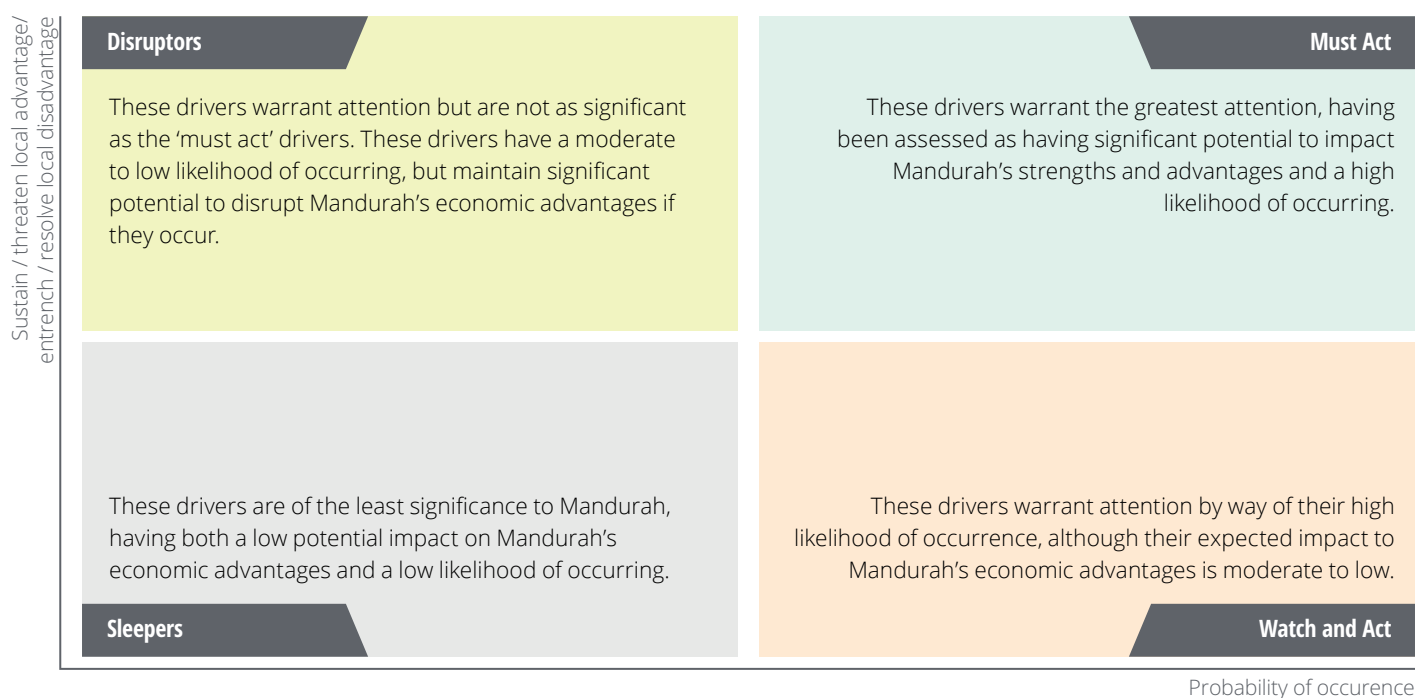
Each of the 45 drivers of change identified in Chapter 3.2 was considered in the context of its probability of occurrence and likely impact on the Mandurah regional economy.

The drivers categorised as '**must act**' for Mandurah are largely centred on population, labour market, and skills challenges. Other '**must act**' drivers relate to the importance of Mandurah's natural environment and the role it can play in the broader decarbonisation of the economy, and the role of federal, state, and local government in addressing Mandurah's economic and social challenges.

The '**must act**' drivers have the greatest significance for identifying future economic opportunities for Mandurah. These include:

- **Remote working:** The demarcation between Mandurah as a regional city and the growing suburban footprint of the Perth metropolitan area has become blurred in recent years, accelerated by rapid transport infrastructure reducing the cost of travelling between Mandurah and Perth. This has adversely impacted Mandurah's employment self-sufficiency, as an increasing share of workers who live in Mandurah have their place of work elsewhere in the metropolitan region. The rise of remote working, greatly accelerated by the COVID-19 pandemic, offers Mandurah an opportunity to 'reset' its employment self-sufficiency challenges, for example, through capitalising on greater numbers of professionals seeking to work from home in lifestyle locations, and by repurposing commercial space in the Mandurah CBD for temporary and shared office and co-working space.

Figure 3.3: Categorisation of drivers



Source: Deloitte

- **Knowledge worker:** A large proportion of Mandurah's resident workforce work in manual occupations ('jobs of the hand') with lower qualifications relative to the workforce of Greater Perth. The rise of the knowledge worker and increasing importance of 'jobs of the head' (e.g. professionals) and 'jobs of the heart' (e.g. support workers and care-givers) means that it is imperative for Mandurah to address its skills imbalances, to ensure its residents are adequately prepared to meet future labour demand.
- **Ageing population:** Mandurah's population is substantially older than that of Greater Perth, while its lifestyle offering and natural environment make it an attractive place for retirees to relocate. As the share of over-65s in the population increases, Mandurah has both the need to provide services to a larger group of older residents, and an opportunity to capitalise on the skills and infrastructure required to deliver these services to growing numbers across the country.
- **Next-gen workforce:** Mandurah has more limited secondary and post-secondary education opportunities than other parts of Greater Perth, which puts it at risk of 'brain drain' as top students, in particular those pursuing a university pathway, may relocate away from Mandurah to undertake higher education and employment. This could exacerbate Mandurah's labour force challenges as its older, existing workforce retires.
- **Resumption of travel:** Mandurah benefits from significant daytrip tourism from the Perth metropolitan area and is well-positioned to cater to tourists as the accommodation and catering hub of the broader Peel region. As pandemic border and travel restrictions ease, Mandurah will need to consider its tourism offering as inbound interstate and international tourism resumes, and Western Australians are again able to travel out of the State.
- **Competition for talent:** Closely related to 'remote working', 'knowledge worker', and 'next-gen workforce', Mandurah will need to address the availability of jobs to attract higher-skilled workers to both live and work in the region. Risks of failing to do so include increased dependence on employment in industries with limited growth potential, increased concentration of resident workers in low-skilled and/or low-income occupations, and a continued decline in employment self-sufficiency.
- **Urbanisation:** The expansion of the Perth metropolitan region to Mandurah's boundaries has threatened its status as a regional city. Sustaining a separate identity and growing local economy will require Mandurah to attract a pipeline of investment, jobs, and skilled workers who work locally, in addition to residential population growth.
- **Growing middle class:** Many Australian jurisdictions are well-positioned to capitalise on Asia's rapidly growing middle-class population through the production and export of consumer goods. For businesses and workers in the Mandurah region, benefiting from the growing middle class requires investment in expanding capacity in areas of existing advantage, such as food, manufacturing, and tourism.
- **Climate change:** As a coastal city situated on a network of estuarine waterways, adjacent to a significant food and agriculture industry in the Peel region, the impacts of climate change on extreme weather events, water, and soil conditions have potentially serious implications for the future of Mandurah's regional economy. Investing in climate resilience is necessary for the long-term sustainability of the region.
- **Environmental awareness:** Mandurah's natural environmental assets are important contributors to its appeal as a place to live and to key industries in the region including tourism, hospitality, and agriculture. Preservation of these assets is critical for Mandurah's future economic development. Positioning itself as an environmentally conscious destination will also aid in appealing to growing global eco-tourism demand.
- **Renewable energy:** While other parts of Western Australia have considerable renewable energy resources, Mandurah benefits both from a combination of resources – including good wind and solar potential, and access to treated wastewater – and from existing connectivity to the SWIS electricity network. Mandurah could play a leading role in decarbonisation and a shift to greater renewable energy production at the regional level, including in energy production to support heavy industry elsewhere in the Peel region.
- **Role of government:** Mandurah residents are adversely affected by having to travel sometimes great distances to other parts of the Perth metropolitan area to access key services, including specialist medical care and post-secondary education opportunities. In both the literature review and consultation with stakeholders, this was attributed to a disconnect between decisions made at State and Federal Government levels relative to the local needs within the Mandurah region. Mandurah could benefit from more decentralised decision-making in the evolving role of government, including through collaboration between community groups, the City of Mandurah, Peel Development Commission, and other tiers of government.

The categorisation of all 45 drivers is shown in Figure 3.4. As noted above, 'must act' drivers form the most important basis of future economic opportunities for Mandurah. 'Disruptors' and 'watch and act' drivers are considered in the identification of opportunities, while 'sleepers' are not considered significant in the context of Mandurah's future economic development. The process of categorisation was a collaborative effort between Deloitte, the Transform Mandurah working group and the Peel Development Commission. The process did not follow a scientific approach, but rather sought to blend considerations from the analysis and outcomes contained in Chapter 2 and Chapter 3.2 above, with local knowledge, aspirations and insights from the Transform Mandurah working group and the Peel Development Commission.

Figure 3.4: Prioritisation of 45 drivers of change



Source: Deloitte, City of Mandurah, and Peel Development Commission



4 Defining future opportunities



4.1 Introduction

Mandurah's future economic opportunities lie at the intersection of its existing economic advantages and disadvantages outlined in Chapter 2 and the global drivers of change that are both likely to occur and likely to have a significant impact on Mandurah, as discussed in Chapter 3. This approach is shown in Figure 4.1.

The opportunities were initially developed based on the synthesis of findings from the previous two steps, and subsequently refined and consolidated through consultation with the Transform Mandurah working group and other stakeholders from the City of Mandurah and Peel Development Commission.

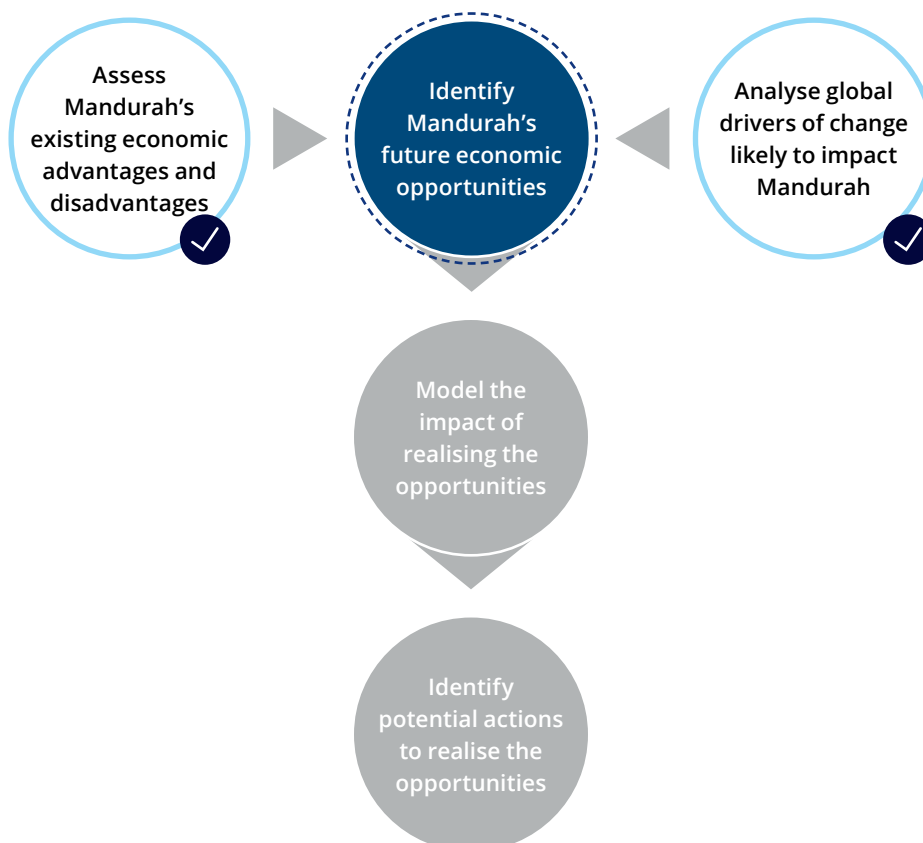
A total of **eight opportunities** were identified, each of which represents a potential area of focus to guide future policy decisions, objectives, and investment decisions for the Mandurah region. The opportunities also consider existing programs and infrastructure currently in place, to ensure that they build from the current state.

Importantly, the opportunities are intended to be high-level, thematic areas that address a pressing challenge and/or a promising area of growth for Mandurah. They are not discrete projects, programs, or policies – rather, the full realisation of each opportunity is likely to require the implementation of a wide array of interventions.

Further, it is not intended that the opportunities identified be funded and driven by government. Private sector investment can help catalyse and drive many of the opportunities. However, it is anticipated that initial support is likely to be required from governments to help catalyse and / or de-risk the opportunities. Some opportunities are unlikely to generate a commercial return but present an opportunity for government to partner with the not-for-profit (NFP) sector and other relevant community-based stakeholders.

This chapter provides an overview of each opportunity and discusses its relationship to Mandurah's existing economic advantages and disadvantages and relevant global drivers of change. The impact of, and potential interventions that could contribute to, realising the opportunities are discussed in Chapters 5 and 6, respectively.

Figure 4.1: Approach – Identify Mandurah's future economic opportunities



4.2 Eight economic opportunities for Mandurah

4.2.1 Opportunity 1: Make Mandurah the lifestyle capital of Western Australia

Mandurah offers highly appealing lifestyle opportunities, combining proximity to the coast and waterways, open and green spaces, and relatively affordable living.

Opportunity description

Under this opportunity, Mandurah becomes the location of choice within Western Australia for people determining their place of residence and work based on lifestyle factors. Already a popular location for older cohorts for retirement, this opportunity would involve appealing to a wider demographic – including young professionals and working families.

Successfully positioning Mandurah as the lifestyle capital of Western Australia may entail both capital investment in enabling infrastructure and program/policy development to improve liveability. This could include enhanced community and leisure infrastructure such as sporting facilities, waterfront amenities, improved school education offerings, and a revitalisation of the Mandurah city centre to cater to commercial, retail and hospitality spaces of a similar quality to the Perth CBD.

Mandurah's natural assets and affordable living are key drawcards but relative to metropolitan Perth it faces challenges in providing other features that define liveability. This was a consistent theme that emerged from the literature review (see Chapter 2.2), which identified constraints such as: poor public form in the Mandurah CBD away from the foreshore, poor connectivity and public transport access within the region and to key employment hubs, dispersed and low-quality commercial spaces, lack of access to youth sporting and cultural infrastructure, and lack of specialised healthcare and community services locally.

In 2020, the Australian Urban Observatory published a 'scorecard' for liveability in Perth and Mandurah.²⁶ The report, based largely on research from RMIT University into liveability indicators, found Mandurah's suburbs were concentrated in the lower deciles of the liveability index comparative to west, north-west and inner Perth. The liveability index measures factors including, but not limited to, access to leisure, childcare, public schooling, health services, sport, and public open space, housing affordability and employment opportunities. Additionally, Mandurah was in the lower deciles for walkability, social infrastructure, public transport access and food environment indices. These indices comprise a list of some key factors that if improved, could increase residents' quality of life.

Realising this opportunity requires social interventions and addressing challenges to liveability, but also offers the potential for a higher rate of economic growth and benefits that align with broader strategic objectives for the tourism industry in the Peel, which includes maintaining the appeal of Mandurah as the 'daytrip capital' of Western Australia and promoting overnight stays across the Peel region.

Correlation with Drivers (see Chapter 3.2)

-  Growing middle-class
-  COVID-19 restrictions
-  Ageing population
-  Remote working
-  Urbanisation
-  Mass migration

COVID-19 lockdowns and the rise in flexible working have increased the importance of lifestyle factors in choosing where to live. In addition, the ageing population is driving demand for retirement destinations with plentiful amenities and urbanisation means regional centres are becoming increasingly populated.

These drivers, coupled with a growing middle class both locally and globally, can create a platform for Mandurah to leverage its lifestyle credentials to both boost population growth through attracting migration (including internally within WA). This will also support its established consumer-facing industries by attracting additional tourism and assist strategic industries to grow through migration of skilled workers.

Mandurah's strengths and weaknesses

The appeal of Mandurah's lifestyle has been the major driver of its population growth – through internal migration from other parts of WA and Australia – for the last two decades. Its reputation as a desirable retirement and holiday destination can be leveraged, with the aid of suitable infrastructure and programs, to attract permanent migration.

Existing developments within the City of Mandurah and Peel Region, including the City Centre Revitalisation and Foreshore Redevelopment as well as the proposed Peel Yalgorup-Wetlands eco-tourism opportunity, are taking steps to improve Mandurah's appeal. These, coupled with other measures to improve liveability more holistically, may assist in forging greater population growth.

Purpose

Positioning Mandurah as WA's lifestyle capital could amplify the benefits of other economic opportunities, helping to attract a larger professional resident workforce; provide the accommodation, food and retail supply to grow its tourism footprint; and attracting a younger working-age cohort linked to new training opportunities and more diverse employment opportunities in a revitalised city centre.

Achieving progress within Opportunity 1 would be supported by progress in the other seven opportunities, in turn supporting their achievement, as each is connected by a fundamental aim to improve Mandurah as a place to live, work and invest.

4.2.2 Opportunity 2: Develop Mandurah into a world-class Hospitality Education Precinct

Almost nine-in-10 of the next billion middle-class consumers across the globe are forecast to reside in China, India, and the remainder of south and south-east Asia. The Australian hospitality industry is set to reap the benefits, and Mandurah could be an important training ground for the future workforce.

Opportunity description

The hospitality sector is often viewed as a stepping-stone to a career rather than a career in itself. This creates a transient national hospitality workforce which, in WA, often manifests in skills and labour shortages. These shortages are acute at the higher-skilled end of the hospitality services spectrum, where labour gaps are more difficult to fill with short-term or unskilled labour.

Under this opportunity, Mandurah becomes home to a collaborative hub of world-class training and education providers in the hospitality sector, leveraging on its existing workforce and tourism assets to train locally as well as coordinating applied learning and skills development across the hospitality sectors of the Perth, Peel and South West regions.

The vision is to educate and train a workforce with specialisations in hospitality including executive chefs, sommeliers, concierges, hotel managers and other management staff, as well as emerging roles such as VIP event management, and luxury brand design and management. These skills are expected to exceed entry-level requirements in the industry, where training opportunities already exist both in Mandurah and elsewhere in the Greater Perth region. Targeting gaps at the higher-skilled end of the hospitality workforce helps to build the identity of the Mandurah region as a premium place of training and education for these careers, and will result in a more employable workforce into the future and a higher level of service delivery in the region. Importantly, it also attracts young people and students to the region, to help build vibrancy and support activation in the Mandurah CBD.

The opportunity to attract a private sector partner to be a part of the hub, providing on-the-job training for students, is a potentially beneficial avenue for this opportunity. This model was successful in the Gordon Culinary School at Gordon TAFE in Victoria, which redeveloped an existing hospitality site and continues to operate a restaurant as part of its training program.²⁷

Mandurah's strengths and weaknesses

Mandurah has an existing presence in the hospitality industry, with a significant share of local businesses and resident employment concentrated in this sector. This provides both the capacity for hospitality training (which requires highly skilled hospitality professionals and facilities for practical education) and a potential pool for trainees, being a large existing workforce.

Correlation with Drivers (see Chapter 3.2)

-  Growing middle-class
-  Return of the consumer
-  Competition for talent
-  Next-gen workforce
-  COVID-19 restrictions

The growing purchasing power of the middle class in developing countries will create significant opportunities for the national tourism and hospitality sector in particular.

Supporting the hospitality industry post the COVID-19 pandemic, and providing highly skilled employment opportunities in hospitality for the youth and female workforce in Mandurah (both under-represented in labour force participation), are also key drivers behind this opportunity.

Additionally, the return of travel post-pandemic should lead to an increase in tourism to Australia, with opportunities for Mandurah to help build a pipeline of quality hospitality workers to capitalise on future consumer demand.

For example, there is potential to leverage the \$9.17 million South Metropolitan TAFE expansion for tourism and hospitality training announced by the State Government in mid-2020 by partnering with, or supporting, the TAFE to deliver further specialised training.²⁸ The key differentiators between existing planned investment and this opportunity are:

- The scale of the training provided: The objective of this opportunity is to produce a large skilled workforce that will meet the demands of the hospitality industry beyond Mandurah. Exporting graduates from this training precinct is critical to building its reputation, and consequently, attracting top-quality students from other jurisdictions to live and train in Mandurah.
- The level of skills provided: This opportunity principally targets training hospitality professionals at the upper end of the skills spectrum, rather than competing with less complex training that could be undertaken by hospitality businesses without the involvement of the specialist training precinct.

Purpose

Establishing Mandurah as a Centre of Excellence in hospitality training could assist in attracting students, building Mandurah's brand as an elite training hub for hospitality skills, as well as developing world-class hospitality services for visitors and residents.

This brings with it potential economic benefits, including increased spend in the region due to a growing population and more jobs to cater to expanding hospitality demand.

4.2.3 Opportunity 3: Build the capacity of the aged-care workforce

Nearly 27 per cent of Australia’s population (8.1 million people) are expected to be aged over 60 years by 2040, representing a rise of 46 per cent from 2020 – or 2.6 million more people. However, significant gaps in the national aged care workforce are expected in future.

Opportunity description

Mandurah’s lifestyle attraction means it has one of the oldest populations in WA. This creates a significant aged-care need in the region, highlighted by the large prevalence of cardiovascular diseases, which is driven almost exclusively by the population aged 55 years and over.

Under this opportunity, Mandurah takes a leading role in expanded training to address significant forecast shortages of skilled labour in the aged care sector, both within the region but also elsewhere in WA and across Australia. The focus of the opportunity is on leveraging the existing presence of a significant aged population and aged care providers in Mandurah to train aged care workers.

Mandurah’s unique position as a regional centre with a growing over-55 population also gives it the opportunity to be an ideal pilot site for creative and innovative models of care. As the global population ages, increasing amounts of research are being undertaken to understand more efficient and effective holistic care. Examples of new models include South Australia’s dementia care village at the Repat Health Precinct which will provide for 70 residents at completion in 2023.

The need to combine technical skill with greater compassion and resilience among staff also fuels the need for better models of training. Mandurah has the ability to establish itself as a nation-leading provider of innovative aged-care services through the piloting of creative models of care and in equipping the aged care workforce of the future through cutting-edge training and development.

Mandurah’s strengths and weaknesses

Mandurah can capitalise on its older population, its existing presence of aged care services providers and aged care training specialism at the Mandurah TAFE campus to train the aged-care workforce of the future. There is strong alignment with the hospitality centre of excellence in terms of possible co-location of a central training hub, with the potential for any such education and training precinct dedicated to future roles requiring ‘work of the heart’.

Purpose

This opportunity could achieve two separate socially beneficial outcomes in Mandurah. In the first instance, greater opportunities to train and upskill in a fast-growing industry can support residents to retain meaningful employment, supporting economic growth in the region.

Correlation with Drivers (see Chapter3.2)

-  Ageing population
-  Competition for talent
-  Next-gen workforce
-  Regulatory landscape
-  Role of government

A growing ageing population means aged care demand is set to boom. But if the aged-care workforce continues expanding at its current pace, CEDA estimates that within the next decade there will be a shortage of 110,000 direct aged-care workers, and by 2050, a shortage of more than 400,000 workers nationally.²⁹ This requires action to ensure adequate numbers of aged care workers are available to cater for changing demographics.

The evolving role of government policy and regulation in the aged care sector is also likely to add to, rather than solve, shortages of skilled labour in the industry. For example, the recommendations that arose from the 2018 Royal Commission into Aged Care Safety and Quality resulted in immediate action from the Commonwealth Government to create new Medicare Benefits Schedule items for allied and mental health services in aged care facilities. But expanded availability of these services will require a larger skilled workforce to deliver them.³⁰

The evolving policy and regulatory landscape in aged care was further disrupted by the impacts of the COVID-19 pandemic, which disproportionately affected aged care facilities and residents in terms of case numbers, serious illness, and death. An increased regulatory burden associated with mitigating impacts from diseases like COVID-19 in the future – for example, stricter rules around visitation – again will have impacts on the future demand for skilled workers in the sector.

Furthermore, a highly skilled aged care workforce allows for the provision of better care for Mandurah’s older residents.

This supports Mandurah’s appeal as a retirement and lifestyle destination and could provide improved quality of life for its ageing population. This opportunity should be explored with thought given to how to best leverage existing aged care services, facilities, and training, as well as how the supporting supply chain for a new or updated facility may make best use of the region’s resources.

4.2.4 Opportunity 4: Make Mandurah a hub for 'Blue Collar Tech' training and industries

The WA resources sector is adept at developing and adapting the latest innovation and technology to operations. As the sector accelerates its adoption of technology, there is a growing need for 'Blue Collar Tech' or Digital Trades workers and related service providers.

Opportunity description

WA's mining and petroleum equipment, technology, and services (METS and PETS, respectively) sectors are key drivers and enablers of innovation in the resources sector, giving the State an advanced technology base in mining and oil and gas. WA hosts almost a quarter of all national METS businesses operating in Australia.

But the future mining technology workforce is not all about STEM-qualified professionals. As resource sector operations come to increasingly rely on remotely operated and networked machinery and technology, there is a growing need for skilled workers in 'Blue Collar Tech' roles – also called 'Digital Trades'. These are defined as technology-intensive jobs requiring sub-degree level qualifications.

Examples of such roles include cyber security, data analytics, software development, data visualisation, automation and 3D printing.³¹ A 2018 Deloitte Access Economics Digital Pulse report produced for the Australian Computer Society estimated the Australian economy requires 200,000 skilled technology workers by 2023 to keep pace with international competitors – though university graduates in ICT number less than 5,000 per year.³² While some of these roles will necessarily have to be filled by additional university graduates, there is an opportunity for skilled technology jobs to be filled through vocational training, which has advantages such as shorter durations of study and benefit of practical training rather than in a university environment.³³

Under this opportunity, Mandurah positions itself as a hub for 'Blue Tech' businesses, leveraging both its large existing labour pool of technicians, trades workers, and machinery operators and the significant presence of engineering and manufacturing businesses in the Mandurah region.

Importantly, the different aspects of this opportunity will be realised over different time horizons. In the short to medium term, the focus should be on developing capacity for training. Only once Mandurah has developed a reputation for producing highly skilled digital trades workers will businesses see value in relocating their operations to the region; therefore, developing Blue Collar Tech industries should be an objective for the medium to long term.

Mandurah's strengths and weaknesses

Mandurah has a potential advantage in producing the next generation of Blue Collar Tech workers because of its high proportion of technical and trades workers who operate in the manufacturing and resource sectors. These workers are prime candidates to be upskilled to perform more digitised tasks, while vocational training offered in the region can also be augmented to help develop this future workforce.

Correlation with Drivers (see Chapter 3.2)

-  Knowledge worker
-  Automation
-  Competition for talent
-  Additive manufacturing
-  Artificial intelligence
-  Acceleration of productivity

The rapidly evolving technology landscape has led to increased pressures on traditional manufacturing skills as the industry moves to automation and artificial intelligence to improve productivity.

To remain competitive in such a market, workers need relevant upskilling, while employers require this upskilling to meet the expected gaps in their future workforce.

Collaborating with industry to develop into a training hub for digital trades (similar to Rio Tinto's partnership with South Metropolitan TAFE to develop VET qualifications in automation) will allow Mandurah to help fill a key gap in the 'Industry 4.0' revolution – the trade skills that enable innovation. Mandurah's proximity to businesses innovating in agriculture and defence provides opportunities for digital employment outside of manufacturing as well.

Purpose

Mandurah is well-placed to capitalise on the need for technology skilled workers: a large proportion of Mandurah's workforce is employed in the resources sector and consists of traditional technicians and trade workers. Private investment often follows the availability of skills and innovation. Therefore, a broader plan to leverage a hub of training and skills for Blue Collar Tech roles may also include strategies to attract industries that employ digital trades (e.g., component parts manufacture) to locate within the region. Pivoting the workforce to technology-based skills may help to reduce structural unemployment in the future, as well as providing increased capacity for industry in Mandurah to adopt innovation and technology in operations.

Positioning Mandurah as a Blue Tech hub – as opposed to an advanced manufacturing hub specifically – is distinctly different to the advanced manufacturing development in the Bunbury Geopraphe region. With a focus on workforce development in digital skills, Mandurah is better equipped to attract industry and capital investment to the area with the possibility of creating an industry hub, such as the Bell Bay Advanced Manufacturing Zone in Tasmania.

4.2.5 Opportunity 5: Innovation in healthcare delivery

Digitisation is revolutionising the healthcare industry, enabling lower cost of service, improved diagnostics, and greater choice in treatment.

Opportunity description

Telehealth presents an opportunity for better medical service of disadvantaged and remote groups. For example, the US Health Resources and Services Administration funds a designated Centre of Excellence in Telehealth at the University of Mississippi Medical Centre (UMMC). This designation enables the centre to explore innovative ways to advance the modern practice of telemedicine and serve as national clearinghouse for telehealth research and resources. The centre was chosen not because of large geographic distance to patients, but because it had an established program that provided telehealth services in medically underserved areas with high chronic disease prevalence and high poverty rates.

Under this opportunity, Mandurah becomes a hub of innovation in healthcare service delivery to underserved groups in Western Australia. This is distinct from medical research and innovation in an academic sense – here the focus is on innovation in delivering services by capitalising on improvements in technology (such as telehealth) or alternative care models that allow services to be delivered more effectively in the community.

Importantly, the use of technology and emphasis on digital innovation means that practitioners based in Mandurah are not limited to servicing patients in the region. Under this opportunity, Mandurah could also play a critical role in delivering digitally enabled healthcare services to patients across the Perth metropolitan region and the rest of Western Australia.

Other innovative healthcare delivery methods in the integrated care and mental health fields could also allow for improved quality of health services in the region.

Mandurah's strengths and weaknesses

Mandurah comprises many lower-socio economic, aged, and at-risk groups – many of whom lack access to healthcare. Regions with these characteristics can be fertile ground for testing new healthcare delivery models and for deploying technology to reach a larger cohort of patients via telehealth. Furthermore, other innovative programs can be built on existing work conducted by the Peel Mental Health Taskforce and Peel Health Hub.

Correlation with Drivers (see Chapter 3.2)

-  Extended Reality
-  Digitisation of Healthcare
-  Ageing population
-  Knowledge worker
-  5G / enhanced connectivity
-  COVID-19 Restrictions

Telehealth has played an important part in providing continuity in healthcare delivery through the COVID-19 pandemic – for example, by allowing patients to refresh prescriptions or undertake consultations while conforming with lockdown and self-isolation rules.

While this appeared to be a temporary spike in the prominence of telehealth, its ongoing relevance to Australia's health system was confirmed in late 2021 with \$106 million in federal funding allocated to give telehealth permanency.³⁴ This eventuated after 86 million telehealth consultations were recorded since early 2020 and a growing variety of services moved to online offerings.

The ageing global population also presents an array of challenges to models of service delivery in healthcare, as well as a need for more skilled workers to provide such care.

Purpose

The use of telemedicine enabled e-visits, mHealth, and tele-mentoring may take pressure off the healthcare system, while creating opportunities to improve the quality of care and employment opportunities within the health field.

Further innovative health measures may help to improve the wellbeing of community members more effectively than traditional methods, as well as potentially drawing research and pilot programs to Mandurah.

4.2.6 Opportunity 6: Innovative social interventions

Inequality of wealth, power, and opportunity – and the effects these have on community, education, economy, and politics – is highly prevalent in Central and Eastern Mandurah. These trends can lead to entrenched, structural unemployment and socio-economic disadvantage that require tailored programs to address.

Opportunity description

Innovative social interventions can be utilised in Mandurah to improve education and employment outcomes for disadvantaged residents. While employment may be the focus, it is important to note that interventions focused on employment alone may not be successful.

Holistically addressing barriers to education and employment including substance abuse, female disempowerment, skill gaps, housing security, and transport disadvantage will also allow for better social and employment outcomes.

Indeed, Australian research has determined active labour market programs (ALMPs) – comprising work experience, job search assistance and training – reduce in effectiveness as the disadvantage of the participant rises.³⁶ Better outcomes are seen when ALMPs are undertaken in conjunction with social support and addressing of skill gaps through education and career counselling, particularly for unemployed youth.

Under this opportunity, Mandurah would be a 'sandbox' for testing alternative and more holistic social interventions aimed at tackling the root causes of social and economic disadvantage.

Implementing such programs rests largely with State and Commonwealth governments, and hence there is a key role for advocacy to demonstrate the value of trialling these measures in Mandurah. Coordination of interventions may therefore form a key challenge for this opportunity, requiring significant cooperation across local, State and Commonwealth governments, the private sector, and not-for-profit organisations.

There are examples of this level of coordination occurring successfully overseas. In Sacramento County in California, a Human Services Coordinating Council has been established which brings together members from alcohol/drug advisory, mental health, public health, the aging commission, children and family services and disability services to advise the County Board of Supervisors on health and social policy.³⁷ In the WA context, an analogous solution might involve local authorities and organisations, including the City of Mandurah, playing an advisory role or being granted devolved authority to deploy State resources to address areas of significant social and economic disadvantage.

Mandurah's strengths and weaknesses

Mandurah has a significant group of unemployed and welfare-dependent individuals, who suffer inequality in wealth and opportunity.

Correlation with Drivers (see Chapter 3.2)

-  Empowered minorities
-  Concentration of wealth
-  Social unrest
-  Empowered women

The richest 1 per cent in the world now own 45 per cent of the world's wealth, and 50 per cent of adults hold less than one per cent of global wealth.³⁵

Extreme differences in wealth have been accelerated by the COVID-19 pandemic, both directly (for example, through inequitable access to effective vaccines) and indirectly (through the significant increase in asset prices that has followed extraordinary fiscal and monetary pandemic-related policy measures).

Policymakers are acutely aware of the need to ensure that recovery from COVID-19 benefits the majority, not just a few, particularly as social unrest and division regarding inequality increases. It is vital to ensure minority groups are empowered in society and the workplace.

This group appears to extend along lines of gender (women), age (youth), and health status (those suffering mental health issues, people with a disability and those with a history of substance abuse). These individuals also appear to be geographically centred in the central and eastern parts of the City of Mandurah.

There is an opportunity to attract State, Commonwealth and/or private funding to trial innovative social intervention programs aimed at supporting these individuals. This could be led by the private sector (e.g., through basing a Social Enterprise Network in Mandurah); or by the State Government, by bringing together relevant agencies to develop a cross-agency solution that is fit-for-purpose for Mandurah's social challenges; and thereby developing a model to deploy in other low socio-economic regions of the State.

Purpose

Mandurah's unemployment rate is higher than the broader Perth region, and therefore this opportunity seeks to directly address issues of structural unemployment in the region via holistic and innovative social interventions. Importantly, these interventions need to address the root causes of entrenched socioeconomic disadvantage, rather than superficial measures that may temporarily shift people into short-term employment without equipping them with the means to maintain a job. This opportunity aims to reduce disadvantage in the community and promote economic opportunity for residents.

4.2.7 Opportunity 7: A hub to lead industry decarbonisation and climate resilience and adaptation strategies

As climate change continues, natural disasters and abnormal weather patterns will increasingly have unprecedented effects on all aspects of our economy and everyday lives.

Opportunity description

Both globally and locally, a technological and innovation push will be necessary to help industry decarbonise and meet government climate targets, as well as meet market and customer expectations. However, action on climate change also requires adaptation on multiple fronts to adjust to climate extremes in order to protect communities and strengthen the resilience of the economy.

Under this opportunity, Mandurah takes on a greater role in efforts to decarbonise heavy industry within the region, and to make industry and infrastructure more resilient to future impacts of climate change.

Mandurah's strengths and weaknesses

The Mandurah and the Peel region more broadly, has strong climate credentials. The region has significant wind resources and access to treated wastewater. The Peel Business Park in Nambelup hosts a renewable energy industrial microgrid. A previous study identified the potential for these resources to be used to develop hydrogen production capacity on a regional scale and contribute to the decarbonisation of manufacturing and transport activity in the Peel region.³⁸

The Bushfire Centre of Excellence also in the Peel Business Park is also helping the State to centrally manage and build capacity to deal with the rising bushfire risk posed by climate extremes. However, multiple other strands exist to help the economy to adapt and build resilience to climate change – from infrastructure and materials design to urban planning, land care and water innovation.

There are several global examples of interdisciplinary research centres committed to developing a suite of novel methods, tools, and analyses needed to incorporate climate change impacts into social and physical systems, and decision-making. The region's Bush Fire Centre of Excellence could be used as the cornerstone of attracting industries that help design a future way of life that adapts to extreme weather conditions and events across multiple disciplines.

Peel's natural resources also create opportunities for renewable projects, such as the proposed South Energy Waroona Solar Farm which is expected to be operational by 2024. Mandurah's proximity to renewable projects and carbon-intensive mining and resources sector further its potential as a decarbonisation hub.

While the Pilbara region is the current focus for State Government green hydrogen production efforts, the Mandurah region could be an excellent site for utilisation trials. An existing example is the Hazer Group-led project which is seeking to establish hydrogen refuelling infrastructure, within Mandurah.⁴⁰ The need to trial end-use applications of hydrogen is growing, and Mandurah could become a key pilot site.

Correlation with Drivers (see chapter 3.2)

-  Climate change
-  Environmental awareness
-  Renewable energy
-  Knowledge worker
-  Evolving supply chains

Telehealth has played an important part in providing continuity in healthcare delivery through the COVID-19 pandemic – for example, by allowing patients to refresh prescriptions or undertake consultations while conforming with lockdown and self-isolation rules.

While this appeared to be a temporary spike in the prominence of telehealth, its ongoing relevance to Australia's health system was confirmed in late 2021 with \$106 million in federal funding allocated to give telehealth permanency. This eventuated after 86 million telehealth consultations were recorded since early 2020 and a growing variety of services moved to online offerings.

The ageing global population also presents an array of challenges to models of service delivery in healthcare, as well as a need for more skilled workers to provide such care.

Mandurah's hydrogen industry potential is already being explored through the Perth and Peel Hydrogen Cluster, a joint initiative between the City of Mandurah, Peel Development Commission, Murdoch University, and the hydrogen industry.⁴¹

Purpose

Centralising research into decarbonisation technologies in Mandurah may bring significant capital investment and assist climate change mitigation efforts in the region. A significant benefit to the region would materialise through the attraction of professional and technical workers key to these research efforts, supporting the outcomes of Opportunity 8.

There are examples in other jurisdictions that demonstrate the extent of the opportunity, such as the Heavy Industry Low-Carbon Transition (HILT) cooperative research centre (CRC) announced in 2021. HILT is a private-public collaboration developing regional decarbonisation hubs across Australia with partners including Alcoa.⁴²

Creating a HILT CRC-style or similar hub in Mandurah could help to support local industries to move to low-carbon models while remaining commercially viable. A differentiated offering for Mandurah could focus on the region's natural assets that might cater to specialised research in climate resilience – for example, Mandurah's estuarine water system.

4.2.8 Opportunity 8: Develop a strong base of professional workers in Mandurah

COVID-19 has caused policy makers and businesses alike to re-think the traditional CBD commuter model of work, as well as the future of urbanisation.

Opportunity description

There is an opportunity for Mandurah to capitalise on transitioning ways of working to increase the number of professional workers in the region, which has typically been concentrated in trade, manufacturing, and agriculture jobs.

The Peel region currently hosts several government agencies and institutions at the local, State and Commonwealth levels. With Mandurah the focal population centre for the region, an opportunity exists to initially co-locate existing public sector staff working in the region, rationalising multiple separate leases into one central precinct, perhaps integrated into the proposed centres of excellence and training hub for aged care and hospitality (see Opportunities 2 and 3). Obvious synergies exist in co-location to help revitalise the Mandurah CBD and complement existing investment. Importantly, the availability of high-quality commercial premises could also serve to attract the private sector to locate offices in the region.

Increasing the base of professional workers also corresponds closely to Opportunity 1. Understanding, and providing for, factors that attract professional workers to live and work in the region – such as childcare access, quality schooling, and leisure – should increase the success of interventions within this opportunity.

Mandurah's strengths and weaknesses

As multiple government agencies maintain offices in Mandurah, the existing public sector workforce could act as an anchor tenant in a revitalised commercial precinct in the Mandurah city centre. Such a co-location within the CBD presents an opportunity to provide a step-change in the size and quality of office space in CBD as well as the potential to grow the future base of professional employment in the region by attracting private firms to locate in the area.

A high-quality central office hub might also benefit the proposed Australian Waterways Centre of Excellence innovation hub, which could feature a science or technology-based agency or university department; while the Peel Agri Food Study also identified the region as having the capacity for a range of high-value intensive rural and food production activities. The WA Agri-Innovation Precinct currently under construction at the Peel Business Park in the Shire of Murray offers an opportunity for Mandurah to support advanced manufacturing of food and fibre in the broader region, with Mandurah's role an administrative hub, centralising the logistics for supporting businesses and training to further support the growth of the scientific workforce required for these two endeavours.

Correlation with Drivers (see Chapter 3.2)

-  Competition for talent
-  Remote Working
-  Ageing population
-  Knowledge worker
-  Urbanisation

Across Australia and the world, a 'tree-change' is occurring with thousands shifting from metropolitan to regional and outer-urban areas. ABS data showed regional Australia experienced a net inflow of 43,000 people from the capital cities in 2020 – the highest number since reporting began two decades ago.⁴³

The COVID-19 pandemic has accelerated this trend due to the increasing prevalence of remote working, especially among professional workers who were able to transition more easily online.

As the pandemic extends into its third year, expectations that there will be a return to the traditional office model are diminishing and some employers are adapting by reconsidering floorplan requirements and encouraging employees to work remotely for certain proportions of the week.⁴⁴

There are parallels to Gippsland in Victoria, where food and fibre industries including dairy, meat, horticulture, and vegetable production are all significant strengths. There, the Morwell Innovation Centre is co-located with TAFE Gippsland and Gippsland Tech School. The Innovation Centre enables innovation-focused food and fibre industries to build on the international reputation of the sector in the region, with Morwell the administrative hub.

Purpose

Strengthening the base of professional workers in Mandurah allows for diversification of the employment base, while a larger pool of professional workers also tends to attract knowledge industries to the region. In addition, benefits to Mandurah's regional economy will flow from a larger number of professional and technical workers based locally. These workers tend to have higher average incomes and different profiles of demand for services – for example, proportionally greater demand for private schooling and/or private health service delivery.

There are also benefits for Mandurah's established consumer-facing industries such as retail and hospitality, catering to a higher proportion of professionals working in the Mandurah city centre.





5 Economic impact of future opportunities



5.1 Introduction

Having identified potential future economic opportunities for Mandurah based on the intersection of its existing economic advantages and disadvantages and the global drivers of change, this chapter quantifies the impact on Mandurah's regional economy if it were to fully realise the eight opportunities. This step in the overall approach is shown in Figure 5.1.

Quantifying the impact of realising the opportunities is a valuable step in developing an economic strategy. It quantifies for decision-makers and stakeholders the potential 'size of the prize' in pursuing growth opportunities and galvanises support around priority actions.

Developing the detail of the future potential payoff involves building a stylised scenario in which the composition of Mandurah's regional economy and workforce has changed to reflect the impacts of each opportunity outlined in Chapter 4. This alternative future is compared to a baseline future in which Mandurah's economy evolves in line with current projections of population and employment growth, but the industrial structure of the economy, occupational structure of the workforce, and current structural challenges – such as high rates of unemployment and low rates of labour force participation – remain unchanged.

The chapters that follow outline the methodology used to develop this alternative future and quantify the impacts of realising the opportunities and provide a summary of these quantified impacts.

Figure 5.1: Approach – Model the impact of realising the opportunities

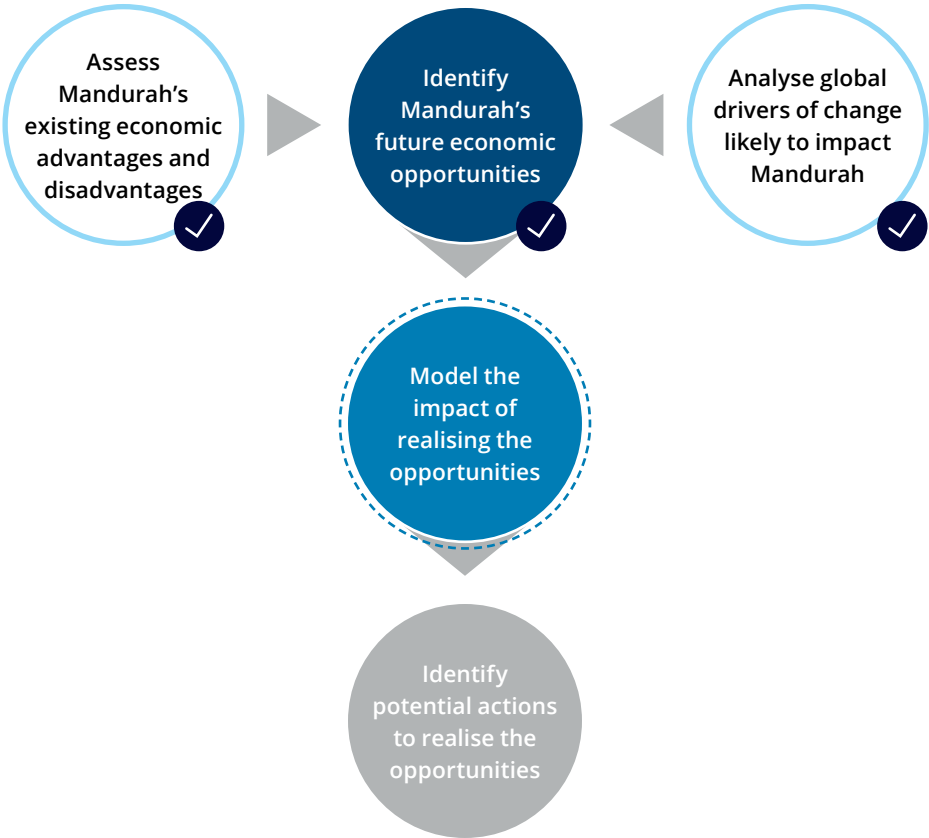
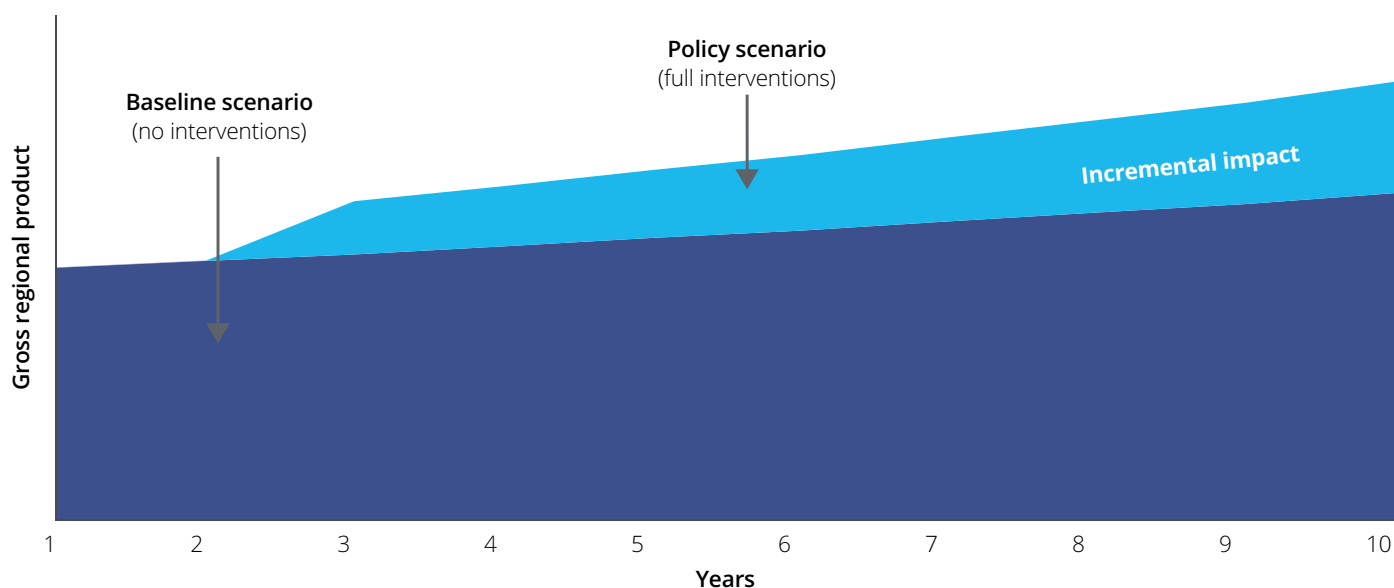


Figure 5.2: Stylised representation of economic impact modelling using a CGE framework



5.2 Estimating economic impacts using a Computable General Equilibrium framework

Deloitte's in-house Computable General Equilibrium (CGE) model was deployed to quantify the impact of realising the eight future opportunities. CGE frameworks are preferred because they can explicitly account for a range of impacts that are otherwise omitted in alternative static modelling frameworks. Importantly, CGE analysis incorporates:

- **Resource constraints:** The use of labour or capital by one activity, or industry, comes at the expense of uses elsewhere
- The possibility of **changes in the mix of inputs** used in production due to changes in relative prices or technology
- **Responsiveness of prices** and other variables to policy changes affecting such things as tariffs on imported goods, budgetary support to industry, industry productivity, and workforce participation.

These assumptions allow for second-round impacts – where agents respond to changes in price signals – and enable CGE models to account for impacts of a policy change or program across the entire economy.⁶⁷ Other economic modelling techniques (such as input-output modelling) are unable to address the above issues and are therefore not considered as fit for purpose for these types of scenario-based modelling tasks.

Further details on Deloitte's in-house CGE model, the Deloitte Access Economics Regional General Equilibrium Model (DAE-RGEM) are provided in Appendix A.

CGE models estimate the economic impacts by comparing a policy scenario against a baseline. Here, the baseline refers to a future scenario in which the economy continues along a 'business as usual' trajectory (Figure 5.2).

The policy scenario is developed by applying changes (known as 'shocks') to the baseline scenario which reflect the nature of the interventions. In the Transform Mandurah context, a single 'shock' to the baseline scenario was applied reflecting the cumulative impact of the effects of the eight opportunities, described in chapter 5.3.

The CGE model then solves for the market-clearing (equilibrium) levels of demand and supply across all specified goods and factor markets in the economy. This effectively creates a new path for the economy over time. This new path describes the policy scenario where the full impact of the opportunities is realised according to the stylised shocks set out in chapter 5.3. Comparing this new path to that of the baseline (where the shocks do not occur), illustrates the incremental economic impact of the opportunities.

5.3 Modelling the Transform Mandurah opportunities

To develop the policy scenario for Mandurah, the expected impact of each of the eight opportunities outlined in chapter 4.2 were developed through a series of assumptions and applied in the CGE model. The assumptions were based on three 'levers' by which the opportunities could impact economic growth in Mandurah:

- **Capital expenditure (CAPEX):** for some opportunities, infrastructure is assumed to be developed within Mandurah, with possible CAPEX vales based on case studies of similar facilities / actions elsewhere. The development of this infrastructure is applied in the CGE model through a 'capital expenditure shock' which represents the construction phase of the infrastructure development.
- **Additional employment and changing skills mix:** Additional employment is assumed to accumulate in a particular industry or occupation over time, incremental to the baseline projection. The scale of growth is based on a benchmarking exercise, whereby relevant jurisdictions were considered throughout Australia to develop a benchmark for the likely proportion of employment in a particular industry or occupation, such as professional workers or those employed in the manufacturing industry. The difference between the benchmark proportion and Mandurah's current proportion was then applied to the applicable workforce size in Mandurah, to determine the total additional workers likely to be added to the economy to reflect the expected outcome of executing an opportunity. These total additional workers are added to the Mandurah economy gradually over time based on a target final year for the full realisation of Mandurah achieving parity with the benchmark.

- **Additional population:** Relative to the baseline, additional population is also added to the Mandurah economy over time to model some opportunities. Like the employment shock described above, the scale of growth is based on a benchmarking exercise, whereby a relevant jurisdiction within Australia is used to develop a benchmark for the target population growth rate. The difference between the target population growth rate and the baseline population growth rate is then modelled as additional population added to the Mandurah economy as a result of the opportunity.

These stylised shocks were developed to best represent a scenario in which the full potential of each of the eight opportunities is realised. However, these are not directly linked to any specific project or program. They are aspirational targets for Mandurah's future economic development that are broadly taken to correspond to the full realisation of all eight opportunities. These shocks should not be interpreted as the discrete impacts of undertaking one or two individual projects.

Seven jurisdictions were drawn on to inform the benchmarking exercise used for the employment and population growth shocks (these are further detailed in Appendix B.2.1). These jurisdictions were selected through desktop research based on two key criteria:

- **Shared context:** The jurisdictions shared similar contextual characteristics with Mandurah, such as population size, and distance from a capital city or major metropolitan area
- **Aspirational quality:** The jurisdictions had some key competitive advantage or strength that made them an aspirational comparison for benchmarking. These included aspects such as appealing lifestyle factors, skilled workforce etc.

The stylised shocks developed for each of the eight opportunities are shown in Table 5.1 below.

Table 5.1: Opportunity shock definitions

	Opportunity	Stylised shock	Baseline	Shock benchmark
1	Make Mandurah the lifestyle capital of WA	Shock type: Population growth Shock sectors: whole economy	Baseline amount: 2.2 per cent growth p.a. Baseline source: WA Tomorrow central forecast	Shock amount: 2.8 per cent growth p.a. Shock timing: Growth from FY2024 to FY2033 Benchmark source: 10-year historical average population growth rate of Caloundra (Sunshine Coast, QLD)
2	Develop Mandurah into a world-class Hospitality Education Precinct	Shock type: CAPEX Shock sectors: Recreation and Education	N/A	Shock amount: \$23.5m CAPEX Shock timing: FY2024 to FY2025 Benchmark source: Gordon TAFE Culinary School in Geelong (VIC)

3	Build the capacity of the aged-care workforce	Shock type: CAPEX Shock sectors: Health and Education	N/A	Shock amount: \$50.4m CAPEX Shock timing: FY2024 to FY2025 Benchmark source: Bulli Hospital Aged Centre in Bulli (NSW)
4	Make Mandurah a hub for 'Blue Tech' training and industries	Shock type: Employment growth Shock sectors: Heavy and light manufacturing	Baseline amount: 4.5 per cent of total employment Baseline source: Manufacturing share of total employment (Mandurah, 2021)	Shock amount: 7.1 per cent of total employment Shock timing: Benchmark achieved by FY2043 Benchmark source: Manufacturing share of total employment (comparison jurisdictions average, 2021)
5	Innovation in healthcare delivery	Shock type: Employment growth Shock sectors: Health and aged care	Baseline amount: 9.2 per cent of total employment Baseline source: Health share of total employment (Mandurah, 2021)	Shock amount: 16.7 per cent of total employment Shock timing: Benchmark achieved by FY2033 Benchmark source: Health share of total employment (comparison jurisdictions average, 2021)
6	Innovative social interventions	Shock type: Employment growth Shock sectors: Recreation and education	Baseline amount: 8.3 per cent unemployment rate Baseline source: Unemployment rate (Mandurah, 2021)	Shock amount: 4.2 per cent unemployment rate Shock timing: Benchmark achieved by FY2033 Benchmark source: Unemployment rate (comparison jurisdictions average, 2021)
7	A hub to lead industry decarbonisation and climate resilience and adaption strategies	Shock type: Employment growth Shock sectors: Government and business services	Baseline amount: 12.4 per cent of total employment Baseline source: Share of professional workers of total employed (Mandurah, 2021)	Shock amount: 22.9 per cent of total employment Shock timing: Benchmark achieved by FY2043 Benchmark source: Share of professional workers of total employed (comparison jurisdictions average, 2021)

Source: Deloitte

5.4 Economic impact analysis

5.4.1 Economic impact

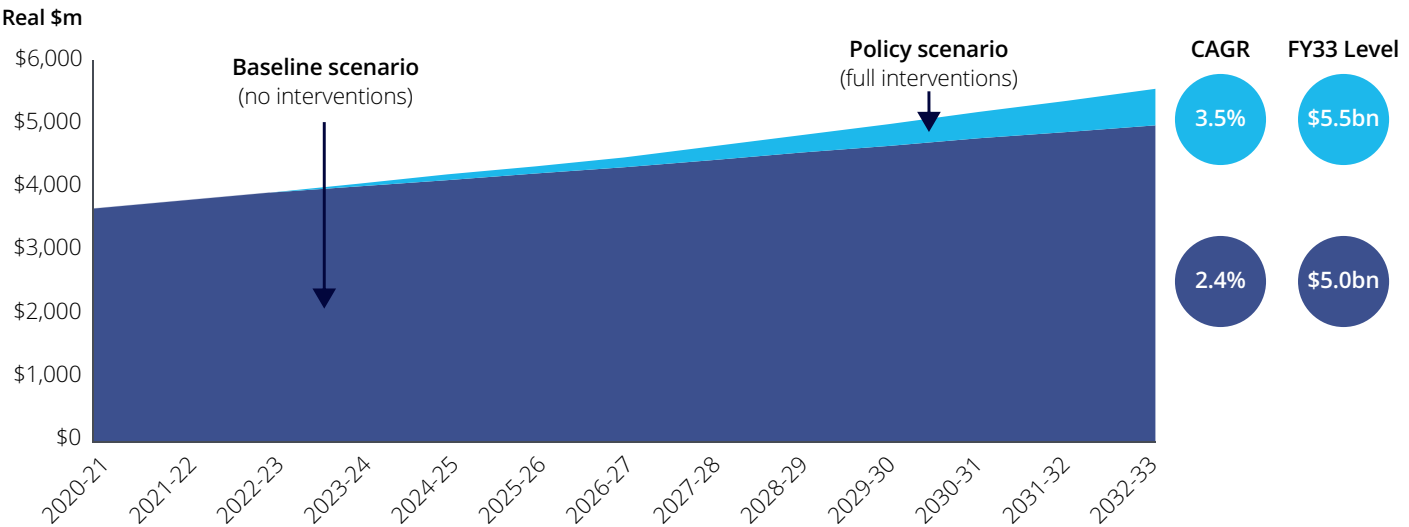
Having defined the shocks as shown in Table 5.1, the baseline and policy scenarios were modelled in DAE R-GEM to determine the economic impact. The model assessment period was selected as 10 years from the commencement of interventions. Hence, with interventions commencing from 2023-24, the final modelled year is 2032-33. For some opportunities (Opportunities 4, 7, and 8 combined), it was determined that benchmarks were only likely to be achieved well after 2032-33. For these shocks, only the impacts to 2032-33 are reflected in the modelling results.

The modelling outcomes are shown in Figure 5.3. Based on the assumed size and timing of the shocks applied, the modelling results suggest that – to 2032-33 – Mandurah's economy could expand at a compound annual growth rate (CAGR) of 1.1 percentage points per annum higher than the baseline scenario (i.e., 3.5 per cent per annum vs. 2.4 per cent per annum). This would result in Mandurah's economy reaching a total undiscounted real gross regional product (GRP) of around \$5.5 billion by 2032-33, compared to around \$5.0 billion under the baseline scenario (Figure 5.3). This equates to a total incremental economic impact of \$1.5 billion over the period (in real present value terms).

Figure 5.4 illustrates the expected impact of the opportunities on industry output. The health and aged care sector benefits most from the suite of opportunities, with additional industry output of \$140 million by 2032-33 (Figure 5.4). This is driven by opportunities targeting increased training and employment in the aged care sector, and delivery of telehealth services which is assumed to increase the output of Mandurah's health sector, associated with Opportunities 3 and 5.

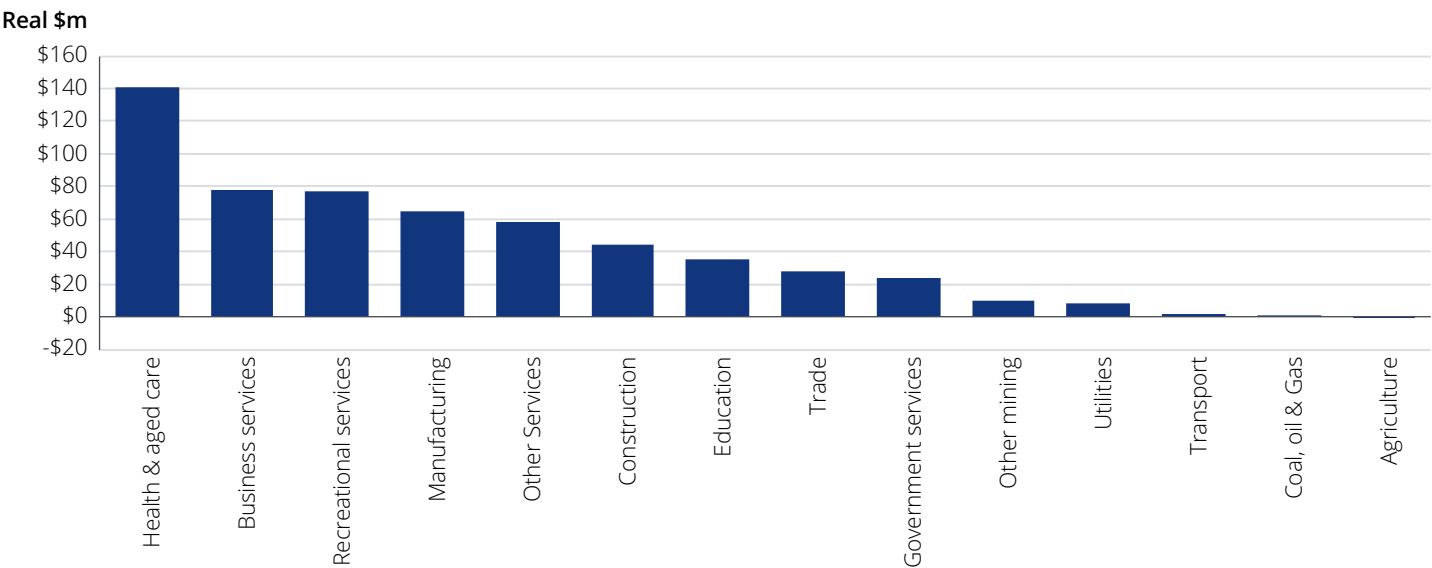
An increase in the output of the business services sector is driven by the uplift in the professional, scientific, and technical services workforce associated with Opportunity 8. Other industries such as recreational services and manufacturing benefit from other opportunities targeting hospitality training, social interventions to address unemployment and the blue tech workforce training.

Figure 5.3: Mandurah real Gross Regional Product (GRP) added



Source: Deloitte

Figure 5.4: Incremental real GRP added by industry, 2032-33 (undiscounted)



Source: Deloitte

5.4.2 Employment impact

The impact of the policy scenario can also be represented in terms of additional employment in Mandurah. Note that all references to employment in this section are on a 'place of work' basis – that is, they represent jobs located in Mandurah irrespective of where the worker lives; and they do not consider Mandurah residents who work outside the region.

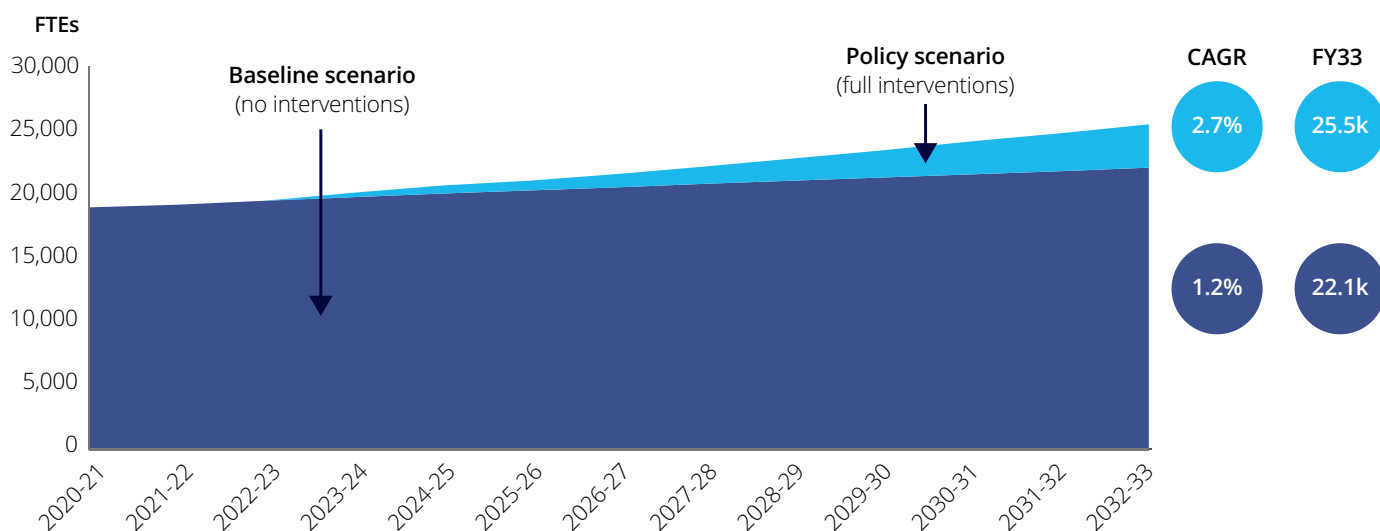
Full-time equivalent (FTE) employment within Mandurah's economy is forecast to grow at a CAGR of around 1.5 percentage points per annum higher in the project case relative to the base case (2.7 per cent per annum vs. 1.2 per cent per annum). At this growth rate, an additional 3,400 FTE employees would be added in the project case compared to the base case (Figure 5.5).

Accounting for the role of part-time workers, this additional 3,400 FTE would equate to approximately 5,400 additional workers within Mandurah.

Further, accounting for population growth that would be required to sustain this level of employment growth – for example, considering that many jobs may be filled by people with a non-working spouse and/or dependent children – this uplift in employment could imply an overall uplift in Mandurah's population of around 9,900 people in total.

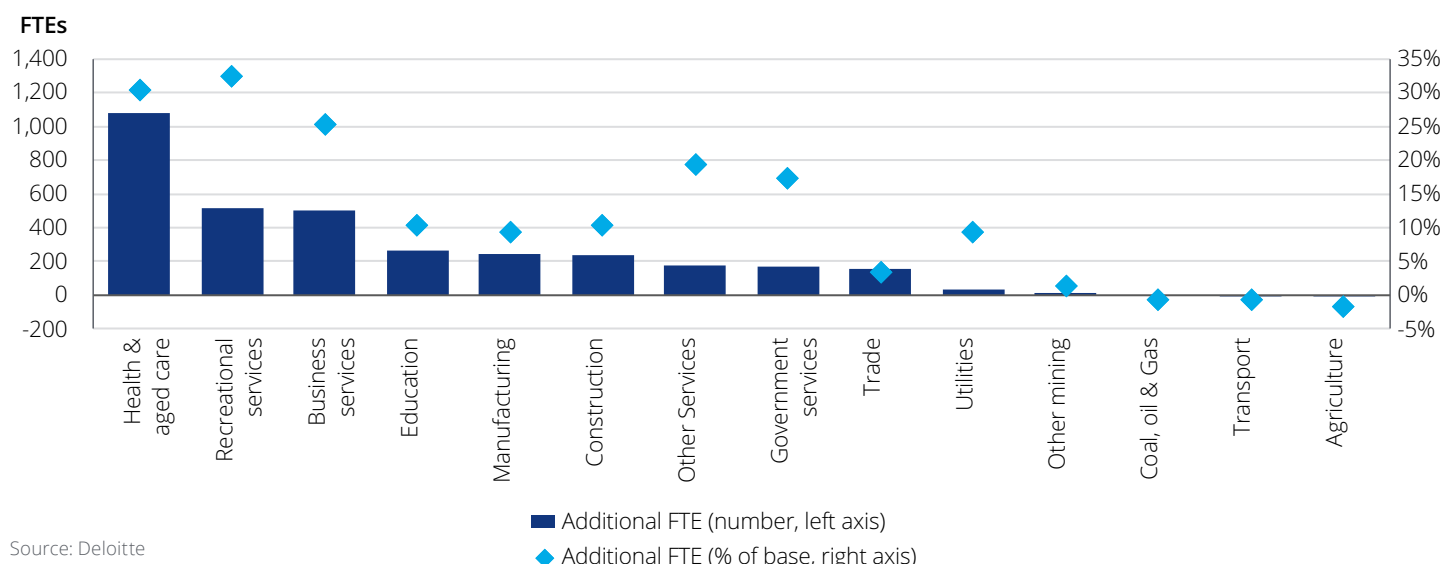
Incremental impacts to employment by industry are closely aligned with the industry-level impacts to incremental GRP. As shown in Figure 5.6, the health and aged care sectors experience the largest uplift in additional employees by 2032-33, equal to approximately 1,080 FTE (31 per cent higher than the baseline) in 2032-33. While the absolute increase in recreational services and business services employment is lower than in health, the relative uplift is substantial (+33 per cent and +26 per cent, respectively). This reflects the significant impacts of realising Opportunities 1, 2, and 8.

Figure 5.5: Mandurah FTE employment added – jobs located in Mandurah



Source: Deloitte

Figure 5.6: Incremental employment added by industry, 2032-33 (FTE) – jobs located in Mandurah



Source: Deloitte





6 Realising future opportunities



6.1 Introduction

The final step in this study involves translating the 'what' to the 'how': the eight opportunities represent high-level objectives for Mandurah's future economic development, but the realisation of each opportunity is dependent on the implementation of potentially many various policy, infrastructure, and investment activities in the future. This chapter outlines a longlist of potential actions to realise the opportunities (Figure 6.1).

Importantly, the longlist of interventions is not intended to be prescriptive. It is not an implementation plan for each opportunity, nor does it attempt to prioritise the individual interventions based on their relative impact, resource requirements, or ease of implementation.

Rather, the longlist serves as a point of reference for policymakers – including the City of Mandurah, Peel Development Commission and WA Government agencies – to provide ideas of novel and / or effective interventions that have been trialled or implemented elsewhere and aimed at addressing similar challenges in similar jurisdictions to Mandurah.

A longlist of 56 potential interventions was developed across the eight opportunities. The longlist was principally developed based on a review of case studies from elsewhere in WA, Australia, and overseas. Each intervention is broad-based but actionable.

They may require input, leadership and / or assistance from other parties including the State and Federal government, and the private and not-for-profit sectors. Interventions are predominantly drawn from Australian evidence, including from jurisdictions which formed the benchmarks for the CGE modelling discussed in chapter 5.3. Interventions also draw on global evidence where unique or outlying interventions have demonstrated success. The jurisdictions from which the case studies were sourced are summarised in Figure 6.2.

The following sections outline a summary of each longlisted intervention according to the opportunity to which it is most closely associated. Where some opportunities have potentially many interventions, these are grouped into high-level themes sharing common objectives, resources, and outcomes. For example, there are six interventions all relating to the enhancement of 'sport and recreation' assets and programs that may drive the realisation of Opportunity 1: Make Mandurah the lifestyle capital of WA.

The interventions are a mix of discrete infrastructure investment projects, policy reform, new programs or services, and regulatory change. Where applicable, and where data was available, each intervention is documented alongside the roles of government in implementing it, the role of third parties including private business and the not-for-profit sector, and expected benefits, costs, and other impacts.

Figure 6.1: Approach – Identify potential actions to realise the opportunities

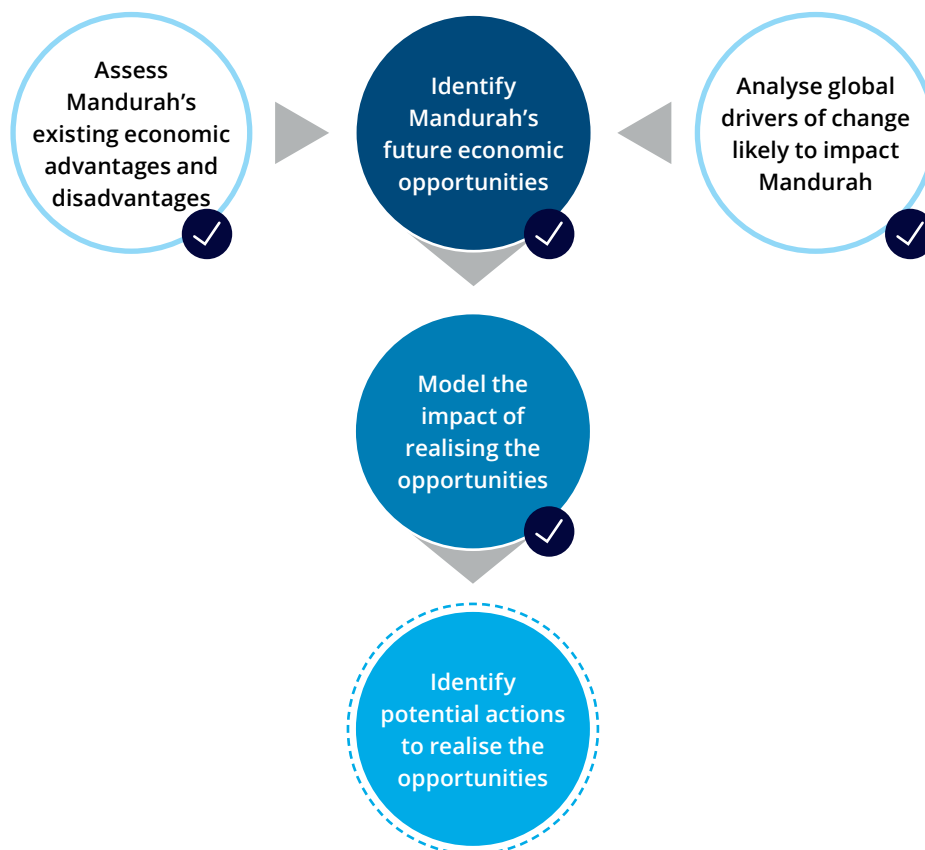
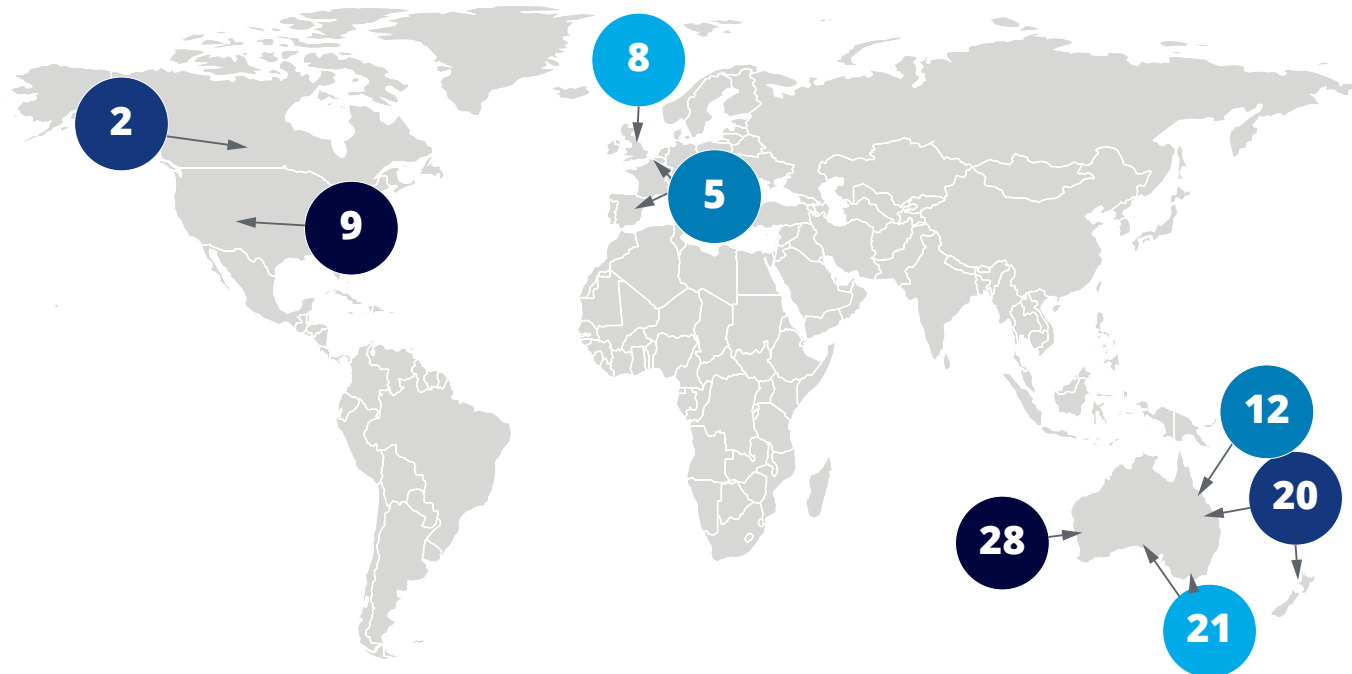


Figure 6.2: Locations from which case studies were sourced



6.2 Longlist of Study interventions

Within the longlist, the interventions are discussed according to themes that have a shared purpose related to an opportunity. The interventions are summarised in this section with references made to the original case study where appropriate. The complete descriptions including case studies, anticipated benefits and costs are detailed in Appendix C.

6.2.1 Opportunity 1: Make Mandurah the lifestyle capital of WA

The key themes and interventions for Opportunity 1 are shown in Figure 6.3, Figure 6.4, Figure 6.5 and Figure 6.6 below. Individual case studies are detailed and referenced in Appendix B. The four themes for this opportunity are:

- **Theme 1:** Enhancing natural assets
- **Theme 2:** Sport & recreation
- **Theme 3:** Entertainment & culture
- **Theme 4:** Other services

Figure 6.3: Opportunity 1, Theme 1 – Enhancing natural assets

Theme 1: Enhancing Natural Assets

Enhance the accessibility and safety of Mandurah's natural assets



Beach Development

Improve beach facilities with potential sites including Madora Bay, San Remo Beach, Watersun Beach, Silver Sands Beach (northern end) and an upgrade at Halls Head.

The Mandurah Waterfront Project was recently completed, including developments at the Western Foreshore Recreation Precinct, Eastern Foreshore South Precinct, Eastern Foreshore North Boardwalk Precinct, and redevelopment of the Smart Street Precinct. Initial proposals for concept plans received over 90% community support and the Project subsequently received \$10m and \$7m funding from the State and Federal Governments respectively. The Waterfront Project paves the way for further redevelopment throughout Mandurah's beaches.

Potential sites for beach development include Madora Bay, San Remo Beach, Watersun Beach, Silver Sands Beach (northern end) and an upgrade at Halls Head. Similar redevelopments include the Scarborough Beach Foreshore Redevelopment which renewed 1km of beachfront with climbing walls, a skate facility, pool complex, civic square and surf club building; the Busselton Foreshore Redevelopment which added picnic spaces with improved beach access, turf, hospitality venues, BBQ areas, bike paths, playgrounds, toilets and tree coverage; and the Cable Beach Foreshore Redevelopment which is planned to include centralised parking, an arbour structure, open lawns, gardens, BBQ and picnic facilities.



Board Walk & Pathway Infrastructure:

Expand boardwalk style footpaths to leverage the existing natural amenities of the beach and estuary.

For example, the Warana Coastal Pathway Construction on the Sunshine Coast is being funded over several years with support from Queensland State Government grants.



Yalgorup National Park Eco-tourism Destination Development

An existing opportunity identified by the City of Mandurah and supported by the State Government to develop eco-tourism.

The Queensland State Government is also developing eco-tourism opportunities in its National Parks through the Ecotourism Trails project, including partnering with Cassowary Coast Regional Council to build mountain-biking trails through the national park in Cardwell, North Queensland.

Figure 6.4: Opportunity 1, Theme 2 – Sport and recreation



Figure 6.5: Opportunity 1, Theme 3 – Entertainment and culture

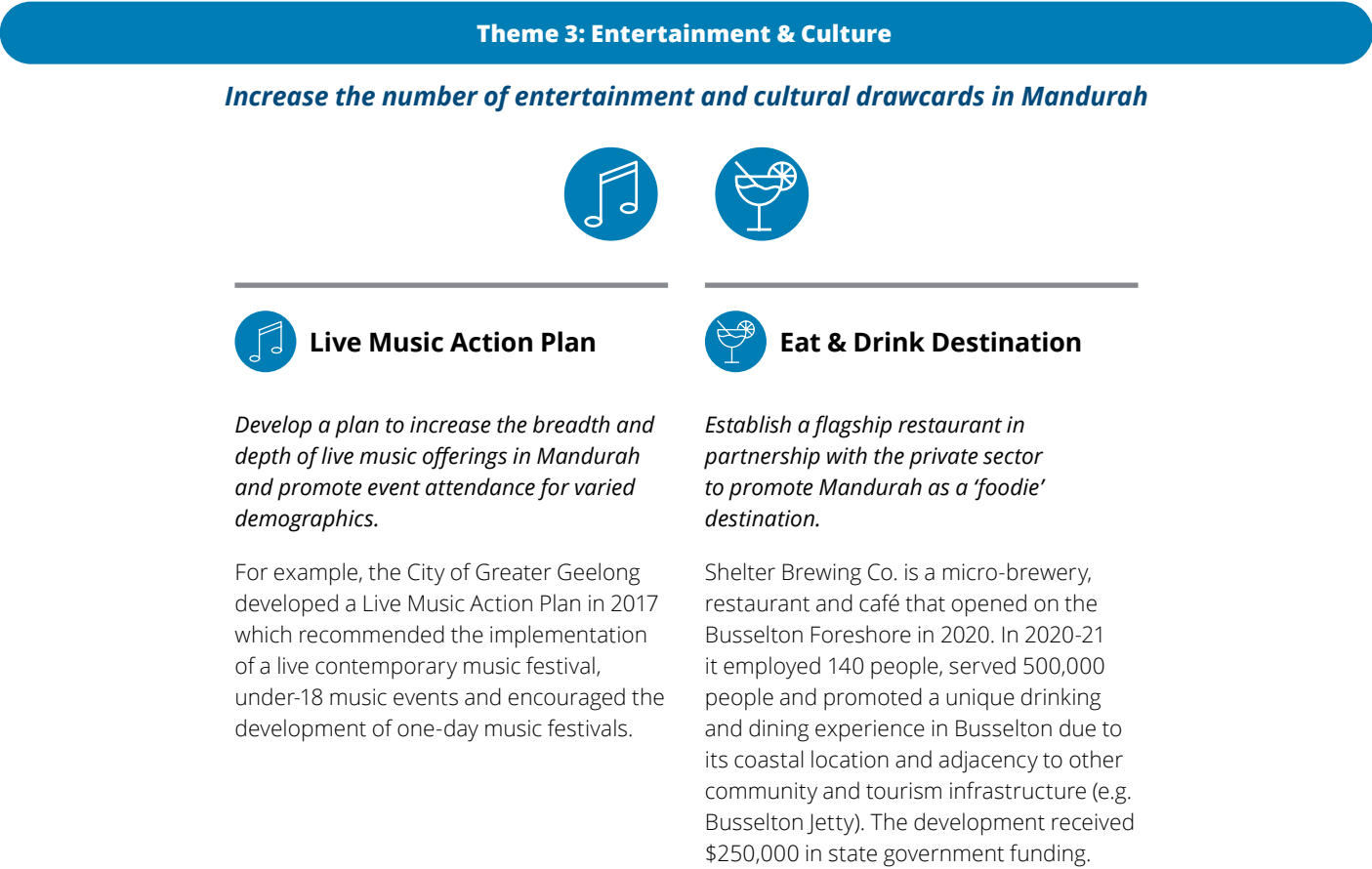


Figure 6.6: Opportunity 1, Theme 4 – Other services



6.2.2 Opportunity 2: Develop Mandurah into a world-class Hospitality Education Precinct

The key themes and interventions for Opportunity 2 are shown in Figure 6.7 below. Individual case studies are detailed and referenced in Appendix B. The key theme for this opportunity is 'Excellence in Hospitality Training'.

Figure 6.7: Opportunity 2, Theme 1 – Hospitality excellence

Theme 1: Excellence in Hospitality Training

Develop the hospitality workforce of the future and build capability for high quality hospitality service delivery in the region



World-Class Hospitality Education Precinct

Develop hospitality training capabilities by partnering with the private sector and RTOs with capacities to deliver training and education in a range of high-end and emerging hospitality skillsets.

Any development should be closely integrated with, and complimentary to, existing infrastructure developments and education offerings in the region including South Metropolitan TAFE and the Western Australian Food Innovation Precinct (WAFIP) at the Peel Business Park in Nambelup. Facilities at a potential future World-Class Hospitality Education Precinct could include state-of-the art commercial kitchens, a functioning premium café/restaurant, and student accommodation, likely in partnership with a private sector stakeholder. Australian examples of similar infrastructure include the Frankston Learning and Innovation Precinct in Chisholm, Victoria; the Gordon Culinary School at Gordon TAFE in Victoria; and the Institute of Culinary Excellence (a private RTO in Brisbane) which was awarded best culinary school in Australia in 2018.

Other non-culinary offerings would also be required to build the region's brand. As an example, Switzerland is home to many of the world's most highly regarded hospital, hotel and events management institutions. Ecole hôtelière de Lausanne (EHL) offers multiple short courses, bachelors and graduate programs in hospitality, hotel and culinary and restaurant management. The Australian Centre for Event Management at University of Technology Sydney (UTS) also offers a range of professional development programs and short-courses in event management. Course offerings and structure could be leveraged and tailored to suit the requirements of the education precinct.

6.2.3 Opportunity 3: Build the capacity of the aged care workforce

The key themes and interventions for Opportunity 3 are shown in Figure 6.8 below. Individual case studies are detailed and referenced in Appendix B. The theme for this opportunity is 'Aged-care excellence'.

Figure 6.8: Opportunity 3, Theme 1 – Aged-care excellence



6.2.4 Opportunity 4: Make Mandurah a hub for 'Blue Collar Tech' training

The key themes and interventions for Opportunity 4 are shown in Figure 6.9 and Figure 6.10 below. Individual case studies are detailed and referenced in Appendix B. The themes for this opportunity are:

- **Theme 1:** Trainee support
- **Theme 2:** Employer support

Figure 6.9: Opportunity 4, Theme 1 – Training and development

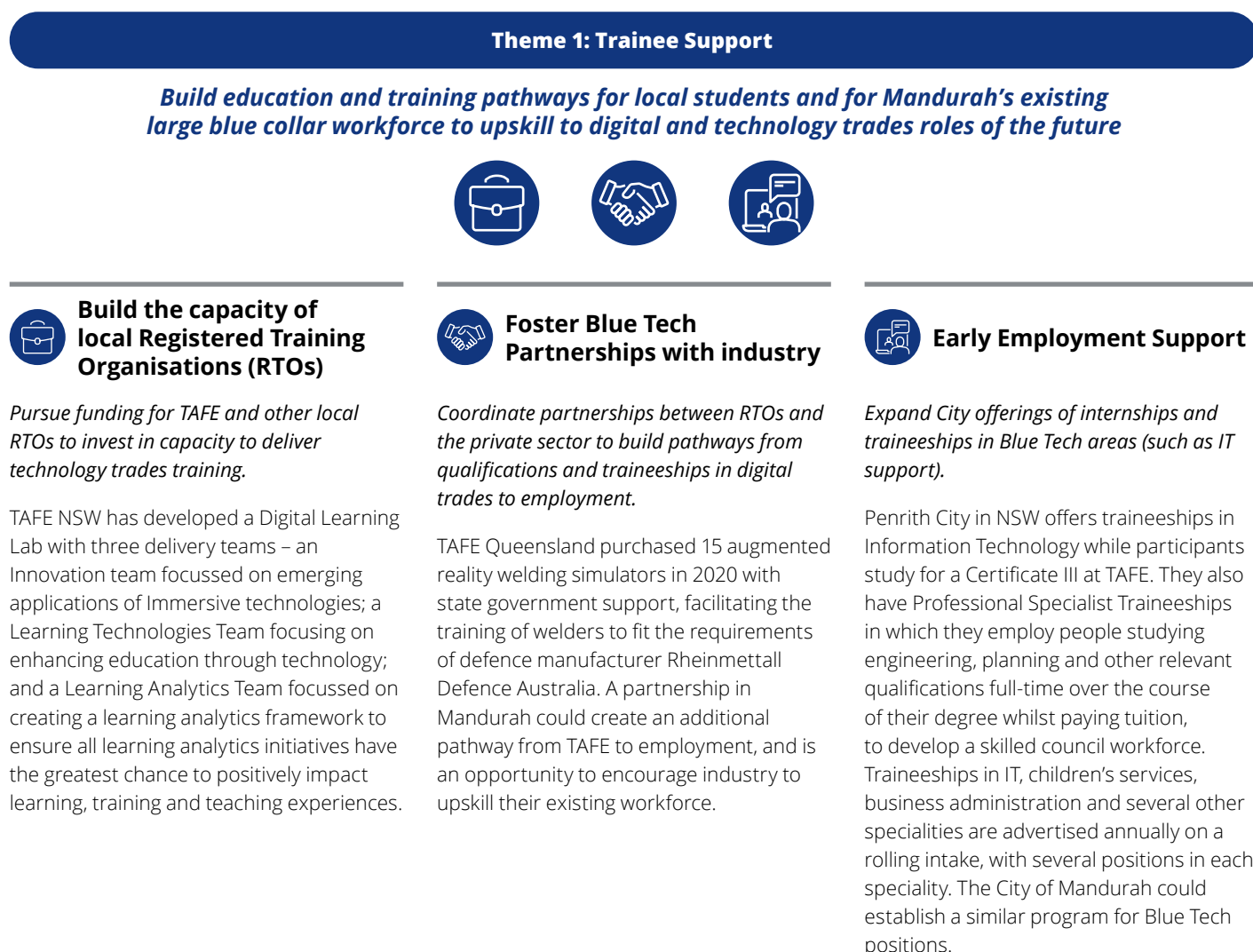
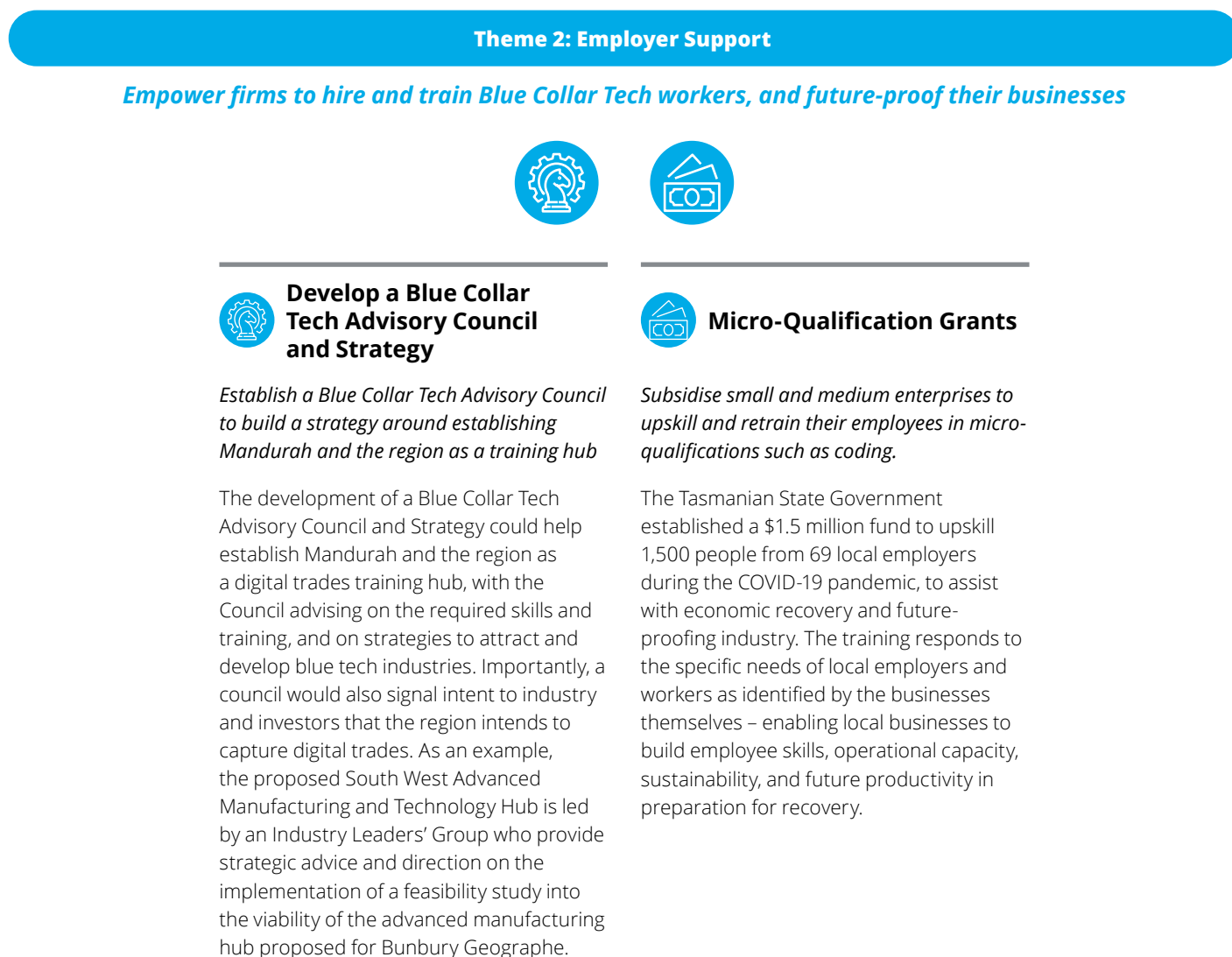


Figure 6.10: Opportunity 4, Theme 2 – Employer support



6.2.5 Opportunity 5: Innovation in healthcare delivery

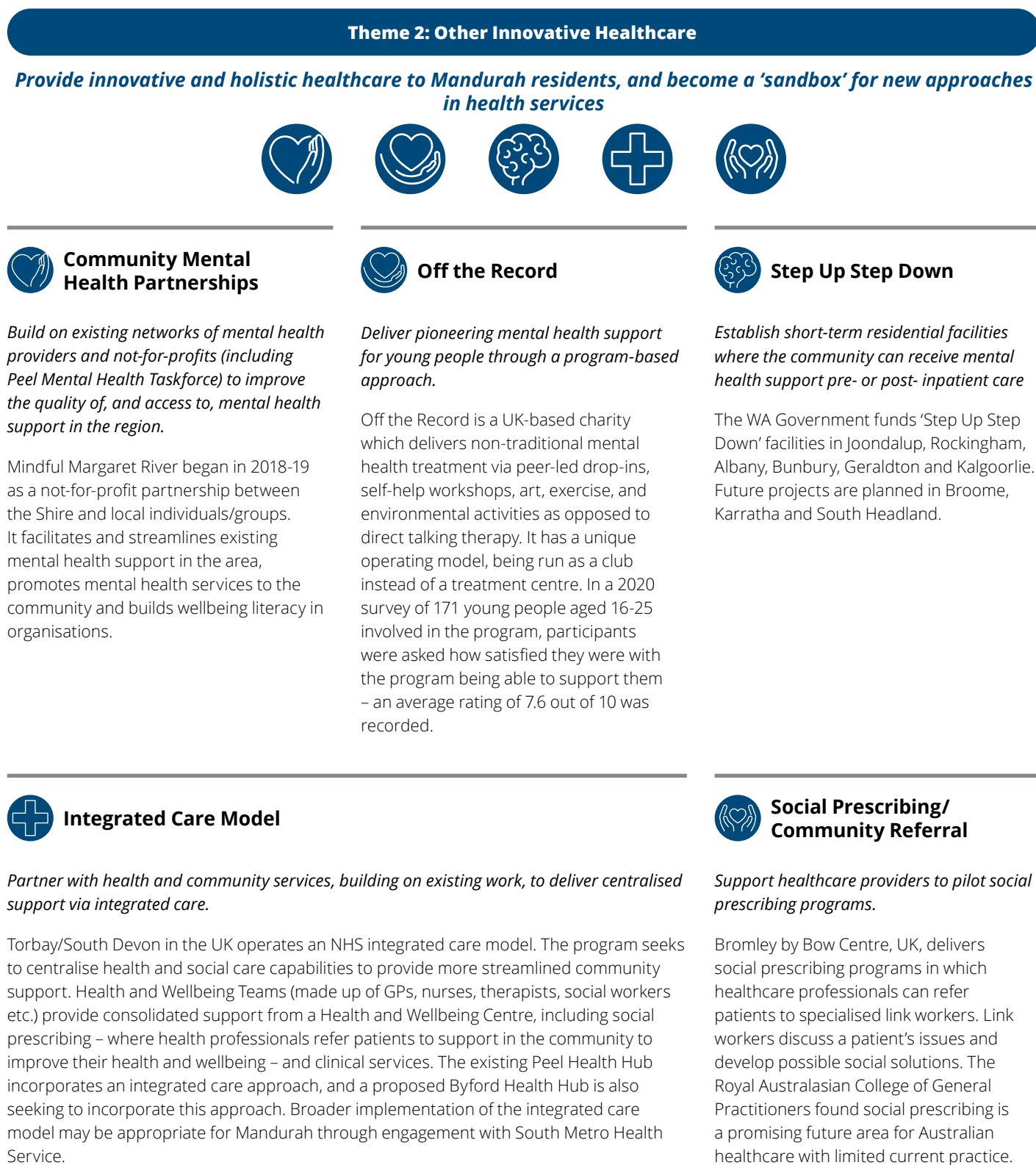
The key themes and interventions for Opportunity 5 are shown in Figure 6.11 and Figure 6.13 below. Individual case studies are detailed and referenced in Appendix B. The themes for this opportunity are:

- Theme 1: Telehealth
- Theme 2: Other innovative healthcare

Figure 6.11: Opportunity 5, Theme 1 – Telehealth



Figure 6.13: Opportunity 5, Theme 2 – Other innovative healthcare



6.2.6 Opportunity 6: Innovative social interventions

Key themes and interventions for Opportunity 6 are shown in Figure 6.14, Figure 6.15 and Figure 6.16 below. Individual case studies are detailed and referenced in Appendix B. The themes for this opportunity are:

- **Theme 1:** Community development
- **Theme 2:** Employment specific
- **Theme 3:** Barrier reduction

Figure 6.14: Opportunity 6, Theme 1 – Community development





Human Services Alliance

Review existing coordination of human services groups in Mandurah and close gaps as necessary.

The City of Busselton's Community Development Officer facilitates monthly meetings of human services organisations in Vasse, Bunbury and Busselton in the Vasse Human Services Alliance. This provides opportunities to discuss funding, programs, and emerging community issues. The City of Mandurah could review and expand human services groups through coordinating with them in a focused channel of communication.



Creating Healthy Places

Develop local planning in consultation with health and community service professionals.

The UK Government established the Healthy Places program in 2015. The program implements the design ethos that place-based interventions can be designed to improve population health and strengthen community bonds, such as through group-based social activities in public places that encourage physical activity. It ensures that community health care and social and mental health considerations and services are integrated into new housing developments. Ten trial sites for building new housing developments were chosen in 2016 and supported over 3 years whilst implementing the program's design ethos. The trial was considered successful, and the key principles of 'Healthy Places' released to inform future planning developments.



Leverage the retiree population to improve community relationships

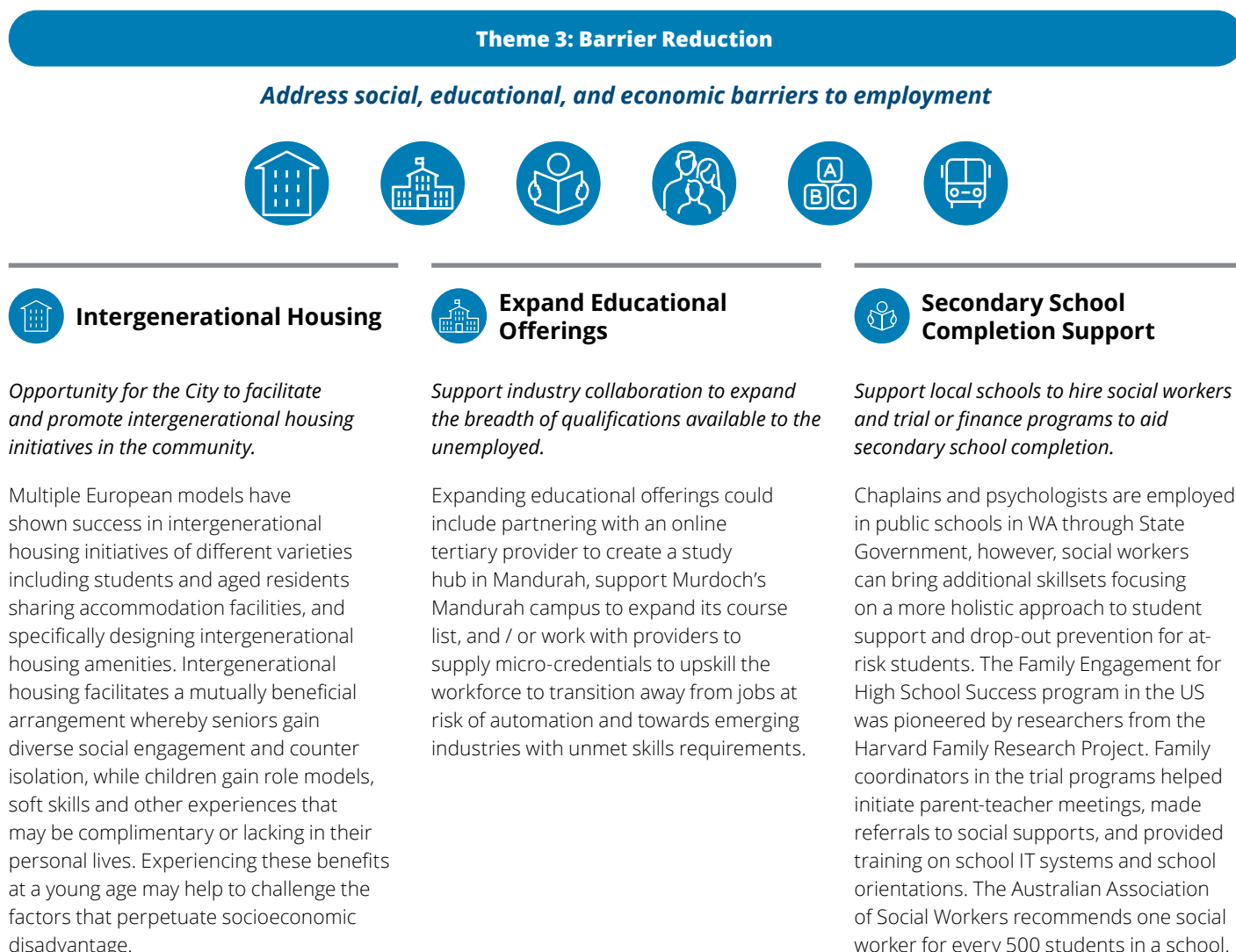
Tap into the life skills and experiences of retirees in the Peel region to mentor and support at-risk youth.

The US Dream Academy operates eight 'Dream Learning Centres' around the US. The academy aims to inspire and elevate the lives of children of incarcerated parents and vulnerable young people through high-performance relationships with caring adults. The academy runs Life Lessons' program, which connects retirees as mentors for youth. The academy asks retiree mentors to invest 1-hour per week with a child at one of its Dream Learning Centres.

Figure 6.15: Opportunity 6, Theme 2 – Employment specific



Figure 6.16: Opportunity 6, Theme 3 – Barrier reduction





Family Support Network

Facilitate the operation of the Family Support Network (FSN) model or similar programs in Mandurah.

The FSN model is a partnership between the community sector and the WA Department of Communities and is supported by the State Government, with some private sector funding. FSNs provide a common entry point to services and provide support to families by linking families into services partnerships, including family support and counselling, parenting support, homelessness services, family and domestic violence services and community support. FSNs provide earlier and targeted support to families with complex problems that are vulnerable to the child protection system, and help provide supplementary care and support beyond direct clinical services which may involve waitlists or extended periods between services without informal or formal support.

FSNs operate across the metropolitan area in four service area corridors; Canning/Armadale, Perth/Midland, Mirrabooka/Joondalup and Fremantle/Rockingham. There is an opportunity to expand the FSN to a Mandurah corridor to improve services to families with complex problems and vulnerabilities to involvement with the child protection system.



Early Intervention Education Support

Prioritise strong educational outcomes in primary and secondary school, including funding possible attendance and development interventions.

The Early Years Education Program, trialled in Victoria, identified children at-risk of poor educational outcomes and offered three years of care and education for 50 weeks a year, five hours per day. Results indicated improved social-emotional development and reduced caregiver stress.



Reducing Transport Disadvantage

Conduct a review of high-priority transport barriers to education in and around Mandurah

Depending on the nature of the high-priority problems identified, the City could explore a number of solutions that aim to improve community transport links for underserved communities, including expanding existing public transport offerings or trialling unique multi-modal programs. For example, the City of Wollongong offers community transport options for older people via bookings made at least a week in advance. The City of Sydney has also installed car share bays since 2008 and now has over 800 throughout the city. Additionally, RAC, UWA and Whoosh partnered in 2020 to deliver a multi-mode transport service trial (bikes, e-bikes and cars) via 6 mobility hubs at the Crawley campus, while TransRegional expanded its public transport offerings to Bridgetown, after an 18-month trial in 2020.

6.2.7 Opportunity 7: A hub to lead industry decarbonisation and climate resilience and adaption strategies

The key themes and interventions for Opportunity 7 are shown in Figure 6.17 below. Individual case studies are detailed and referenced in Appendix B. The themes for this opportunity are:

- **Theme 1:** Decarbonisation & climate resilience

Figure 6.17: Opportunity 7, Theme 1 – Decarbonisation and climate resilience



6.2.8 Opportunity 8: Develop a larger base of professional workers in Mandurah

The key themes and interventions for Opportunity 8 are shown in Figure 6.18 and Figure 6.19 below. Individual case studies are detailed and referenced in Appendix B. The themes for this opportunity are:

- **Theme 1:** Attract the Knowledge Sector to Mandurah
- **Theme 2:** Attract and Retain Professionals in Mandurah

Figure 6.18: Opportunity 8, Theme 1 – Attract the Knowledge Sector to Mandurah





Office Space Development

Consider the need for quality office space in existing and future city development planning.

The Mandurah City Centre Revitalisation Strategy and Foreshore Redevelopment plans, and forthcoming City Masterplan, could include plans for the development of quality office spaces to attract more business and industry to set up or relocate to Mandurah, while managing associated traffic and infrastructure impacts.



Regional Telecom Improvements

Continue to monitor opportunities related to regional telecommunications transmission capacity improvements.

Regional telecommunications transmission capacity is a high priority initiative for Infrastructure Australia. Possible avenues of improvement include upgrading existing regional networks and investing in new networks. Improving bandwidth speeds and internet connectivity in the region may help to attract and retain businesses, as well as possible jobs created from the infrastructure development phase. Advocate to State and Commonwealth Government to fund digital connectivity improvements.



Runway Program

Collaborate with a business development charity to build & upskill businesses.

In 2017-18, the City of Greater Geelong sponsored 9 successful start-up pitches in a variety of industries to participate in a 6-month Runway business development / incubation program creating 49 new jobs and \$16 million in extra economic output in the region.

Figure 6.19: Opportunity 8, Theme 2 – Attract workers

Theme 2: Attract and Retain Professionals in Mandurah

Attract and retain professional workers in Mandurah



Public Work & Expansion

Develop a hub for public sector workers and/or incentivise an agency to re-locate to Mandurah.

Multiple State and Commonwealth Government organisations, including Peel Development Commission, Department of Communities, Department of Primary Industries and Regional Development, Centrelink and Department of Local Government, Sport and Cultural Industries have offices in Peel. There is an opportunity to centralise these workers in one place as part of the City Centre Revitalisation Plan. Furthermore, a Federal agency like the CSIRO could be aided to establish an office in Mandurah, possibly as part of the Australian Waterways Centre of Excellence proposal.



Remote Working Hub

Capitalise on work from home and 'regionalisation' trends through the development of a remote working hub.

The Republic of Ireland spent approximately A\$7.8 million developing remote working hubs across Ireland during the pandemic, with features including hot desks and broadband access. Further, the Victorian Public Service has also developed five Suburban Hubs as a part of the Victorian Government's longer-term flexible working arrangements. Regional and suburban hubs provide benefits such as greater flexibility to support staff wellbeing and productivity, increased options for remote working to support work/life balance, greater internet connectivity speeds and reliability, reduced commute time to a work site, and exposure to networking and social interaction opportunities.



Childcare Accessibility

Improve childcare accessibility through council facilitation of a public or private venture, intergenerational care, or expansion of after-school care.

Intergenerational care is a new concept which Griffith University trialled in 2018 in four locations across Queensland and NSW. It involves either co-locating aged care and childcare to consolidate costs or a visiting program. Other examples include the expansion of after school care services, such as the existing Waratah All Year Care Service; and the provision of subsidies to support sole parents who work non-standard hours to pay a neighbour or friend to care for their child in a similar model to New Zealand's Flexible Childcare Assistance for single parents. Increased childcare options and accessibility in Mandurah would in turn facilitate greater employment options for parents including joining the workforce, working desired additional hours, or upskilling to higher skilled professional jobs.





6.3 Longlist of existing proposed interventions

In addition to the longlist of interventions identified in this study, an existing list of interventions proposed by other stakeholders was also compiled by the City and PDC. These interventions do not necessarily relate to the interventions process or longlist developed for this study, but have been categorised under the same opportunities and themes in recognition of potential synergies. Where possible the entity responsible for identifying these interventions is noted. Further, the project status of each intervention is designated according to the following categories, as noted by the City and PDC:

● **Proposed**
● **Planning/Feasibility/Business case**
● **Current**

6.3.1 Opportunity 1: Make Mandurah the lifestyle capital of WA

The key themes and interventions for Opportunity 1 are shown in Table 6.1, Table 6.2, Table 6.3 and Table 6.4 below. The four themes for this opportunity are:

- **Theme 1:** Enhancing natural assets
- **Theme 2:** Sport & recreation
- **Theme 3:** Entertainment & culture
- **Theme 4:** Other services

Table 6.1: Opportunity 1, Theme 1 – Enhancing natural assets

Project Name	Project Description	Source	Project Status
Peel-Harvey Estuary Trails	Project identified by the COM and supported by State Government. Paddle launch upgrades, construction of paddle trail, construction of Island Shared Use trail of 30km, extend the Thrombolites trail and upgrade associated infrastructure.	City	●
Round The Estuary Trail	Feasibility and CBA project identified by the COM and supported by the Peel Development Commission, investigating the potential establishment of a mixed-use trail around the 80km perimeter of the Peel-Harvey Estuary.	City	●
Peel Aspiring Geopark	A project initiated by Geoparks WA and the Peel Development Commission with support from the COM to establish a Geopark in Peel, including sites within COM such as the Thrombolites – the largest microbiolite reef in the Southern Hemisphere. Long term project but will have significant economic impact when established. Geotourism initiatives along the way will support short to medium term benefits.	Geoparks WA / PDC	●
Sculptures – Tourism and Environment project	Tourism project identified by FORM and supported by State Government and the COM. Construction of 5 huge wooden sculptures in various locations. Project will have a significant economic impact during the exhibition life of the project, approximately one year. Construction and launch by Nov 2022.	FORM / COM	●
Cultural Tourism Offerings	Collaborate with Indigenous population to develop a cultural tourism program – potential to incorporate an Indigenous cultural centre into existing infrastructure such as Mandurah Performing Arts Centre or new infrastructure such as Yalgorup trails or AWCE.	PDC Sub Regional Report	●
Waterfront Redevelopment	Redevelopment of the significant public spaces within the Mandurah City Centre focused around the Eastern and Western Foreshores.	City / State & Federal Gov't	●

Table 6.2: Opportunity 1, Theme 2 – Sport & recreation

Project Name	Project Description	Source	Project Status
Develop plan to attract/develop sports franchise/license for national competition to Mandurah	Explore the potential to attract/create a nationally recognised sports team for Mandurah to raise community participation, and improve Mandurah's brand recognition nationally.	City	

Table 6.3: Opportunity 1, Theme 3 – Entertainment & culture

Project Name	Project Description	Source	Project Status
Arts & Culture Strategy	Development of a strategy to guide the growth of artistic and cultural activities (including creative industry and live music) across the City.	City	
Strong Diverse Calendar of Events	Attract and create new events that enable a strong annual calendar of diverse events to be built aimed at attracting visitors and increasing the number of overnight stays in Mandurah.	City	
Attract a high quality lifestyle proposal for Mandurah's Western Foreshore.	Undertake an expression of interest process for new opportunities on Mandurah's Western Foreshore to add to the attraction of the City Centre.	City	

Table 6.4: Opportunity 1, Theme 4 – Other services

Project Name	Project Description	Source	Project Status
Community / Social Housing Development	Undertake a City led design charette to test development models for underutilised land for social/affordable housing both in LGA ownership and Community Sector. This can be used as a basis to make sites development ready in preparation for funding Opportunities.	PDC Sub Regional Report	
Planning and design project	City of Mandurah to lead design planning activity to develop models for social/affordable housing both in LGA and Community Sector ownership. Potential for use as a basis to prioritise and make sites development ready in preparation for funding opportunities.	Draft PATM Action Plan	
Industry partnerships	Develop / facilitate partnership approach between LGAs and construction industry/local developers to deliver sustainable, affordable, intergenerational and/or universal design housing as demonstration projects/display homes.	Draft PATM Action Plan	
Housing scorecard	Develop a publicly available 'scorecard' and 'up-spec request' that can be made available to the public for use when assessing, negotiating modifications and upgrades to project homes to accommodate liveable/universal design.	Draft PATM Action Plan	
Regional Learning Hub	Support the establishment of a tertiary education Regional Learning Hub to provide local resources and pastoral care for tertiary students in Mandurah and the Peel region. Build on current ECU hub and leveraging off existing co-working spaces. Medium to long term initiative.	PDC Sub Regional Report	

Project Name	Project Description	Source	Project Status
City Centre Master Plan	Undertake community engagement and detailed planning for the development of a new Master Plan and enhanced vision for the Mandurah City Centre.	City	●
City Centre Parking Plan	Undertake community engagement and detailed planning for the development of a Parking Plan for the inner City Centre precinct.	City	●
Integrated Transport Plan	Develop an integrated plan that outlines the future vision for all modes of transport across the City.	City	●
New Tourist Resort Offering	Feasibility study into the options available for the development of a new tourist (Caravan / Chalet accommodation) in Mandurah	Visit Mandurah / PDC	●
Student Accommodation Offering	Development of cost effective student accommodation to support new education and training industry opportunities (ie. hospitality, aged care, blue tech, health care) for Mandurah.	City	●
Backpackers Holiday Offering	Development of low cost, short stay holiday accommodation to support the hospitality and other seasonal industry opportunities for Mandurah.	City	●
Extension of Retail Trading Hours	Community engagement and Cost Benefit Analysis into a permanent extension of the retail trading hours for Mandurah.	City	●
Transform Mandurah Campaign	Development of a marketing campaign aimed specifically at private investment attraction and residential / lifestyle living opportunities.	City	●
Mandurah Business Fibre Zone	Development of a plan for fast speed digital internet access across the Mandurah City Centre to facilitate a business connectivity.	City	●

6.3.2 Opportunity 2: Develop Mandurah into a world-class Hospitality Education Precinct

Key themes and interventions for Opportunity 2 are shown in Table 6.5 below. The key theme for this opportunity is 'Excellence in Hospitality Training'.

Table 6.5: Opportunity 2, Theme 1 – Excellence in hospitality training

Project Name	Project Description	Source	Project Status
Immigration Attraction Program	Develop a program aimed at attracting new immigrants to live and train in Mandurah to support and grow the hospitality training hub. (Note – this initiative could also other industry opportunities including aged care, blue tech and health services).	City	●
Economic Development Grants	Review of the City of Mandurah Restart Economic Development Grants program with a focus on excellence in hospitality delivery. Note Criteria to also support Blue Tech training, Aged Care Training and Innovation Health Care opportunities.	City	●
Inflight Catering & Airline Hospitality	Seek opportunities for partnerships between In-flight Catering and Airline Hospitality services and Mandurah's hospitality training hub.	City	●

6.3.3 Opportunity 3: Build the capacity of the aged-care workforce

The key themes and interventions for Opportunity 3 are shown in Table 6.6 below. The theme for this opportunity is 'Aged-care excellence'

Table 6.6: Opportunity 3, Theme 1 – Aged care excellence

Project Name	Project Description	Source	Project Status
Increase access to home care or support in local community	Provision of quality and regular care, either in home or at a facility. Greater access to home care support for ageing population in isolated LGAs to facilitate community remaining in the LGA and connected to family, friends, and support networks as identified by the Aged Care Royal Commission (Pillar 1: Home Care) From July 2023, the new Commonwealth Support at Home Program will replace: • Commonwealth Home Support Programme (CHSP) • Home Care Packages (HCP) Program • Short-Term Restorative Care (STRC) Programme • Residential respite programs.	Draft PATM Action Plan	

6.3.4 Opportunity 5: Innovation in healthcare delivery

The key themes and interventions for Opportunity 5 are shown in Table 6.7 and Table 6.8 below. The themes for this opportunity are:

- **Theme 1:** Telehealth
- **Theme 2:** Other innovative healthcare

Table 6.7: Opportunity 5, Theme 1 – Telehealth

Project Name	Project Description	Source	Project Status
Mental health care coordination centre	South Metro Health Service have over a number of years suggested the need for the trial of a mental health care coordination centre (call centre) where patients, GP's, carers etc can make initial contact and then have appropriate care, appointments and follow-up coordinated.	PHWT	

Table 6.8: Opportunity 5, Theme 2 – Other innovative healthcare

Project Name	Project Description	Source	Project Status
Peel Health Campus and Health Precinct Expansion	The \$152 million expansion planned for the Peel Health Campus, including the transfer from private to public management, presents a range of opportunities with a number of new private proposals (i.e. day hospitals and care services) being considered.	City / State Gov't	

6.3.5 Opportunity 6: Innovative social interventions

Key themes and interventions for Opportunity 6 are shown in Table 6.9, Table 6.10, Table 6.11 and Table 6.12 below. The themes for this opportunity are:

- **Theme 1:** Community development
- **Theme 2:** Employment specific
- **Theme 3:** Barrier reduction
- **Theme 4:** Pride in place – infrastructure led intervention (*additional to Deloitte themes*)

Table 6.9: Opportunity 6, Theme 1 – Community development

Project Name	Project Description	Source	Project Status
Education and development interventions	Early interventions and support for pre-kindergarten and primary school aged residents to raise early childhood developmental milestones and literacy and numeracy capability to allow students to successfully meet the breadth and depth standard, the achievement standard and the literacy and numeracy standards throughout senior secondary schooling and achieve WACE. Example programs suitable for investment include The University of Western Australia and Edith Cowan's Children's University Program which already partners with some of Mandurah's schools.	PDC Sub Regional Report PoP Roadmap	

Table 6.10: Opportunity 6, Theme 2 – Barrier reduction

Project Name	Project Description	Source	Project Status
Murdoch University Scholarships	City funded university study scholarships for Murdoch university designed to support the disadvantaged manage the financial costs of tertiary education.	City	

Table 6.11: Opportunity 6, Theme 3 – Health & wellbeing

Project Name	Project Description	Source	Project Status
Respite care for young people 12-15	Develop a model to provide of respite care for young people who need a break from their family or are unable to access foster care.	Draft PATM Action Plan	
Common Ground Housing Solution	Development of a dedicated transition to housing facility (\$28 million allocated) including wrap around services to reduce homelessness and improve community health and wellbeing.	State Gov't	
Community Outreach Service	Implementation of an assertive (intervention) outreach program aimed at supporting people that are homeless and/or with mental health related issues to improve public safety and community health and wellbeing.	State Gov't	
Primary prevention programs	Increased provision of primary prevention programs (through existing provider) and initiatives that: • Address inequality and other conditions that reinforce violence; • Promote health, respectful relationships; and • Create partnerships with groups and organisations from the community and private sector to strengthen awareness of and responses to family and domestic violence.	Draft PATM Action Plan	

Project Name	Project Description	Source	Project Status
Build capacity of the local Aboriginal Community Controlled Organisation	Increase resources allocated to local ACCO to enable expansion of culturally safe and appropriate health and community services for Binjareb, Wilman, and Whadjuk People of the Noongar Nation.	Draft PATM Action Plan	●
Children's mental health services	Wrap around services for children based on an early intervention model. Programs to include social engagement, safe places for children and activities after school (and holidays). Therapeutic services to target traumatic family, domestic and sexual violence, depression, and anxiety. Services include family support (whole of family).	Draft PATM Action Plan	●
Community and mental health service for 65+:	Expanded provision of dedicated mental health services to support ageing population (65+) who have unique mental health challenges and needs. Focus on enabling access through aged-care friendly approaches (i.e., in-place models, face to face delivery, connection) and early intervention.	Draft PATM Action Plan	●
Peel Health Hub 2.0	Expansion of physical footprint and Advance Access Care Model services linked to Peel Health Hub to include: - Expanded Family, Domestic and Sexual Violence services (including forensic services for sexual assault); - Eating disorder clinic; - Expanded adult (men's, women's and seniors) mental health services; - Women's health services; and - Clinical Care Coordination.	PHWT & Draft PATM Action Plan	●
Parenting passport program	Parenting program for first time parents to learn about stress, anger, behaviour, expectations, management strategies, support. Program to improve outcomes for children's development.	Draft PATM Action Plan	●
Expand Aboriginal health & community services	Increase resources for Aboriginal and Torres Strait Islander Health Service provision. Expand culturally appropriate and safe community, health, and healing services to Aboriginal people living in the Region. Services to provide primary health care, space for visiting specialists, and allied health services.	Draft PATM Action Plan	●

Table 6.12: Opportunity 6, Theme 4 – Pride in place – infrastructure led intervention

Project Name	Project Description	Source	Project Status
Public Revitalisation Program	Development of a community led revitalisation program targeting the upgrade and redevelopment of public spaces (including parks and reserves, street scapes etc) within areas of greatest disadvantage to stimulate private investment and create pride in place and community inspiration.	City	●

6.3.6 Opportunity 7: A hub to lead industry decarbonisation and climate resilience and adaption strategies

The key themes and interventions for Opportunity 7 are shown in Table 6.13 below. The themes for this opportunity are:

- **Theme 1:** Decarbonisation & climate resilience

Table 6.13: Opportunity 7, Theme 1 – Decarbonisation & climate resilience

Project Name	Project Description	Source	Project Status
Australian Waterways Centre of Excellence	An innovation hub celebrating the Peel-Harvey Estuary, Murray River and coastal environments by providing a centralised anchor point to include water science research, offices, eco-tourism attractions and industry specific activity. Example – https://hobsonsabaywetlandscentre.org.au/our-centre	TM S1	●
Peel & Perth Hydrogen Cluster	Active participation in the group to identify industry opportunities for Mandurah.	City	●
Woodside Hydrogen Refuelling Station	Partnership with Woodside for the development of a hydrogen refuelling station pilot project.	City	●
North Mandurah Waste water Reuse Scheme	Development of a plan to use wastewater from the Gordon Rd Waste Water treatment facility to irrigate public spaces in Mandurah's growing northern corridor.	City	●
Leeuwin Offshore Wind Farm	Investigate partnership opportunities for job creation in the research, planning, construction, monitoring and maintenance of the proposed Leeuwin Offshore Wind Farm proposal.	City	●
Solar Installation Incentive Program	Incentive based scheme aimed at owners of public and private rental properties to encourage domestic solar power installation aimed at reducing carbon emissions and the costs of living for renters.	City	●
Various	Other existing initiatives: • WALGA Energy Sustainability & Renewables Project • CHRMAP • Bush Fire Mitigation Planning & Delivery • Greening Mandurah Strategy (including Urban Tree Canopy Strategy) • City of Mandurah Decarbonisation Strategy • Solar Plan • LED Lighting Retrofit Program • Cities Power Partnership	City	●

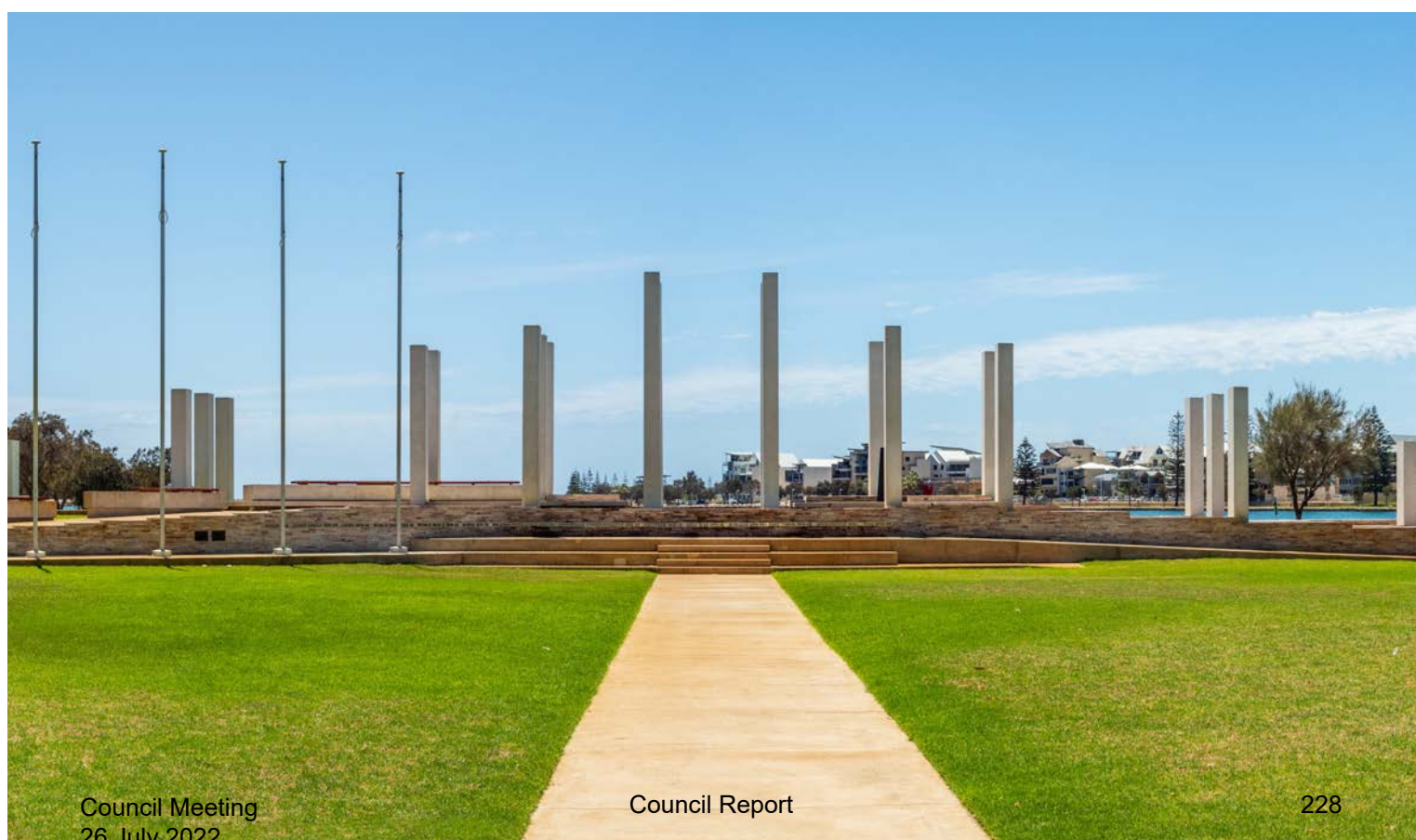
6.3.7 Opportunity 8: Develop a larger base of professional workers in Mandurah

The key themes and interventions for Opportunity 8 are shown in Table 6.14 below. The themes for this opportunity are:

- **Theme 1:** Attract and retain professionals in Mandurah

Table 6.14: Opportunity 8, Theme 2 – Attract and retain professionals in Mandurah

Project Name	Project Description	Source	Project Status
Creation of Mandurah's Civic Heart	Developing a hub of activity in the centre of Mandurah, including office space, a government agency and relocated City offices, bringing life to the heart of Mandurah.	TM S1	●
Targeted business capacity building	Programs that build the capacity of small business owners in targeted sectors to manage and grow their enterprise and people. Potential target sectors include: Aboriginal enterprises; Health and community services; Manufacturing enterprises; Eco-tourism enterprises; Agriculture SME's; and Food production SMEs	PoP Roadmap	●
Targeted skills development and attraction	Partner with industry to identify urgent workforce needs and skills shortages in the region to identify urgent workforce needs and skills shortages constraining strategic industry growth and engage to develop targeted initiatives to upskill, reskill, job-match and attract talent.	PoP Roadmap	●
Creation of Mandurah's Civic Heart	Undertake a masterplanning activity of the Mandurah City centre to identify potential approaches to raise productivity and raise investment	City	●
City of Mandurah Property Strategy	The development of a plan that aims to maximise the City's land based assets within the City Centre in line with the objectives and recommendations of the City Centre Master Plan.	City	●





7 Next steps



This report represents the first phase in the process of realising future economic opportunities for Mandurah. Figure 7.1 outlines the 'logic map' of steps undertaken in this report, and next steps that the City of Mandurah and PDC could take to progress Transform Mandurah to implementation.

The steps undertaken in this report are summarised under the Define strategic program phase in Figure 7.1, with reference to relevant sections within the report where each step is explored in detail. Under the next Review and consultation phase, it is anticipated that a high-level prioritisation process will be undertaken to identify which of the problems and opportunities explored in this report should be addressed in the short term. Subsequently, a more detailed process to identify the most viable intervention(s) to address each problem or opportunity will follow in the Evaluate and progress individual projects phase. The level of detail and precise stages within this process can be tailored to each project based on the scale of the impact that the project is expected to have on the Mandurah and broader WA economy, the level of funding required, and the partners and stakeholders expected to be involved.

7.1 Review and consultation

The longlist of interventions presented in this report contains a significant number of potential actions that vary widely in their cost, anticipated economic impact or benefit, complexity of implementation, and stakeholders required to be involved and/or partners required to deliver. The longlist has also been organised by which of the eight future economic opportunities each intervention is most likely to aid in realising.

It is recommended that the next phase of Transform Mandurah involve a high-level review of the longlist, including in the context of other projects either proposed, in planning, or being delivered (see Chapter 6.3). This process should involve a high-level prioritisation of the interventions to ensure that the resources available to the City of Mandurah, PDC, and other agencies and partners are directed toward the implementation of priority actions.

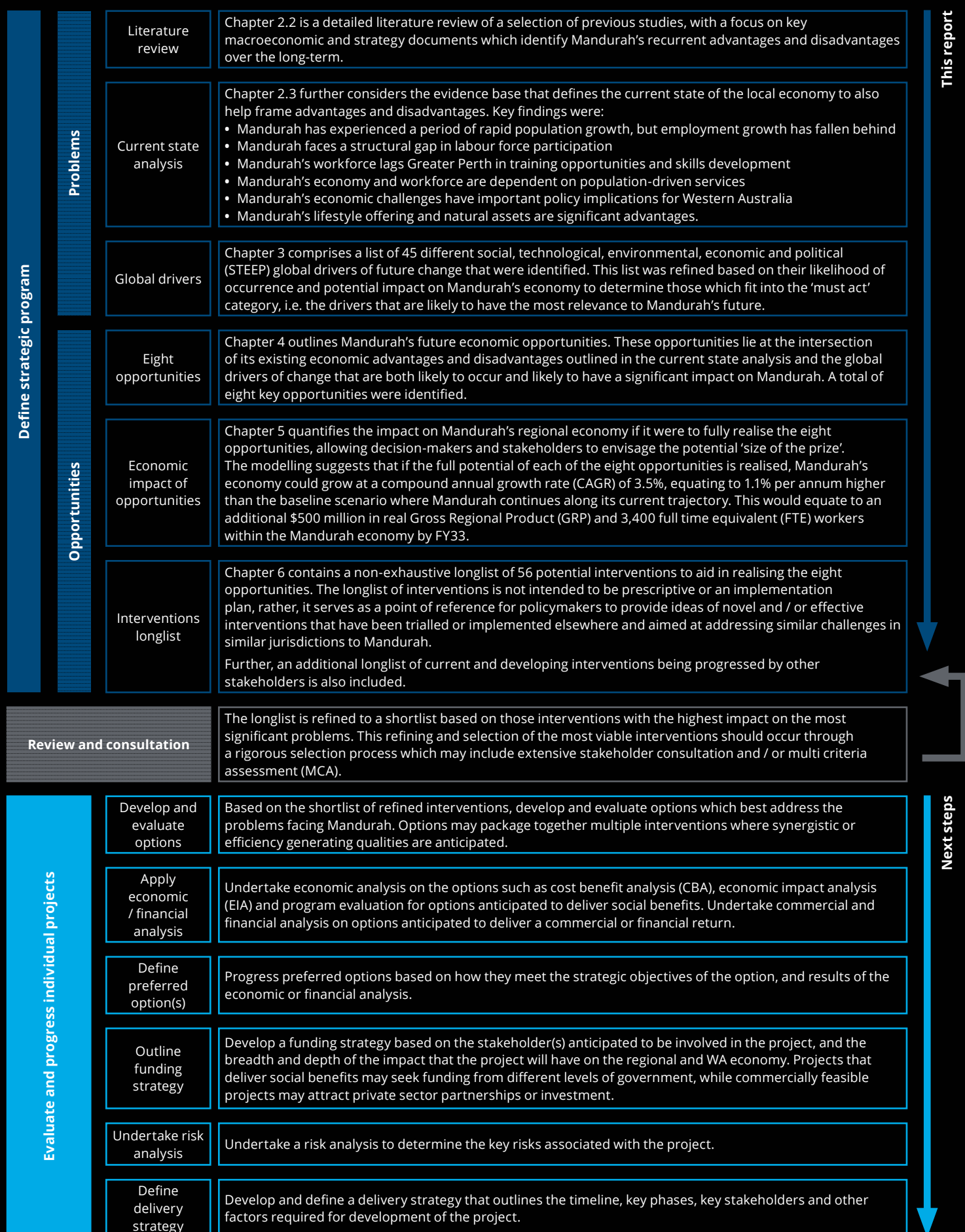
7.2 Individual projects

The Evaluate and progress individual projects phase shifts the focus from strategic-level consideration of future economic opportunities to focus on specific actions and projects. It is anticipated that this process would follow the typical progression of a project business case as follows:

- **Develop and evaluate options:** This step should result in a refined shortlist of options for each specific intervention. For example, in the case of the Aged care centre of excellence intervention (see Chapter 6.2.3), this step might shortlist the options to deliver the centre of excellence based on varying location, scale of employment and training capacity, and delivery model. An objective evaluation method (such as the use of multi-criteria analysis) should be used at this step to refine the shortlist.
- **Apply economic/financial analysis:** The shortlist of options should be evaluated using an objective economic assessment approach (such as cost-benefit analysis).
- **Define preferred option(s):** Based on the results of the economic analysis, one or more preferred options for delivery should be identified. Further analysis may be required to differentiate options.
- **Outline funding strategy:** Based on the results of the financial analysis, identify the funding requirement to deliver the preferred option and set out the funding strategy.
- **Undertake risk analysis:** Rigorous analysis should be undertaken to identify project risks, set up controls and mitigation strategies, and evaluate key residual risks after mitigation is taken into account. The scope of the preferred option may need to be revisited subject to the magnitude of any material residual risks.
- **Define delivery strategy:** Dependent on the complexity and scale of the project, this step may involve analysis of market capacity to deliver the project, constructability, packaging, and procurement analysis to define the preferred delivery model.



Figure vi: Outline of steps undertaken in this report and anticipated next steps





Endnotes



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Appendix A

Drivers of future change



A.1. Drivers of future change

A.1.1. Social drivers

Social drivers of change represent the forces capable of shifting society from its current state based on demographic, cultural, and other factors. They will manifest in changing attitudes and expectations, including how people interact with one another, what employees expect of their employers and vice-versa, and the different types of products in demand from a shifting consumer base.

A summary of the 16 social drivers identified is provided in Table A.1

Table A.1: Social drivers

Driver	Summary
 Remote working	Remote working has accelerated during COVID-19, but this trend predated the onset of the pandemic, having been a key part of the 'future of work' conversation for several years. Initially widespread due to the impact of lockdowns, remote working is likely to persist well into the future as jurisdictions grapple with new variants and spikes in cases with policy measures aimed at 'living with the virus' rather than stamping out cases altogether. Remote working will likely have significant implications for productivity, city planning, and the labour market.
 Competition for talent	Fierce competition for talent will grow as the mismatch in skills available and capabilities needed in the workforce widens given our technology and people-focused future. Tomorrow's workers are increasingly likely to need to use their heads rather than their hands, a trend that has been playing out for some time. Digital literacy is core to this, as is on-the-job training to enable workers to remain up to date with skills and capabilities more frequently than may have been the case in the past.
 Concentration of wealth	As global wealth inequities grow, the divide between the rich and poor is widening, coupled with stagnating middle-class incomes. COVID-19 has compounded these issues, as jurisdictions' ability to access vaccine supply and treat patients is closely linked to income and the distribution of wealth. In the medium term, stagnation of incomes and the limited ability to take on debt will slow growth in consumption in middle-income economies.
 Crowd sourcing	As consumers are increasingly interconnected through social media, and with the rise of digitalisation, collective intelligence gathering from a wide variety of individuals is growing. This is likely to have a wide range of impacts, from shortening the timeline of product and policy development, to disrupting employers' traditional workforce planning models as discrete tasks or processes can be externally crowdsourced.
 Empowered women	Women are making significant inroads into top leadership positions across the public and private sectors, while female participation in the workforce is growing overall. Female empowerment is emerging as an important driver of growth in developing countries. Increasing participation by women in the workforce will add to economic growth, as well as having significant impacts on policy and enabling infrastructure – a prime example being, the growing need for affordable and available childcare and greater workplace flexibility.
 Knowledge worker	Intellectual capital is rising in value compared to physical labour and financial capital, placing a premium on the creation and application of knowledge to gain competitive advantage. The importance of knowledge-based work has increased as natural resources are depleted and dependence on the primary sector of the economy declines. Unlike other factors of production, intellectual capital does not suffer from scarcity, and its relationship with productivity is likely to continue to experience rapid change as technology disrupts how knowledge workers participate in the economy.
 Mass migration	Immigration, demographic change and increases in the number of refugees will have important effects on cultural assimilation, integration, and economic development. Regulatory and social structures, as well as politics, are challenged by mass immigration, and the potential responses from countries likely to be net recipients vary widely. For many advanced economies, acceptance of greater inbound migration is one of few options to address birth rates insufficient to replenish natural population growth in the long term.

Driver	Summary
 Next-gen workforce	The retirement of baby boomers and growth in the Gen- Z workforce requires organisations to create new incentives to attract, develop and retain a competitive and flexible labour pool. The ‘older’ cohort of Gen-Z are already of working-age, being today’s entry-level employees and graduates. As the concentration of Gen-Z in the workforce increases, so too will the significance of their different expectations of employers, perspectives on career development, and how to succeed in the workplace.
 Sharing economy	The collaborative nature of the online environment has led to the sharing economy, in which technology is leveraged to unlock idle capacity and provide new access to products. The impact of the sharing economy is in the unlocking of value in underutilised assets across the economy (including Labour). The rise of the sharing economy will also see a transfer of market share and wealth from traditional suppliers of goods based on ownership models, to participants in the sharing economy.
 Urbanisation	Cities are growing more quickly than regional and rural areas and are simultaneously witnessing an increasing concentration of wealth. This will have impacts on both the scale and distribution of demand for goods and services, as incomes and quality of life tend to be greater in urban centres than rural and regional areas. Prioritisation of policy and infrastructure will also shift, as will the availability of labour and capital in regional areas to cater to industries like agriculture.
 Ageing population	The global population will continue to age over the next 20 years, as Baby Boomers and Gen-Xs grow older, while advances in healthcare will see average life expectancy extend further. As more consumers age, they will further disrupt product and service delivery from travel and entertainment to retail, broader built environment, cities/suburbs, and other industries. Meeting the future scale and quality of services to the aged will require businesses to innovate, as well as being of greater significance to policymakers.
 COVID-19 restrictions	The introduction of physical distancing in the community as a means of mitigating impacts of the COVID-19 pandemic resulted in significant adverse impacts for high-touch industries like hospitality, recreation, culture and the arts. It also forced sectors like education and health to adapt to provide services using new delivery models. The continued use of restrictions even as most jurisdictions adopt a ‘living with COVID’ policy approach suggests their impacts will continue into the long term.
 COVID-19 vaccines	COVID-19 vaccines are likely to remain important features of health systems into the medium term, as jurisdictions attempt to avoid spikes in serious illness by pitting boosters against variants of the virus. But vaccines have implications beyond the health system directly. Government vaccination rules and mandates need to be navigated by consumers and businesses in most industries, and many employers will be required to factor vaccination status into their workforce planning.
 Empowered minorities	The barriers faced by minorities are being increasingly recognised by the broader community. Awareness is a critical step in achieving change, with significant economic benefits as a result. Social inclusion across cultural groups can play a critical role in lifting living standards through increased productivity in the workplace, improved employment and health outcomes, reducing the cost of social services, and by more evenly sharing the benefits of economic growth across society.
 Demand for customisation	Control is shifting away from the manufacturer, giving the consumer a greater say in what, when, and how they receive their goods and services. The challenge facing suppliers is to develop machine systems that enable manufacturers to produce small, individualised orders at scale in a cost-effective way. The race to meet these changing needs will require industries to be agile and innovative to capitalise on significant growth opportunities.
 Resumption of travel	As travel gradually resumes with the opening-up of more and more jurisdictions, the composition of travel demand is likely to be impacted by COVID-19 in the long term. Businesses will now face the choice of resuming travel for in-person activities while having undertaken significant investment in remote working technology. These impacts are likely to be more muted for leisure travel and visitation of friends and family, especially between jurisdictions separated by uncompromising travel restrictions for long periods of time.

A.1.2. Technological drivers

The invention and adoption of new technology can alter the way that goods and services are designed, produced, and delivered across industries and jurisdictions. Shifts in technology have significant implications for business' costs, need, and availability of inputs, including labour. Changes in communication, transport, energy, innovation, and automation can occur quickly, with first movers often enjoying an advantage over late adopters.

A summary of the 11 technological drivers identified is provided in Table A.2

Table A.2: Technological drivers

Driver	Summary
 Extended reality	Use of augmented and virtual reality is spreading from consumer to commercial applications, with significant implications for sectors from retail to healthcare, design, and education. Potential impacts range from retailers incorporating extended reality to provide an enhanced purchase experience (e.g., visualising and customising products before purchase) to replacing testing and training that might normally occur in high-pressure, high-stakes environments, such as in medicine.
 Automation	With accelerating technological advancement, it's clear we are on the cusp of a new age of machine learning, machine doing, and AI. Automation is becoming a standard practice, therefore jurisdictions and organisation that resist change on the ground of protecting jobs will be left behind and become less competitive. Over the longer term, economic gains will be very large, however there are short term dislocation costs, notably in labour markets.
 5G/enhanced connectivity	The fastest 5G networks are expected to be at least ten times faster than 4G, while 6G technology could eventually be 100 times faster than 5G, opening significant new possibilities. Remote 5G and subsequent technologies are also likely to offer a comparable or greater level of service to fixed-line broadband systems, an important consideration for policymakers and utilities companies that manage this infrastructure.
 'As a service' models	'As a Service' business models are growing as a strategic and operational blueprint that may soon begin upending operational models in sectors beyond technology. As these models become more prevalent, consumers will shift their expectations of product and service providers (either private or public) from experience at the point of transaction to lifecycle experience.
 Internet of things	The Internet of Things (IoT) connects the digital and physical worlds by collecting, measuring, and analysing data to predict and automate processes. The IoT ecosystem of connected electronic devices that can be accessed remotely continues to grow, with significant implications for industry and community. Adoption has been accelerated by lower-cost computing power and the ubiquity of wireless networks enabling almost any device to be connected to the IoT.
 Social media	Social media has become a dominant platform for communication, leading to new forms of rapid connectivity and interaction across the global landscape. Social media has revolutionised the way people communicate, allowing for instantaneous and global communication, easy access to diverse sources of information, and opportunity to contribute and participate in these communications.
 Digitisation of healthcare	Digitisation of healthcare is revolutionising the healthcare industry, enabling lower cost of service, better diagnostics, and greater choice in treatment. This includes advanced genomics, digital manufacturing, use of nanotechnology and the widespread development of genetically modified products. The adoption of telehealth as an alternative to the conventional delivery model for primary healthcare has been greatly accelerated by the COVID-19 pandemic.
 Additive manufacturing	Additive manufacturing is growing in use, disrupting traditional strategic drivers of value in the sector: from low cost and scale, to ingenuity in design and flexibility in production. Disruption in conventional supply chains – accelerated by COVID-19 – has seen the relocation of production activity, manufacturers seeking new sources of supply, and shifting customer demands. These pressures are making additive manufacturing practices more prominent.

Driver	Summary
 Cyber disruption	As information and data flows rise significantly in an increasingly online world, the risk of cyber disruption also rises, putting trillions of dollars of value at risk in future. An increase in sophisticated state-sponsored cyber-attacks has implications for strategic and national security, as well as adverse impacts on business. Consumer perceptions of a failure to respond to cyber risk can also compromise trust in businesses and institutions.
 Quantum technologies	Quantum technology offers the opportunity to create industries and revolutionise existing industries, enabled by recent advancements in capabilities to isolate, control, and sense individual quantum particles. Capturing the technology will require significant investment in research and skills, with potential disruptive applications in medicine, defence, national security, natural resources, and the financial services sectors.
 Artificial intelligence	New technologies are focused on augmenting the processing capabilities of machines for human-like intelligence, with applications in future stretching beyond just enhancing efficiency. Non-human systems will perform a greater number of tasks than at present and will improve the productivity of those tasks. As AI adoption grows, so too will the global competition for human talent with the technical expertise and capability necessary to design, implement, and maintain AI.

A.1.3. Economic drivers

Economic drivers influence the cost and availability of inputs to production, the ability and incentives for consumers and businesses to spend, and the macroeconomic settings that determine policy responses – for example, the fiscal policy to mitigate impacts of the COVID-19 pandemic or monetary policy used to curtail rising inflation.

A summary of the eight economic drivers identified is provided in Table A.3

Table A.3: Economic drivers

Driver	Summary
 Evolving supply chains	COVID-19 and US-China trade tensions have created a renewed focus on global supply chains, with the nature of supply relationships and the location of supply likely to shift in future. Both events exposed that little is known by companies or governments about the location or practices of the supply tiers below 'tier 1'. Future supply relationships will be characterised by greater transparency and data flows, and policymakers will come under increased pressure to consider whether certain products – especially products of strategic significance – will be manufactured locally.
 Globalisation 4.0	While globalisation has boosted world economic growth, created higher levels of economic development, and reduced poverty over the past 20 years, the onset of COVID-19 has resulted in the largest and fastest decline in international flows in modern history. However, significant structural change to global economic interactions was underway before the pandemic, with value chains being reshaped as emerging markets establish themselves and demand drivers shift from goods and merchandise to services and data.
 Growing middle class	The global middle class is predicted to number around 7-8 billion by 2040, with significant changes in the economic, social, and political compact globally. The middle class drives household consumption within the global economy and demand more in the way of services and adequate infrastructure provision from government. The new middle class will reside predominantly in Asia.
 Resource price variability	The availability of resource commodities has been core to the growth and development of the global economy over the past century. The finite nature of these resources and the time, cost, and complexity of extracting, transporting, and refining them into end products have meant that markets for resource commodities have typically been characterised by demand and supply imbalance, and subsequent price volatility. The pandemic and geopolitical tensions have added to volatility, causing unexpected shifts in the prices of futures and commodities, affecting investment decisions.

Driver	Summary
 Monetisation of data	The rise of technology has seen exponential growth in data flows worldwide. Data availability is transforming businesses and have become a valuable component of the value chain. The monetisation of data to obtain a quantifiable economic benefit has grown in scale and become more widespread across multiple industries, including responding to data by making measurable business improvements and inform decision-making.
 Return of the consumer	Governments took a substantially greater role in global economic growth during the early part of the COVID-19 pandemic, as consumer and business confidence collapsed. More recently, low interest rates, cash transfers from government, and a bounce-back in confidence have seen a resurgence in consumption with implications for higher inflation occurring sooner than anticipated. The distribution of consumption has also shifted, with demand for services falling away due to COVID-19 restrictions in favour of goods.
 Acceleration of productivity	The COVID-19 pandemic greatly accelerated the adoption of remote working, digital communications, information-sharing, and other technology and practices that boost productivity, including in industries such as health and education where service delivery models had largely gone unchanged over preceding decades.
 Stakeholder capitalism	The last two decades has seen a widespread decline in trust for 'business as usual' both in private enterprise and in politics. Motivated by shareholder and employee concern, most large businesses are shifting toward more environmentally and socially responsible practices, which yield both short- and long-term benefits. Participation by a wider group of more informed, more energised, and more vocal stakeholders is likely to continue to grow.

A.1.4. Environmental drivers

Environmental drivers concern ecological and environmental factors like weather, climate, and climate change, including evolving community perceptions and policy relating to each of these – such as growing demands by shareholders to see large companies previously dependent on fossil fuels decarbonise their production activities.

A summary of the four environmental drivers identified is provided in Table A.4.

Table A.4: Environmental drivers

Driver	Summary
 Resource scarcity	As the global population grows, demand is increasing for natural resources while pressure to conserve them is growing. Markets can have limited ability to manage natural resources resulting in greater burden being placed on government intervention through regulation and other interventions. This will have implications for poverty, inequality, demographics, and public health.
 Environmental awareness	Yesterday's 'green agenda' is today's way of life. Environmental awareness has significantly increased through the use of social media, digital access to information and real time information on events – notwithstanding the tangible effects and experience of climate change today. Consumers, governments, and investors are more environmentally aware, and demand sustainable products, services, and socially responsible business practices and policy decisions.
 Climate change	As climate change continues, natural disasters and abnormal weather patterns will increasingly have unprecedented effects on all aspects of our economy and everyday lives. There is strong scientific, community and political pressure for the development of low-carbon economies, the transition to which will affect business and government significantly. Today, customers expect green standards to be developed by governments and met by businesses, while employees need to be comfortable that their employer demonstrates strong social and ethical values on climate issues.
 Renewable energy	Energy markets are undergoing rapid change amidst climate action and technological advancement. This change is creating significant transformative investment opportunities. Companies are facing growing pressure from shareholders to reduce their carbon footprint and/or become carbon neutral, while governments face pressure to decarbonise electricity infrastructure and incorporate renewable energy considerations into decisions such as environmental approvals for major projects.

A.1.5. Political drivers

Political drivers relate to the role of governments in economic growth and development, as well as changing community perceptions of government and how this influences economic activity by consumers and business. This category of driver also concerns how governments in different jurisdictions interact with one another.

A summary of the six political drivers identified is provided in Table A.5.

Table A.5: Political drivers

Driver	Summary
 COVID-19 fiscal legacy	The global policy response to the COVID-19 pandemic saw the most significant deployment of government spending since World War II, supported by an extraordinary increase in public debt at record-low interest rates. Political debates around balanced budgets and debt reduction temporarily subsided, but these are likely to return as the pandemic progresses. Adoption of austerity measures could result in a similar period of economic malaise to the post-GFC period, and governments will seek to balance the need for ongoing fiscal support to tackle future variants and outbreaks.
 Geopolitical change	Heightened geopolitical risk and related change has become the new normal, with uncertainty surrounding policy, international relations, and political leadership now a driving force behind economic and social volatility, investment decision-making and consumer sentiment. This volatility is underpinned by a shift in global economic drivers and actors. The transition will not be immediate nor smooth or certain. Fragmentation and the emergence of multiple poles of power are expected.
 Regulatory landscape	Regulation provides the rules of engagement across most economic and social activities. A sound regulatory landscape is fundamental to economic prosperity, social cohesion, and development. As such, a regulatory framework needs to encourage longer term investment, planning through certainty, flexibility, and fairness. Existing regulatory systems are being stretched and challenged by digital transformation and wider adoption of technology, requiring increasingly complex and responsive regulation.
 Role of government	The GFC and COVID-19 have seen governments take on a far bigger role in the economy, irrespective of pre-crisis expectations for smaller government. Massive fiscal interventions – encompassing everything from wage subsidies, to guaranteeing supply of medical products, to imposing vaccination rules around different types of businesses and venues – have become the norm since the onset of the pandemic. It remains uncertain whether the role of government in the economy will shrink beyond the COVID-19 pandemic, and whether the enlarged role will be used to effect long-term reform in addition to short-term mitigation measures.
 Trust and transparency	Strong institutions empower economies by ensuring a stable operating environment, smoother transmission mechanisms, less costly and less risky economic interactions, a credible set of property rights, and respect for the rule of law. For decades such institutions were widely viewed as the main feature differentiating advanced economies from developing countries. More recently, a growing trust deficit within society for private and public institutions may threaten growth – and this paradigm may grow more complex amid technological advancements.
 Social unrest	Global civil unrest has doubled over the last decade, with economic and social inequality often at the core of conflicts. Large and prolonged periods of social unrest can have adverse effect on the economy through the uncertainty it creates – planned investment can be deferred or cancelled, supply chains can be severely disrupted through interference in transportation, and city lockdowns and property damage have direct costs for business. In some instances, positive impacts may occur in the longer term if civil unrest leads to outcomes like policy reform, democratisation, or improvements in civil rights.



Appendix B

CGE modelling



B.1. CGE modelling with DAE-RGEM

CGE modelling provides the most reliable and respected basis of determining the net impact of changes affecting the economy. These changes may be external shocks, like a slowdown in global demand for a given commodity or service; they may be policy changes, like the introduction of a carbon tax; or they may be a new project or investment, like a road or sporting stadium.

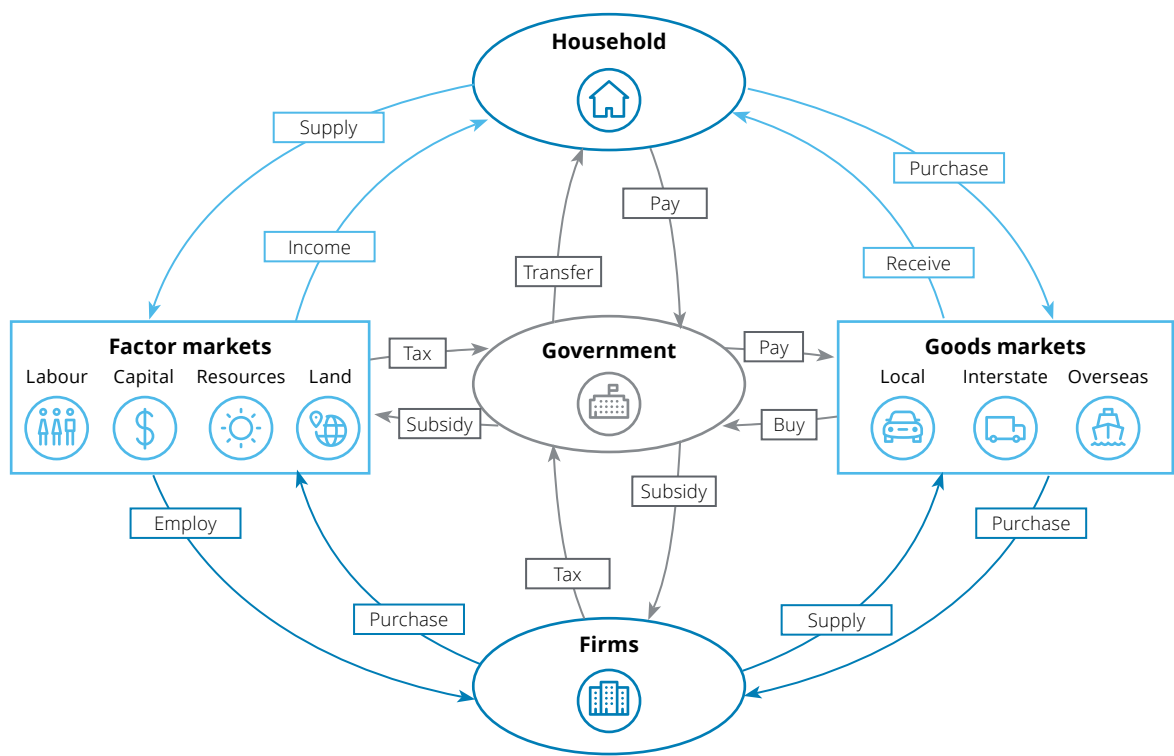
It is a framework that supports bespoke scenario analysis in a single, robust, integrated economic environment, enabling an assessment of the net impact on key macroeconomic indicators such as GDP and employment, and key sectoral measures like industry output. CGE modelling is the preferred framework for gauging the impacts of large, multi-year projects throughout the economy, and is widely recognised by all levels of government in Australia. But like all modelling, there is a right and a wrong way to do CGE analysis. Deloitte Access Economics uses approaches to CGE modelling that have been honed through years of experience, and in collaboration with government economic agencies. We bring a trusted and proven approach to this complex area of modelling.

Our in-house CGE model, DAE-RGEM, is unrivalled in both its capability and in the breadth of its applicability to policies, projects and wider scenario analysis. DAE-RGEM is one of the only models in the world that can model the impact of a scenario on individual Australian regions (such as individual cities or local government areas), linked to each other, and to other individual countries (e.g., China) in the global trading system.

DAE-RGEM encompasses all economic activity – including production, consumption, employment, taxes and trade – and can run scenarios through time involving multiple regions, industries and commodities. It is a model that can be customised for specific purposes, whether that be an unorthodox industry definition, a unique regional perspective or multi-faceted policy or project evaluation.

Figure B.1 gives a stylised representation of DAE-RGEM, specifically a system of interconnected markets with appropriate specifications of demand, supply and the market clearing conditions determine the equilibrium prices and quantity produced, consumed, and traded.

Figure B.1: Stylised representation of DAE-RGEM



Source: Deloitte Access Economics

The model rests on the following key assumptions:

- All markets are competitive, and all agents are price takers
- All markets clear, regardless of the size of the shock, within the year.
- It takes one year to build the capital stock from investment and investors take future prices to be the same as present ones as they cannot see the future perfectly
- Supply of land and skills are exogenous. In the business as usual case, supply of natural resource adjusts to keep its price unchanged; productivity of land adjusts to keep the land rental constant at the base year level.
- All factors sluggishly move across sectors. Land moves within agricultural sectors; natural resource is specific to the resource using sector. Labour and capital move imperfectly across sectors in response to the differences in factor returns. Inter-sectoral factor movement is controlled by overall return maximizing behaviour subject to a Constant-Elasticity-of-Transformation (CET) function. By raising the size of the elasticity of transformation to a large number we can mimic the perfect mobility of a factor across sectors and by setting the number close to zero we can make the factor sector specific. This formulation allows the model to acknowledge the sector specificity of part of the capital stock used by each sector and also the sector specific skills acquired by labour while remaining in the industry for a long time. Any movement of such labour to another sector will mean a reduction in the efficiency of labour as a part of the skills embodied will not be used in the new industry of employment.

DAE-RGEM is based on a substantial body of accepted microeconomic theory. Key features of the model are:

- The model contains a 'regional household' that receives all income from factor ownerships (labour, capital, land and natural resources), tax revenues and net income from foreign asset holdings. In other words, the regional household receives the gross national income (GNI) as its income.
- The regional household allocates its income across private consumption, government consumption and savings so as to maximise a Cobb-Douglas utility function. This optimisation process determines national savings, private and government consumption expenditure levels.

- Given the budget levels, household demand for a source-generic composite goods are determined by minimising a CDE (Constant Differences of Elasticities) expenditure function. For most regions, households can source consumption goods only from domestic and foreign sources. In the Australian regions, however, households can also source goods from interstate. In all cases, the choice of sources of each commodity is determined by minimising the cost using a CRESH (Constant Ratios of Elasticities Substitution, Homothetic) utility function defined over the sources of the commodity (using the Armington assumption).
- Government demand for source-generic composite goods, and goods from different sources (domestic, imported and interstate), is determined by maximising utility via Cobb-Douglas utility functions in two stages.
- All savings generated in each region are used to purchase bonds from the global market whose price movements reflect movements in the price of creating capital across all regions.
- Financial investments across the world follow higher rates of return with some allowance for country specific risk differences, captured by the differences in rates of return in the base year data. A conceptual global financial market (or a global bank) facilitates the sale of the bond and finance investments in all countries/regions. The global saving-investment market is cleared by a flexible interest rate.
- Once aggregate investment level is determined in each region, the demand for the capital good is met by a dedicated regional capital goods sector that constructs capital goods by combining intermediate inputs in fixed proportions, and minimises costs by choosing between domestic, imported and interstate sources for these intermediate inputs subject to a CRESH aggregation function.

Producers supply goods by combining aggregate intermediate inputs and primary factors in fixed proportions (the Leontief assumption). Source-generic composite intermediate inputs are also combined in fixed proportions (or with a very small elasticity of substitution under a CES function), whereas individual primary factors are chosen to minimise the total primary factor input costs subject to a CES (production) aggregating function.

B.2. Assumptions

B.2.1. Comparison jurisdictions used for benchmarking

The list of comparison jurisdictions used for benchmarking are shown in Table B.1.

Table B.1: Comparison jurisdictions used for benchmarking

SA3	SA4	State
Wollongong	Illawarra	NSW
Geelong	Geelong	VIC
Newcastle	Newcastle and Lake Macquarie	NSW
Mornington Peninsula	Mornington Peninsula	VIC
Maroochy	Sunshine Coast	QLD
Gosford	Central Coast	NSW
LaTrobe Valley	LaTrobe - Gippsland	VIC

Source: Deloitte based on desktop research

B.2.2. Industries comprising the CGE model database

The list of industries comprising the CGE model database are shown in Table B.2.

Table B.2: Industries comprising the CGE model database

Industry name	Industry description
Agriculture	Industries relating to the cultivation of grains, vegetables, dairy, livestock, and forestry products
Coal	Mining and agglomeration of hard coal, lignite and peat
Oil & Gas	Extraction, manufacture and distribution of petroleum and natural gas, service activities incidental to oil and gas extraction
Other mining	Mining of metal ores, other mining and quarrying
Food processing	Processing and production of meat, dairy, vegetable oils, processed grains and other food products
Manufacturing	Light and heavy manufacturing of value added goods
Trade	Wholesale and retail trade, repair of motor vehicles and motorcycles
Road and rail Transport	Land transport and transport via pipelines, water and air transport, warehousing, and support activities
Utilities	Electricity, steam and air conditioning supply, sewerage, waste management and remediation activities
Construction	Construction of houses, factories, offices, roads, and other buildings
Education	Education
Health and aged care	Human health and social work, aged care
Recreation	Recreational, cultural, sporting, accommodation, food, and other service activities
Government services	Public administration and defence
Business services	Financial intermediation, real estate activities, other business services
Other services	Information and communication services

Source: Deloitte



Appendix C

Interventions case studies



This appendix provides supporting information for the individual interventions described under each opportunity in Chapter 6. For each opportunity, this appendix outlines further detail for case studies used to inform the interventions, and documents anticipated benefits and costs of each action, based on the case studies and where data and other information was publicly available to do so.

Opportunity 1: Make Mandurah the lifestyle capital of Western Australia

Action	Description	Case study	Anticipated benefits	Anticipated costs
Beach Development	Improve beach facilities with potential sites including Madora Bay, San Remo Beach, Watersun Beach, Silver Sands Beach (northern end) and an upgrade at Halls Head.	Case Study 1: The Mandurah Waterfront project was recently completed with over 90% community support for concept plans and \$10m and \$7m funding from the State and Federal Governments respectively⁴⁶. Case Study 2: The Scarborough Beach Foreshore redevelopment renewed 1km of beachfront with climbing walls, skate facility, playground, pool complex, civic square and surf club building.⁴⁷ Case Study 3: The Busselton foreshore redevelopment is a 10 year development which has added family friendly picnic spaces with easy beach access, turf coverage, hospitality venues, BBQ areas, bike paths, shade sales, playgrounds, toilets, tree coverage etc.⁴⁸ Case study 4: The Broome Shire is in the process of developing the Cable Beach Foreshore to include centralised parking, an harbour structure, open lawns, trees, gardens, BBQ and picnic facilities etc.⁴⁹	• Potential to create more vibrant and appealing foreshore areas. • Improves Mandurah's reputation as a lifestyle destination. • Ground lease revenues from hospitality venues on Busselton foreshore are used directly for Jetty and foreshore upkeep. • Employment opportunities in development and upkeep.	• The Scarborough Foreshore redevelopment was an \$100 million State Government Project. • The Cable Beach redevelopment received \$6 million in federal funding through the Building Better Regions Fund.
Board Walk & Pathway Infrastructure	Expand boardwalk style footpaths that are closer to the beach	Case Study 1: The Warana Coastal Pathway Construction on the Sunshine Coast is being funded over several years with support from Queensland Government grants. ⁵⁰	• May improve liveability (particularly in northern suburbs like Madora Bay which are developing quickly).	• Environmental impact. • Investment may be required. • Possibility of state/ federal support.
Peel Yalgorup Wetlands Development	An existing option to utilise the Yalgorup National Park for ecotourism.	Case Study 1: The Queensland State Government is developing eco-tourism opportunities in its National Parks through the Ecotourism Trails project. For example, they are partnering with Cassowary Coast Regional Council to build mountain-biking trails in Cardwell, North Queensland. ⁵¹	• May develop a tourist attraction in the region. • Could encourage consistent maintenance of the National Park. • Possible revenue streams from visitors.	• \$100,000 feasibility study for Cardwell – cost split between council and state. • \$500,000 in federal funding has been committed for Cardwell Stage 1 (Early Works).

Action	Description	Case study	Anticipated benefits	Anticipated costs
Cycling Access and Promotion ⁵²	Promote cycling by developing cycling-friendly infrastructure and increasing access to bikes.	Case Study 1: Parklets (moveable mini parks with bike parking, vegetation and seating) promote cycling in Hackney London. Case Study 2: The Birmingham City Council gave away 3000 bikes to disadvantaged residents to encourage the uptake of cycling. Case Study 3: "Park and Pedal" – drivers park their cars for free in a specified area and cycle the rest of the way to work in York, UK.	May encourage health benefits for residents and improve Mandurah's overall liveability.	- Costing highly dependent on design. \$100-400 per bike, \$20 per helmet on average.⁵³ - Lost revenue from parking, cost of lockers.
Aquatic Theme Park	Utilise area of proposed commercial interest in front of King Carnival as an aquatic 'theme park'.	Case Study 1: Aquatastic in Busselton is a private venture that runs a mini aquatic theme park on the foreshore over the summer holidays each year. ⁵⁴	- Employment opportunities. - Develops the appeal of the Mandurah foreshore.	- A shark net is installed in Busselton (private or public cost not available). - Support of business to develop.
Sporting Event Attraction	Promote Mandurah as a destination for major sporting events.	Case Study 1: Ironman runs events in Busselton which employ more than 100 contractors and 1700 volunteers, contributing about \$8.3 million in direct expenditure to WA. ⁵⁵	An estimated \$2 million per year was injected into the economy in the Mandurah 70.3 between 2012 and 2015.	Administrative burden of drawing big sporting events to Mandurah.
Upgrade Indoor Sporting Facilities	Develop Mandurah Aquatic and Recreation Centre to improve the level of indoor sporting facilities.	Case Study 1: Caloundra on the Sunshine Coast has an indoor stadium with 4 mixed use courts, seating for 1700 people, a kiosk and meeting rooms. It is used for sporting events as well as conferences/exhibitions.⁵⁶ Case Study 2: The Traralgon Sports Stadium was redeveloped in 2019/20 by the Latrobe City Council to add 4 new courts, 3000 seats and amenities for players and spectator. After its redevelopment the centre was named as one of Basketball Victoria's new high performance training hubs as part of their elite pathway.⁵⁸	- Improved sporting facilities for local residents. - Opportunity to host higher level matches.	- Dependent on level of investment -Caloundra upgraded their stadium with 500 tiered seats at a cost of \$250,000.⁵⁷ - Traralgon Sports Stadium upgrade cost \$19 million with \$17 million from the Latrobe Valley Authority and \$2 million from Sport and Recreation Victoria.

Action	Description	Case study	Anticipated benefits	Anticipated costs
Upgrade Outdoor Sporting Stadium	Develop the existing David Grays Arena or build a new arena to increase the availability of quality sporting grounds in Mandurah.	Case Study 1: The Sunshine Coast Stadium has capacity for 12,000 patrons at games and 20,000 patrons for live music. The grandstand has seating, corporate boxes and function areas, change rooms, coaches' boxes, medical rooms and catering facilities. The stadium is the centre of the Kawana Sports precinct which also includes seven rugby fields, PA system, high performance training centre and Lake Kawana (utilised for triathlons, rowing, SUP and swimming events). The Stadium has hosted NRL games and concerts.⁵⁹ Case Study 2: Mars Stadium in Ballarat, Victoria was redeveloped in 2016 and has capacity for 11,000 spectators. It hosts two AFL games each year. The stadium renovation included meeting AFL oval requirements, increasing public seating, electronic video and scoreboards.⁶¹	- Improved sporting facilities for local residents. - Opportunity to host higher profile matches. - Opportunity to host live music events. 3,000 jobs were created in the Mars Stadium redevelopment and \$11 million injected into the regional economy. - The Mars stadium is expected to increase annual tourism spending in Ballarat by nearly \$3.6 million.	- The grandstand cost \$10 million and the Sunshine Coast Council is aiming for a \$68 million expansion to increase fixed seating to 11,618. The upgrade is costed at \$6,400 per seat with the average Australian cost exceeding \$10,000 per seat.⁶⁰ \$15 million was committed by the Victorian Government for the 2017 redevelopment. \$6.6 million was announced in 2019 for further upgrades.
Dry Stack Marina	Develop a dry stack marina to increase the number of storage option for boats in the region as the population grows.	Case Study 1: Marina Vela in Barcelona has a fully automated dry stack marina which can store 222 boats up to 9 metres long and weighing up to 4 tonnes. A dry stack marina stores boats in stacks inside a building instead of in berths on the water.⁶² Case Study 2: Gold Coast Marina and Shipyard offers a dry stack marina for up to 250 boats.⁶⁴	- Dry stack marinas offer convenience, less maintenance and security. - Accommodate the likely growth in demand for boats as Mandurah's population grows. - Potential for increased visitation and tourism expenditure.	- Estimated building cost at \$2,000-2,400 per boat for at least a 60 boat shed⁶³. - Mandurah Boat Stacking provides a stack currently which is not fully enclosed so may create competition for them.
Live Music Action Plan ⁶⁵	Develop a plan to increase the live music offerings in Mandurah and promote event attendance for varied demographics.	Case Study 1: The City of Greater Geelong developed a Live Music Action Plan in 2017. It involved a live contemporary music festival, under-18 music events and encouraging the development of one-day music festivals.⁶⁶ Case Study 2: The City of Busselton built an amphitheatre in their foreshore redevelopment which is used to host events such as the Battle of the Bands.⁶⁷	Expected to become a key lifestyle drawcard for younger people in particular to Mandurah. It may also promote tourism and economic benefits for the arts and culture industry.	- Administrative burden. - Administrative burden, cost of amphitheatre planned in redevelopment.

Action	Description	Case study	Anticipated benefits	Anticipated costs
Eat & Drink Destination	Establish a flagship restaurant in partnership with the private sector to promote Mandurah as a 'foodie' destination.	Case Study 1: Shelter Brewing Co. is a micro-brewery, restaurant and café that opened on the Busselton Foreshore in 2020. It employs 140 people, served 500,000 people in its first year and promotes a unique drinking and dining experience in Busselton. It received \$250,000 in state government funding. ⁶⁸	• Aids in promoting Mandurah as a lifestyle capital, encouraging tourism and increasing employment.	• Administrative burden.
Housing Density Reform	Meet demand for high density housing through City facilitation.	Case Study 1: Mandurah's existing planning caters for mixed-use developments in the City Centre, so the focus could be on attracting a private enterprise to build high density living options. The Toowoomba Regional Council stated in late 2021 that they would review options to stimulate medium density housing construction and offer available land that could be used by community housing providers. ⁶⁹	• Meet demand for higher density, lower cost housing in the region	• Administrative burden and possible investment
School Programs Capacity & Development	Review the capacity and quality of Mandurah schools to satisfy a growing population.	Case Study 1: The City may facilitate the establishment of a new school, such as Georgiana Molloy Anglican School which was built in Busselton in 2003 to fill demand for private schools in the area.⁷⁰ Case Study 2: It may be possible to support the development of further quality of specialised programs offered by local public high schools, such as Rossmoyne SHS's Bushrangers WA and Youth Leaders program, and specialist maths, specialist classical music and specialist volleyball programs.⁷¹	• Improved quantity and quality of education in the region • Attract families to move to the area for education	• Dependent on level of investment

Opportunity 2: Establish Mandurah as a Centre of Excellence for World-Class Hospitality

Action	Description	Case study	Anticipated benefits	Anticipated costs
World-Class Hospitality Education Precinct	Develop hospitality training capabilities with an RTO with capacities in commercial cookery, kitchen operations, patisserie, and hospitality provision. Facilities could include a commercial kitchen and a functioning café/restaurant. Also an opportunity to partner with the private sector to build student accommodation.	Case Study 1: The Frankston Learning and Innovation Precinct in Chisholm, Victoria. ⁷²	• Potential to create more vibrant and appealing foreshore areas.	• \$85 million
		Case Study 2: The Gordon Culinary School at Gordon TAFE in Victoria was completed as a renovation of an existing restaurant. ⁷³	• Improves Mandurah's reputation as a lifestyle destination.	• \$23.5 million
		Case Study 3: The Institute of Culinary Excellence was built as a private RTO in Brisbane in 2013 and awarded best culinary school in Australia by 2018. ⁷⁴	• Ground lease revenues from hospitality venues on Busselton foreshore are used directly for Jetty and foreshore upkeep.	• Privately funded (costing not available)
		Case study 4: Short courses, bachelors and graduate programs offered by EHL Switzerland.	• Employment opportunities in development and upkeep.	• Dependent of extent of course offerings and staffing requirements
		Case study 5: Short courses and professional development programs offered by University of Technology Sydney (UTS)		

Opportunity 3: Build the capacity of the aged-care workforce

Action	Description	Case study	Anticipated benefits	Anticipated costs
Aged Care Centre of Excellence	An Aged Care Centre of Excellence can be used to both train an aged care workforce and provide high quality care to Mandurah's older residents. Facilities can include inpatient care, clinical and non-clinical support services, residential suites, wellness areas etc.	Case Study 1: Bulli Hospital Aged Care Centre of Excellence was built in NSW with a 60 bed capacity. ⁷⁵	• Aims to encourage health benefits for residents and improve Mandurah's overall liveability.	• \$50.4 million
		Case Study 2: Kiama Aged Care Centre of Excellence was built to service Kiama and surrounds in NSW. It provides 59 living units and 134 beds- including 31 dementia-specific – as well as communal areas. The project was privately managed as a redevelopment of an existing farmhouse. ⁷⁶	• Possible creation of employment during and after build: the Dementia Care Facility in SA is expected create 500 construction jobs and 95 ongoing healthcare positions.	• \$105 million
		Case Study 3: The SA state government has partnered with charity HammondCare to build a neighbourhood of cottages in the Repat Health Precinct specifically designed for dementia care. The neighbourhood has capacity for 70 residents and will be completed in 2023. ⁷⁷		• Overall precinct redevelopment is receiving \$115 million in state government funding. The Dementia Care facility will only cost a portion of this amount.

Opportunity 4: Make Mandurah a hub for Blue Tech training and industries

Action	Description	Case study	Anticipated benefits	Anticipated costs
Build RTO capacity	Increase the capacity of an RTO to provide Blue Tech training by renovating computer labs or providing advanced technology.	Case Study 1: TAFE NSW has developed a Digital Learning Lab with capacity in virtual reality, augmented reality and an innovation team. Their lab is focused on tech applications in teaching but exemplifies the shift to the digital age. ⁷⁸	• Enable increased quality and quantity of Blue Tech training.	• Dependent on level of investment.
Foster Blue Tech Partnerships with industry	Partner with an RTO and the private sector to support a pathway from qualifications and traineeships into entry-level employment.	Case Study 1: TAFE Queensland purchased 15 augmented reality welding simulators last year (with government support) to train welders to fit the requirements of defence manufacturer Rheinmetall Defence Australia. This partnership created a pathway from TAFE to employment. ⁷⁹	• Expected to promote employment opportunities for Blue Tech workers and increase interest in the industry.	• Administrative burden.
Early Employment Support	Expand current city offerings of internships and cadetships in Blue Tech areas (such as IT support).	Case Study 1: Penrith City in NSW offers traineeships in Information Technology while participants study for a Certificate III at TAFE. They also have Professional Specialist Traineeships in which they employ people studying engineering, planning etc. full-time for their entire degree and pay tuition to develop a skilled council workforce. ⁸⁰	• May assist in career development for the Blue Tech workforce in Mandurah.	• Training and employment expenditure. • Possible tuition expenditure.
Develop a Blue Collar Tech Advisory Council and Strategy	Establish a Blue Collar Tech Advisory Council to build a strategy around establishing Mandurah and the region as a training hub.	Case Study 1: The South West Advanced Manufacturing and Technology Hub aims to investigate the feasibility of establishing an advanced manufacturing and technology hub focusing on Bunbury Geographe. It is envisioned a facility in Bunbury Geographe would give manufacturers an edge when competing for work by providing local access to infrastructure, technology, training, education and research. ⁸¹	• Could better inform and prepare businesses for the future of work and improve employment outcomes for Blue Tech workers.	• Possible financial and administrative costs involved.
Micro-Qualification Grants	Subsidise small and medium enterprises to upskill and retrain their employees in micro-qualifications like coding.	Case Study 1: The Tasmanian State Government established a \$1.5 million fund to upskill 1500 people from 69 local employers during the COVID-19 pandemic to assist with economic recovery and resilience. ⁸²	• Expected to enable at risk SMEs to become 'future-ready' and prevent structural unemployment.	• Dependent on level of investment.

Opportunity 5: Innovation in healthcare delivery

Action	Description	Case study	Anticipated benefits	Anticipated costs
Telehealth Hub	A centre to provide services including promotion of uptake, tele-triage, developing platforms, IT support and research.	Case Study 1: The University of Mississippi Medical Centre has a government-funded Telehealth Centre of Excellence. They provide telehealth information, research and services to the broader public.⁸³ Case Study 2: Mandurah Oedema Clinic, among other services in Mandurah, already offers telehealth. The City could provide support with broadband upgrades and provision of telehealth equipment like telemedicine stethoscopes etc.⁸⁴	• Could create employment in a highly skilled sector, improve access to medical services and generate positive medical outcomes for the community. Administrative burden, capital expenditure, possibility of government support.	• Administrative burden, capital expenditure, possibility of government support. • Administrative burden of support
Community Mental Health Partnerships	Develop a network of mental health professionals to improve the quality of and access to mental health support in the region.	Case Study 1: Mindful Margaret River began in 2018/19 as a not-for-profit partnership between the Shire and local individuals/groups. It facilitates and streamlines existing mental health support in the area, promotes mental health services to the community and builds wellbeing literacy. ⁸⁵	• Seeks to improve mental health outcomes for the community.	• Administrative burden.
Off the Record	Delivers non-traditional mental health support for young people.	Case Study 1: Off the Record in Bristol, UK is an example of a program-based approach in which young people are given control over their mental health support. The charity delivers non-traditional mental health treatment via peer-led drop-ins, self-help workshops, art, exercise, and environmental activities as opposed to direct talking therapy. It is run as a club instead of a treatment centre. In a 2020 survey of 171 young people aged 16-25 involved in the program, participants were asked how satisfied they were with the program being able to support them – an average rating of 7.6 out of 10 was recorded. ^{86,87}	• Off the Record was found to return ownership to youth, creating more effective engagements. • Seeks to address youth needs more effectively with non-clinical, holistic solutions.	• A pilot program in Mandurah would require significant funding to establish with a possibility of state/federal support.
Step Up Step Down Facilities	Short-term residential facilities where people can receive mental health support pre- or post- inpatient care.	Case Study 1: The WA Government funds Step Up Step Down facilities in Joondalup, Rockingham, Albany, Bunbury, Geraldton and Kalgoorlie. Future projects are planned in Broome, Karratha and South Headland. There is also an opportunity to tie in the facility with the proposed upgrade of the Peel Health Campus. ⁸⁸	• May improve mental health outcomes for the community.	• Administrative burden.

Action	Description	Case study	Anticipated benefits	Anticipated costs
Integrated Care Models	Partner with health and community services to deliver centralised support.	Case Study 1: Torbay/South Devon in the UK is an example of the NHS integrated care model. The program integrates health and care capabilities to provide more streamlined community support. Teams (made up of GPs, nurses, therapists, social workers etc.) provide centralised support from a Health and Wellbeing Centre. ⁸⁹	- Torbay's model was found to improve health and social outcomes. - It also reduced pressure on health facilities, such as hospital stays for older people.	- Administrative burden. - Investment would be required to build a Health and Wellbeing Centre though there is a possibility of state/federal support.
Social Prescribing/Community Referral	Support healthcare providers to pilot social prescribing programs.	Case Study 1: Bromley by Bow Centre UK delivers social prescribing programs where healthcare professionals can refer patients to link workers. Link workers talk through the patient's issues and develop social solutions which can include: financial advice, volunteering, exercise, arts activities, community groups.⁹⁰ Case Study 2: Royal Australasian College of General Practitioners found social prescribing is a promising future area for Australian healthcare with limited current practice. They estimated 20per cent of patients consult GPs for primarily social problems which do not suit clinical solutions. They recommended uptake nationally and training of link workers to sustain demand.⁹¹ Case Study 3: Frankston Mornington Peninsula Social Prescribing program is a pilot social prescribing program in Victoria. Community link workers support people referred to them to participate in the community to better their health and wellbeing.⁹²	Aims to build stronger, healthier communities by addressing community needs with non-clinical, holistic solutions.	- Likely to require federal or state government funding. - The UK Government committed £5 million to create a National Academy of Social Prescribing.

Opportunity 6: Innovative social interventions

Action	Description	Case study	Anticipated benefits	Anticipated costs
Abundant Communities	A formalisation of the current Street Mates program that includes specific roles for more efficient functioning.	Case Study 1: Edmonton Canada employs ABCD in its community development. Research from Nurture Development (an ABCD practice) found people are 4 times more likely to find work through their networks than a job centre and supportive communities increase chances of good health by 27 per cent.⁹³ Case Study 2: One of Edmonton's key ABCD programs is Abundant Communities. This is a formal, community-driven program that promotes neighbourhood connectivity and interaction through community 'champions'.⁹⁴	- Expected to build more empowered communities by returning ownership to the community itself - Expected to improve social cohesion and outcomes such as reduced crime and higher employment.	Administrative burden of consistent application.
Targeted Infrastructure Development	Prioritise developing lifestyle infrastructure in lower socio-economic areas.	Case Study 1: New York City, USA, has committed \$150 million USD to making improvements to Brownsville neighbourhood in Brooklyn under the Brownsville plan. This includes community consultation on needs, renovations of parks and playgrounds, a new teen centre, cultural programs to promote community gathering and mixed-use developments to improve street safety and accessibility.⁹⁵	Improved social and health outcomes through access to better facilities.	Administrative burden and possible investment.
Develop a Women's Charter	Lead the development of a Women's Charter for WA Local Government that actively drives gender equity and women's workforce participation	Case Study 1: The Victorian Local Governance Association's Women's Charter commits to the three principles of gender equity, diversity and active citizenship for signatory jurisdictions in Victoria. In addition to enhancing women's representation in local government, the Charter also strives to increase the numbers and participation of women in public life.⁹⁶ Case Study 2: The Maribyrnong City Council hosts various programs for women including those targeting sports, leadership, early intervention among others.⁹⁷ Case Study 3: While most policy measures to support women's participation occur at the state or national level, the OECD suggests some policy actions which are within the grasp of local governments such as access to childcare, financial literacy, and extending social protections.⁹⁸	- Increased socioeconomic outcomes for women including workforce participation - Improvement in broader economic outcomes such as workforce participation rates and income per capita - Reduction in discrimination and violence against women	Administrative burden

Action	Description	Case study	Anticipated benefits	Anticipated costs
Human Services Alliance	Expand the current Human Services Facebook group to monthly meetings facilitated by the City of Mandurah.	Case Study 1: The City of Busselton's Community Development Officer facilitates monthly meetings of human services organisations in Vasse, Bunbury and Busselton in the Vasse Human Services Alliance. Provides opportunities to discuss funding, programs, and emerging community issues. ⁹⁹	Aims to streamline and support human services provision in Mandurah.	Cost of venue, administrative burden.
Creating Healthy Places	Develop local planning in consultation with health and community service professionals.	Case Study 1: The UK Government established the Healthy Places program with 10 trial sites building new housing developments chosen in 2016 and supported over 3 years. The principles of Healthy Places were released to inform future planning developments. ¹⁰⁰	Improved consultation with health and community services groups in new developments was found to improve health and social outcomes in the community.	Cost of liaising with health professionals, developers, the not-for-profit sector etc.
Leverage the retiree population to improve community relationships	Tap into the life skills and experiences of retirees in the peel region to mentor and support at-risk youth	Case Study 1: The US Dream Academy operates eight 'Dream Learning Centres' around the US. The academy aims to inspire and elevate the lives of children of incarcerated parents and vulnerable young people through high-performance relationships with caring adults. The academy runs Life Lessons' program, which connects retirees as mentors for youth. The academy asks retiree mentors to invest 1-hour per week with a child at one of its Dream Learning Centres. ¹⁰¹	- Provide mentoring and learning experiences for disadvantaged and at-risk youth - Reduce isolation and loneliness for seniors	- Cost of developing, planning and operating the program - Potential for private sector funding or NFP involvement.
Social Enterprise Training	Provide training for at-risk youth in in-demand skills such as hospitality, childcare, disability services or agriculture through a social enterprise model.	Case Study 1: STREAT Melbourne was established in 2010 and has 7 hospitality venues. Its programs target at-risk and disadvantaged youth and include job readiness, a 20 week skills training program in the venues, placements for graduates with hospitality partners and holistic support (mental and physical health etc.). Their flagship Cromwell café was established at a cost of \$6.5 million. ¹⁰²	Could provide improved educational and employment outcomes for disadvantaged youth.	- Administrative burden - Investment cost will depend on if project is council owned/run.
Step Up to Social Work	Establish a Step Up scholarship program for in-demand industries.	Case Study 1: The Gateshead Council UK provides a Step Up to Social Work program to train current degree holders to become social workers over 14 months. The UK Government supports the students with a £19,833 bursary for the duration of the program. ¹⁰³	- Can develop a workforce for industries with high need. - May support people to avoid structural unemployment.	The UK Government budgeted £25 million for the program, but the funding amount could be tailored to meet the scope of the program.

Action	Description	Case study	Anticipated benefits	Anticipated costs
Transitional Employment Programs	Transition people from welfare to work through supported placements in the private sector.	Case Study 1: Washington State runs three WorkFirst programs. Community Jobs: 6 months of paid work – 20 hours a week spent working, 20 hours a week spent completing 'barrier management'. Career Jump: same as Community Jobs except employer commits to taking on participant once program ends. Community Works: unpaid structured work in community services.¹⁰⁴ Case Study 2: Goodwill San Francisco is a non-for-profit store which trains people in digital skills, warehouse and logistics, and retail operations. Wages are paid through government welfare benefits.¹⁰⁵ Case Study 3: The Department of Human Services in Hawaii runs Supporting Employment Empowerment (SEE) Hawaii Work which subsidises 100per cent of the state's minimum wage for a placement employee and 50per cent of every dollar paid on top of that within a set threshold. They also provide childcare and transport cost support.¹⁰⁶ Case Study 4: The current Federal Government Transition to Work program is for those aged 15-24 and provides work experience with employers with a youth bonus wage subsidy of up to \$10,000 if ongoing employment is offered to the participant.¹⁰⁷ Case Study 5: The Federal Government PaTH internship is a program established in 2017 for 17-24-year-olds on income support who have required with employment services for at least 6 months. Provides internship placements for 30-50 hours per fortnight over 4-12 weeks with an additional \$200 fortnightly payment on top of income support to each participant. Employers receive an \$1000 bonus.¹⁰⁸	• Should incentivise on-the-job training and help to promote improved social outcomes for at-risk and vulnerable communities. • Hopes to reduce dependency on welfare and break the cycle of poverty for disadvantaged families.	• PaTH internships and Transition to Work have federal government funding, as does the SEE Hawaii Work program and WorkFirst Washington. • The City of Mandurah could potentially offer similar financial incentives to businesses or employees or seek state/federal funding to do so.

Action	Description	Case study	Anticipated benefits	Anticipated costs
Mayor's Taskforce for Jobs	Develop a taskforce or implement targeted programs to address youth unemployment.	Case Study 1: The Mayors Taskforce for Jobs in New Zealand runs specific programs to alleviate youth unemployment. Specific programs include mentoring Maori young leaders, developing literacy and numeracy skills in workplaces and scholarships for at-risk youth to attend Outward Bound courses. ¹⁰⁹	• Found to promote youth employment, delivering 1326 jobs in NZ for young people last year. • Seeks to create direct links between public servants and youth leaders.	• Administrative burden of programs • The scholarships are \$3,600 NZD for each Outward Bound course.
Inter-generational Housing ¹¹⁰	Possibility for the City to facilitate and promote intergenerational housing initiatives in the community.	Case Study 1: Humanitas in Amsterdam provides subsidised rent for young people to live in residential nursing homes. Case Study 2: Sættemdammen in Denmark is an intergenerational housing project of 70 people who participate in joint activities. Case Study 3: De Hogeweyk in the Netherlands brings younger people into residential homes that specialise in dementia care to support residents.	• May improve social cohesion and increase wellbeing.	• Administrative burden • Possible capital investment in a project.
Expand Educational Offerings	Partner with an online tertiary provider to create a study hub in Mandurah, support Murdoch's Mandurah campus to expand courses or work with providers to supply micro-credentials to upskill the transitioning workforce.	Case Study 1: The City of Busselton partnered with CQU in 2017 – they also have a university campus relatively close (ECU Bunbury) but with limited course offerings. They leased CQU the old Visitors Centre site to create a study hub for their online students to attend. ¹¹¹	• Could increase the breadth and depth of educational opportunities in the region.	• Administrative burden • Possible cost of grants and subsidies.

Action	Description	Case study	Anticipated benefits	Anticipated costs
Secondary School Completion Support	Support schools to hire social workers and trial or finance programs to aid secondary school completion.	Case Study 1: The Family Engagement for High School Success program was pioneered by researchers from the Harvard Family Research Project. Family coordinators in the trial programs helped initiate parent-teacher meetings, made referrals to social supports, provided training on school IT systems and school orientations.¹¹² Case Study 2: The US Department of Education provides High School Graduation Initiative funding to local and state education groups to assist in preventing drop-outs for at-risk students.¹¹³ Case Study 3: The Australian Association of Social Workers recommends one social worker for every 500 students in a school. Chaplains and psychologists are employed in public schools through State Government funding in WA. However social workers can bring an additional skillset focusing on a more holistic approach that can be offered in conjunction.¹¹⁴	• Possibly improves educational and social outcomes for vulnerable children. • Seeks to build long-term capacity building for the community and the workforce by increasing graduation attainment rates.	• Funding required to support schools to pilot and develop programs, with the possibility for State Government support. • Administrative burden.
Family Support Network Initiative	Facilitate the operation of the Family Support Network model or similar programs in Mandurah.	Case Study 1: The FSN model aims to build parenting skills, reduce the likelihood of children being in the child protection system and create culturally safe support systems by coordinating holistic, early intervention with families from a centralised support team. Assessment and coordination is delivered by a lead agency while support is undertaken by partner agencies. ¹¹⁵	• May help to improve social, emotional and health outcomes for families through early intervention.	• Administrative burden.
Early Intervention Education Support	Prioritise strong educational outcomes in primary school, including funding possible attendance and development interventions.	Case Study 1: The Early Years Education Program was trialled in Victoria with the University of Melbourne. At-risk children were offered three years of care and education for 50 weeks a year, five hours per day. Promising results of the pilot indicated better IQ, social-emotional development and reduced stress for caregivers. ¹¹⁶	• May improve educational and social outcome for vulnerable children. • Aims to improve long-term capacity building for the community and the workforce.	• Funding required to support schools to pilot and develop programs, with the possibility for State Government support. • Administrative burden.

Action	Description	Case study	Anticipated benefits	Anticipated costs
Reducing Transport Disadvantage	Create a community transport link for underserved communities, expand existing public transport offerings or trial unique multi-modal programs.	Case Study 1: The City of Wollongong offers community transport options for older people via bookings made at least a week in advance. The buses/ vans/cars pick up and drop off from the individual's home address.¹¹⁷ Case Study 2: The City of Sydney has been installing car share bays – used by providers like Car Next Door, Flexicar & Popcar – since 2008 and now has 800. It allows people to book car share services and has a positive environmental impact by reducing vehicle ownership.¹¹⁸ Case Study 3: RAC, UWA and Whoosh partnered in 2020 to deliver a multi-mode transport service trial (bikes, e-bikes and cars) via 6 mobility hubs at the Crawley Campus. May be possible for Mandurah to pilot the program council wide and/or in outer regions to improve transport access.¹¹⁹ Case Study 4: TransRegional expanded its offerings to Bridgetown after an 18-month trial of fee-paying school bus services and responses from residents. It opened the town bus service in February 2021, the first new regional public transport network in 10 years.¹²⁰	- Provides extended transport options for disadvantaged communities that may help to improve employment outcomes - May build Mandurah as a work destination if employees from neighbouring areas (Waroona, Pinjarra) can more easily access Mandurah.	- Dependent on level of investment: public transport is state funded and community transport options would require City funding. - The new Bridgetown service has estimated running costs of \$120,900 per year.

Opportunity 7: A hub to lead industry decarbonisation and climate resilience and adaptation strategies

Action	Description	Case study	Anticipated benefits	Anticipated costs
Decarbonisation Initiatives	Establish, or incentivise a private company to establish, a decarbonisation hub to support businesses in the region to decarbonise cost effectively and encourage uptake of decarbonisation strategies in the community more broadly.	Case Study 1: HILT CRC is an emerging decarbonisation hub provider with government and private sector partners including Alcoa and the Department of Jobs, Tourism, Science and Innovation. It has received \$175 million in total funding for the next decade.¹²¹ Case Study 2: NSW is seeking to establish a Decarbonisation Innovation Hub in 2022 to, connect industry and assist with funding/innovation.¹²²	May have environmental benefits and improve business climate resilience.	Dependent on level of investment undertaken.
Community Owned Renewable Energy	Support a social enterprise to invest community capital into renewable energy projects.	Case Study 1: CORE Geelong partners with community investors and finds a host site of suitable size to transform to solar power, saving 210 tonnes of emissions per annum from one project alone. The City of Greater Geelong supports the initiative financially. ¹²³	This is expected to have environmental and economic benefits.	- City of Greater Geelong funded the \$48,000 business case. - Ongoing support may require extra expenditure.
Environmental Upgrade Finance	EUF is a loan for environmental building upgrades that is repaid through council rates.	Case Study 1: Sustainable Australia Fund provides EUF through councils in Victoria, NSW and SA. It has provided \$30 million so far in financing and reduced 300,000 tonnes of emissions through the upgrades. ¹²⁴	- Method for businesses to reduce their emissions. - Stimulate spending to local contractors and tradespersons	- Currently unavailable in WA, administrative burden of Government legislating in WA - Once in place, collection of payments may incur costs
Renewable Energy and hydrogen Investor Toolkit	Develop a standalone or suite of investor toolkits that clearly articulate the case for investment in Mandurah and the key metrics necessary for decision making.	Case Study 1: South Australia's investor prospectus prioritises the state's comparative advantages in hydrogen production, alongside factors such as potential export channels, examples of successful existing projects, and government contacts and support options.¹²⁵ Case Study 2: Queensland's investor prospectus prioritises the actual process of investment, including listing land types and approval definitions, detailing facilitation services of specific government departments, specifying relevant regulatory thresholds, and describing other types of approvals that may be required for a successful project.¹²⁶	- Increased attraction for renewable energy and hydrogen investment in Mandurah and surrounds - Potentially streamline development process and bring forward future investment	Financial costs associated with research and report writing and/or software development

Action	Description	Case study	Anticipated benefits	Anticipated costs
Climate Resilient Councils	Formally adopt strategies to improve the City's climate resilience such as sustainable procurement.	Case Study 1: The Queensland Government has established a framework to help councils become climate resilient.¹²⁷ Case Study 2: The City of Wollongong and Sunshine Coast Council have committed to specific emissions reduction targets.¹²⁸	• This is expected to have positive environmental benefits. • Build public image.	• Administrative burden.

Opportunity 8: Develop a strong base of professional workers in Mandurah

Action	Description	Case study	Anticipated benefits	Anticipated costs
West Tech Fest Liaison	Partner with West Tech Fest to attract more start-ups to Mandurah.	Case Study 1: West Tech Fest holds an annual conference to discuss and promote innovation in Western Australia and the Asia Pacific more generally. In future years there may be an opportunity for Mandurah to bid to host the conference, partner with the conference to deliver a program or presentation, or join the West Tech Fest Investor Network which provides capital to West Australian start-ups. ¹²⁹	• Possibility of increasing start-up base in Mandurah. • Build public image and visible role models • Increase skills mix in workforce	• Dependent on level of investment.
Regional Skills Incentives	Provide relocation grants to eligible workers	Case Study 1: NSW Government provides up to \$10,000 for employee relocation costs to regional areas. ¹³⁰	• This may encourage professionals to relocate to Mandurah.	• Dependent on level of investment.
Runway Program	Collaborate with a business development charity (Runway) to build & upskill businesses.	Case Study 1: In 2017 the City of Greater Geelong sponsored 9 successful pitches to participate in a 6-month Runway program creating 49 new jobs and \$16 million in economic output. ¹³¹	• May attract and retain start-up businesses in Mandurah.	• Between \$430,000 and \$1,060,000 based on the case study.
Office Space Development	Consider the need for quality office space in existing and future city development planning.	Case Study 1: The City Centre Revitalisation Strategy and Foreshore Redevelopment plans can both use projected population growth to plan for quality office spaces, and associated traffic and infrastructure impacts, for Mandurah going forward. ¹³²	• This could potentially attract a larger professional workforce to Mandurah and provide better office space for businesses.	• Administrative burden.

Action	Description	Case study	Anticipated benefits	Anticipated costs
Regional Telecom Improvements	Monitor opportunities related to regional telecom transmission capacity improvements.	Case Study 1: Regional telecommunications transmission capacity is a high priority initiative for Infrastructure Australia. Possible avenues include upgrading existing regional networks and investing in new networks. ¹³³	Upgrades could benefit the economy in future through increased connectivity and productivity	Not yet any specific opportunities available – still in planning phase.
Renew Program	Partner with Renew Australia to connect vacant commercial premises with creative businesses.	Case Study 1: An initiative that started in Newcastle that has since been utilised in Wollongong and Geelong among other places. The initiative is run by Renew Australia, and in Geelong was funded by the Local Council and Creative Victoria. Creative businesses are provided rent-free premises for otherwise empty buildings and vacant commercial shops receive upkeep. The creative enterprises offer a variety of visual amenities and goods and attract foot traffic to neglected urban areas. ¹³⁴	Improve foot traffic to city and encourage commercial business tenancies.	Dependent on level of investment.
Public Work and Expansion	Develop a hub for public sector workers and/or attract a Commonwealth agency to build an office in Mandurah	Case Study 1: Multiple State Government organisations, including Department of Fisheries, Department of Planning, Lands and Heritage and Department of Local Government, Sport and Cultural Industries have offices in Peel. There is an opportunity to centralise these workers in one place as part of the City Centre Revitalisation Plan.¹³⁵ Case Study 2: A Federal agency like the CSIRO could be aided to establish an office in Mandurah, possibly as part of the Australian Waterways Centre of Excellence proposal.¹³⁶	This could potentially consolidate and build a foundation for a larger professional workforce to Mandurah.	Administrative burden and possible investment.

Action	Description	Case study	Anticipated benefits	Anticipated costs
Remote Working Hub	Capitalise on 'regionalisation' through a remote working hub.	Case Study 1: Republic of Ireland spent approximately \$8 million AUD building hubs across Ireland during the pandemic with features including hot desks and broadband access.¹³⁷ Case Study 2: The Victorian Public Service has also developed five Suburban Hubs as a part of the Victorian Government's longer-term flexible working arrangements, allowing VPS employees to work from a combination of home, hub and primary workplace.	• Greater flexibility to support staff wellbeing and productivity • Increased options for remote working to support work/life balance • Greater internet connectivity speeds and reliability • Reduced commute time to a work site • Exposure to networking and social interaction opportunities.	• Depends on level of investment (renovation, new build etc).
Childcare Accessibility	Improve childcare accessibility by providing through City facilitation in the private or public sector.	Case Study 1: Intergenerational care is a new concept which Griffith University trialled in 2018 in four locations across Queensland and NSW. It involves either co-locating aged care and childcare to consolidate costs or a visiting program.¹³⁸ Case Study 2: The City could facilitate expansion of after school care services, such as the existing Waratah All Year Care Service.¹³⁹ Case Study 3: Support sole parents who work non-standard hours to pay a neighbour or friend to care for their child in a similar model to New Zealand's Flexible Childcare Assistance for single parents.¹⁴⁰	• Affordable childcare may attract young professionals.	• Significant investment potentially required, but potential to partner with private sector.



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