



**CITY OF
MANDURAH**

Corporate Business Plan 2025-2029

Projects, Programs and Services



Focus Area 1: Economic

Community Outcomes

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| <ul style="list-style-type: none"> 1.1. Local jobs to retain our people and attract skilled workers 1.2. A diversified economy that supports growth sectors 1.3 Well-planned, sustainable urban development 1.4 A thriving city that residents are proud to call home and people want to visit | <ul style="list-style-type: none"> 1.5 A supportive business environment where investment is encouraged, and entrepreneurship prospers 1.6 A highly skilled workforce supported by strong education and training opportunities |
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Major projects

\$ Value = City Funding (including confirmed external contributions) '000

✓ = Existing Operations
Internal Staff / Labour Costs only.

● = City Funding Required

● = External Funding Required

Capital Project amounts exclude Depreciation Costs. Operating Projects and Budgeted Program amounts exclude Staff/Labour Costs and Depreciation Costs.

#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
Transport Renewals and Upgrades								
Ec01	Falcon Coastal Shared Path	1.3	Capital	597	4,630	4,470		Project Management Technical Services
	Planning, design and construction of the new Falcon Coastal Shared Path from Mercedes Avenue (Falcon) to Cesia Lane (Wannanup).	3.4						
		2.5						
Ec02	Active Transport Plans	1.3	Operating	✓	✓	✓	✓	Strategic Planning and Urban Design Technical Services
	Develop district level Active Transport Plans to guide future investment in shared path upgrades and renewals.	3.4						
		2.5						
Ec03	Pinjarra Road - Stage Upgrade	1.3	Capital	1,800	3,050	1,800		Technical Services
	Deliver major upgrades to Pinjarra Road between Dower Street and the City Centre.	3.4						
Ec04	Mary Street Intersection Upgrade	1.3	Capital	50	1,500			Technical Services
	Plan and deliver upgrades to the intersection of Mary Street and Leighton Place, in line with the Western Foreshore Leisure Precinct Master Plan.							
Ec05	Tims Thicket Road	1.3	Capital	1,770				Technical Services
	Pavement rehabilitation and resurfacing of Tims Thicket Road and the upgrade of the intersection of Tims Thicket Road and Jandu Way.							

#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
Ec06	Anstruther/Pinjarra Road Intersection Upgrade Upgrade of signalised intersection with fully controlled and protected right turn movements.	1.3	Capital	572				Technical Services
City Centre Development								
Ec07	Western Foreshore Leisure Precinct (TRANSFORM MANDURAH) Plan, design and implement the Western Foreshore Leisure Precinct Master Plan.	1.2 1.4 1.5	Capital	198	1,850	1,031		Technical Services Project Management Strategic Planning and Urban Design
Ec08	Western Foreshore Coastal Protection and Water Infrastructure Plan, design and deliver foreshore coastal protection and infrastructure as part of the Western Foreshore Leisure Precinct Master Plan.	1.2 1.4 1.5	Capital	200	800	719		Marina and Waterways Project Management
Ec09	Western Foreshore Commercial Site Progress planning processes for the development of the Commercial Site within the Western Foreshore Leisure Precinct.	1.1 1.2 1.5	Operating	50	✓	✓		Transform Mandurah Strategic Planning and Urban Design
Ec10	Mewburn Carpark and George Robinson Gardens Plan and deliver upgrades to the Mewburn Carpark and George Robinson Gardens in line with the outcomes of the City Centre Master Plan.	1.3	Capital	✓	1,000	1,000		Technical Services Strategic Planning and Urban Design
Ec11	Waterways Waterfront Master Plan Develop an implementation plan for the Waterways Waterfront Master Plan.	1.2 1.4 1.5	Operating	✓	●	●	●	Marina and Waterways Landscape Services Strategic Planning and Urban Design
Ec12	Mandurah Strategic Centre Structure Plan (TRANSFORM MANDURAH) Undertake a review in line with the outcomes of the City Centre Master Plan (including housing density considerations and a plan to manage Payment in Lieu of Parking) and state planning requirements.	1.3 1.4 1.5	Operating	210	✓			Strategic Planning and Urban Design
Ec13	Mandurah Terrace South Plan, design and implement upgrades to the movement network (including cyclists and pedestrian) for Mandurah Terrace South (Mandurah bridge to Gibson street) including the Eastern Foreshore central car park.	1.3 2.5 3.4	Capital	✓	●			Strategic Planning and Urban Design Technical Services Project Management

#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
Ec14	Streetscape Upgrades Develop plans for City Centre streetscape upgrades to Sholl Street / Cooper Street / Hackett Street.	1.3	Capital	✓	●	●	●	Strategic Planning and Urban Design Technical Services Operations Services
Ec15	City Centre Parking Plan Delivery Implement key actions of the City Centre Parking Plan including signage, bay adjustments, timed parking changes and monitoring sensors.	1.3 1.5 3.4	Capital	105				Ranger and Parking Services
Ec16	Peak Period Overflow and Events Parking Plan Develop a Peak Period Overflow and Events Parking Plan to facilitate improved management and communication of City Centre parking options during peak holiday and event periods.	1.3 1.5 3.4	Operating	✓				Ranger and Parking Services Festivals and Events
Ec17	Civic Precinct Master Plan (TRANSFORM MANDURAH) Develop a Concept Plan and detailed Civic Precinct Master Plan to guide the future development of community infrastructure, potential commercial opportunities, pedestrian movement, parking and infrastructure upgrades.	1.2 1.3 1.4 1.5	Operating	● 50	●	●	●	Strategic Planning and Urban Design Technical Services
Ec18	Hackett Street Car Park Upgrades Develop plans for upgrades to the Hackett Street Car Park in line with the outcomes of the City Centre Master Plan (Parking Plan).	1.3 1.5 3.4	Capital		✓	✓	●	Technical Services Strategic Planning and Urban Design
Ec19	Ormsby Terrace / ManPAC Car Park Upgrade Plan, design and implement upgrades to the Ormsby Terrace / ManPAC Car Park	1.3 1.5 3.4	Capital		50	435	1,360	Technical Services Strategic Planning and Urban Design
Ec20	Town Jetty Boardwalk replacement Renew and upgrade the boardwalk adjacent to the Town Jetty.	1.3	Capital	250	2,500			Technical Services
Tourism Development								
Ec21	Yalgorup National Park (TRANSFORM MANDURAH) Partner with key stakeholders (including DBCA) to develop sustainable eco-tourism opportunities and product in Yalgorup National Park and adjacent areas.	1.1 1.2 1.4	Capital	1,670	●	●	●	Transform Mandurah

#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
Ec22	Yalgorup National Park Northern Access Road Plan, design and construct the new northern access road into Yalgorup National Park - Quail Road extension.	1.4	Capital	1,650				Transform Mandurah Technical Services Operations Services
Ec23	Beach Access Management Plan Prepare an implementation plan to manage beach access for Mandurah's southern beaches including Yalgorup National Park.		Operating	✓				Transform Mandurah
Ec24	Mandurah Crab Fest Plan and deliver the annual Mandurah Crab Fest Event.	1.4	Operating	● 640	● 640	● 640	● 640	Festivals and Events
Ec25	Mandurah Christmas Lights Plan and deliver the annual Mandurah Christmas Lights Trail.	1.4	Operating	● 522	● 522	● 522	● 522	Festivals and Events

Economic Development

Ec26	Aged Care Industry Development (TRANSFORM MANDURAH) Advocate and support the development of the Aged Care Industry in Mandurah including increases in residential care facility provision and innovations in training.	1.1 1.2 1.6	Operating	✓	✓			Transform Mandurah
Ec27	Promotion of Local Job Opportunities Develop a feasibility study to explore improved display and promotion of local job opportunities for Mandurah residents.	1.1	Operating	✓				Transform Mandurah
Ec28	Mandurah Library Site Develop a Master Plan for the existing Mandurah Library site to consider the future allocation of services and potential investment opportunities in line with the principles of the City's Property Strategy.	1.1 1.3 1.5	Operating	30				Strategic Planning and Urban Design
Ec29	Old Bowling Club Site Facilitate potential development opportunities in line with the principles of the City's Property Strategy.	1.1 1.3 1.5	Operating	✓				Property Services Strategic Planning and Urban Design



Budgeted programs

#	Project	Community Outcome	Frequency	Funding Type	\$'000				Responsibility
					2025/2026	2026/2027	2027/2028	2028/2029	
Ec01	Business Support and Entrepreneurial Capacity Building	1.1	Recurring	Operating	112	112			Transform Mandurah
	Promote and support small business and entrepreneurship in Mandurah.	1.2							
		1.5							
Ec02	Human Capital Development	1.5	Recurring	Operating	100	100	100	100	Transform Mandurah
	Promote and support local education pathways and training and skill development programs and initiatives.	1.6							
Ec03	Investment Attraction	1.5	Recurring	Operating	74	74	74	74	Transform Mandurah
	Develop and deliver a campaign to promote investment (Government and Private), business and lifestyle opportunities.								
Ec04	City Centre Activation	1.1	Recurring	Operating	295	295	295	295	Transform Mandurah
	Support City Centre Activation through the delivery of City and business led programs and activities (including delivery of the Business Incentives Grants Scheme).	1.2							
		1.5							
Ec05	Business Conferences and Events Support Program	1.5	Recurring	Operating	100	100	100	100	Transform Mandurah
	Attract and secure new business conferences and events to Mandurah to encourage private investment.								
Ec06	Peel Chamber of Commerce and Industry (Peel CCI)	1.4	Recurring	Operating	34	34	34	34	Transform Mandurah
	Provide funding and support to the Peel CCI for the delivery of programs and services to build the capacity and sustainability of local Mandurah businesses.								
Ec07	Tourism Development	1.4	Recurring	Operating	1,200	1,200	1,200	1,200	Transform Mandurah
	Provide funding and support to Visit Mandurah to plan and deliver tourism destination and product development services.								
Ec08	City of Mandurah Events Program	1.4	Recurring	Operating	580	580	580	580	Festivals and Events
	Plan and deliver the City of Mandurah's Events Program including City and externally delivered feature and community events (City events include Christmas Pageant, New Year's Eve Celebrations, and Winter in Mandurah).								
Ec09	External Event Support Program	1.4	Recurring	Operating	218	218	218	218	Festivals and Events
	Attract and secure new major (cornerstone and feature) events to Mandurah.								
Ec10	Giants of Mandurah	1.4	Recurring	Operating	45	45	45	45	Festivals and Events
	Support the delivery and programming for the 'Giants of Mandurah' project.								

Focus Area 2: Community

Community Outcomes

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| <ul style="list-style-type: none"> 2.1 Access to support services that enhance opportunities for everyone 2.2 Safe and connected communities 2.3 Inclusive and welcoming places, spaces and neighbourhoods 2.4 An enriched, creative and empowered community that values culture, heritage and life long learning | <ul style="list-style-type: none"> 2.5 A healthy lifestyle and healthy community, with an emphasis on prevention 2.6 Modern health facilities and services that are local, accessible, affordable, and fit for purpose |
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Major projects

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#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
C01	Lakelands Community Centre and Library Develop a Business case to examine the ongoing options for the provision of the Lakelands Community Centre and Library facility.	2.1	Operating	✓	✓			Community Services
		2.2						
		2.3						
		2.5						
		2.6						
C02	Central Mandurah Library and Learning Centre (TRANSFORM MANDURAH) Undertake a needs analysis and business case for the development of a new central Library and Learning Hub.	2.3	Capital	146				Transform Mandurah Community Services Strategic Planning and Urban Design
		2.4						
C03	Dawesville Community Centre Finalise construction of the new Dawesville Community Centre.	2.3 2.4	Capital	800				Project Management
C04	Rushton Park Redevelopment (TRANSFORM MANDURAH) Develop concept plans and a funding strategy to guide future investment in the development of community facilities for the precinct.	2.1	Operating		✓	●	●	Transform Mandurah Recreation Services Community Development Strategic Planning and Urban Design
		2.2						
		2.3						
		2.5						
		2.6						

#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
C05	Rushton Park North Lighting Upgrade Design and deliver the upgrade of sports lighting for Rushton Park North Ovals.	2.2 2.3 2.5	Capital	339				Project Management Recreation Services
C06	Mandurah Netball and Multi-purpose Hard Courts Complex Progress the site identification, planning, design and construction of the new facilities.	2.3 2.5	Capital	470	11,990	11,430		Transform Mandurah Project Management Recreation Services Strategic Planning and Urban Design
C07	Mandurah Aquatic and Recreation Centre (MARC) Master Plan Develop a Master Plan for the site to integrate additional indoor courts together with group fitness space, access and parking.	2.3 2.5	Operating	✓				Strategic Planning and Urban Design
C08	MARC Indoor Multi Use Courts Develop a detailed design and commence construction of the indoor multi use court expansion based on the outcomes of the master plan.	2.3 2.5	Capital	298	597	6,210	6,260	Project Management Recreation Centres
C09	MARC Aquatic Play Ground Replacement Design and deliver the renewal of the Aquatic Playground.	2.3 2.5	Capital	25	550			Project Management Recreation Centres
C10	Peel Hockey Facilities Develop a plan for the upgrade / replacement of turf facilities for hockey.	2.3 2.5	Capital	870				Project Management Recreation Services
C11	Peelwood Reserve Master Plan Develop a Master Plan for the district level facility to guide the future development of community infrastructure of the site.	2.3 2.5	Operating	✓	●	●	●	Strategic Planning and Urban Design
C12	Community Sheds Plan, design and deliver community shed facilities in; - Central Mandurah \$2.65M - Falcon \$647k	2.5	Capital	● 350	●			Project Management Community Development
C13	Mandurah Performing Arts Centre Advocate for funding and undertake facility refurbishments and upgrades (including HVAC system replacement) to the Mandurah Performing Arts Centre in line with the facility renewal program.	2.3 2.4 4.3	Capital	4,600	●	● 1,950	●	Project Management Office of Mayor and Councillors

#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
C14	Lakelands Youth Park Confirm funding and develop a detailed design for a new skate and youth park facility in Lakelands.	2.3 2.5	Capital	✓	● 700			Landscape Services Community Development
Strategy Development and Strategic Planning								
C15	Literacy Strategy (TRANSFORM MANDURAH) Develop a Literacy Strategy to guide advocacy and investment in improved learning outcomes for Mandurah.	2.4	Operating	50				Transform Mandurah Community Development
C16	Mandurah Health Precinct Structure Plan (TRANSFORM MANDURAH) Undertake a review of the Mandurah East Structure Plan, including land uses and transport networks, to guide future development of the Health Precinct .	2.1 2.6	Operating	✓				Strategic Planning and Urban Design Technical Services
C17	Age Friendly Strategy Develop a strategy that supports older adults within Mandurah's community.	2.1 2.3 2.5	Operating	✓				Healthy Communities
C18	City Centre Heritage Trail Develop a plan for a City Centre Heritage Trail.	2.1 2.3 2.5	Operating	20				Heritage and Community Capacity Strategic Planning and Urban Design
C19	CCTV Masterplan Undertake a review of the City's CCTV Masterplan.	2.2	Operating	20				Community Development
Community Development								
C20	Mandurah Arts Festival Plan and deliver the City's annual Arts Festival.	2.3 2.4	Operating	283	286	290	295	Arts and Culture
C21	Stronger Suburbs Community Safety Plan and deliver project activities aimed at enhancing home security for Mandurah residents.	2.2 2.3	Operating	150	75			Community Development
C22	Paint the Town REaD Plan and deliver project initiatives focused on early childhood and family literacy outcomes.	2.3 2.4	Operating	76				Community Development Library Services
Infrastructure Renewals and Upgrades								
C23	Mandurah Road Pedestrian Bridge Advocate for funding to construct a new pedestrian bridge linking Madora Bay and Lakelands at the intersection of Banksiadale Gate and Mandurah Road.	2.2 2.5 3.4 4.4	Capital	✓				Office of Mayor and Councillors Project Management

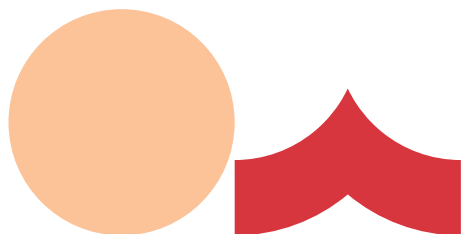
#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
C24	Birchley Road Boat Ramp (Coodanup) Undertake an upgrade / replacement of the Birchley Road Boat Ramp infrastructure.	2.3 4.4	Capital	905				Marina and Waterways Project Management
C25	Sutton Farm (Halls Head) Design and construction of new public jetty and public carpark infrastructure to service the Sutton Farm precinct.	2.3	Operating	● 1,134				Marina and Waterways Technical Services
C26	Coodanup Foreshore (Coodanup) Staged upgrade including planning, design and construction of playground, landscaping and foreshore protection works.	2.3 2.5	Capital	650	650			Landscape Services
C27	South East Dawesville Channel Foreshore (Dawesville) Staged upgrade including planning, design and construction of playground, landscaping and carparking.	2.3 2.5	Capital	470				Landscape Services
C28	Norwich Reserve (Greenfields) Upgrade including planning, design and construction of playground and landscaping.	2.3 2.5	Capital	350				Landscape Services
C30	Bardoc Reserve (Greenfields) Upgrade including planning, design and construction of playground and landscaping.	2.3 2.5	Capital	✓	400			Landscape Services
C31	Blue Bay Foreshore (Halls Head) Upgrade including planning, design and construction of playground and landscaping.	2.3 2.5	Capital	✓	50	500	500	Landscape Services
C32	Glencoe Reserve (Halls Head) Plan and deliver reserve upgrades.	2.3 2.5	Capital		✓	450		Landscape Services
C33	Milgar Reserve (Mandurah) Plan and deliver reserve upgrades.	2.3 2.5	Capital			✓	500	Landscape Services
C34	Mississippi Reserve (Greenfields) Plan, design and deliver sump beautification and landscaping upgrades.	2.3 2.5	Capital	400				Landscape Services
C35	Parkridge Boat Ramp (Bouvard) Undertake an upgrade / replacement of the Parkridge Boat Ramp infrastructure.	2.3 4.4	Capital	✓	● 380			Marina and Waterways Project Management



Budgeted programs

#	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2025/2026	2026/2027	2027/2028	2028/2029	
C01	Club Night Lights and Community Sport and Recreation Facility Fund (CSRFF) Administer the State Government initiated Sport and Recreation funding programs within the grant funding program guidelines.	2.6	Recurring	Capital	150	150	150	150	Recreation Services
C02	Club Development Delivery of initiatives to support sustainable, financially viable and well-governed clubs that meet the needs of members.	2.3 2.5	Recurring	Operating	35	●	●	●	Recreation Services
C03	Funding and Grant Facilitation Administer the Kidsport Program and facilitate the Outstanding Representative and Club Grant Programs.	2.3 2.5	Recurring	Operating	37	37	37	37	Recreation Services
C04	Sports Awards Recognise and Celebrate the achievements of Mandurah's Sporting Community.	2.4	Recurring	Operating	33	33	33	33	Recreation Services
C05	Community Initiated Infrastructure Program Progress expression of interests and applications in accordance with Community Initiated Infrastructure Policy.	2.3 2.5	Recurring	Operating	✓	✓	✓	✓	Recreation Services
C06	Public Health and Wellbeing Plan Deliver and report on the city of Mandurah Public Health and Wellbeing Plan.	2.3 2.5	Recurring	Operating	33	33	33	33	Healthy Communities
C07	Access and Inclusion Plan Deliver and report on the Access and Inclusion Plan.	2.3 2.5	Recurring	Operating	54	54	54	54	Heritage and Community Capacity
C08	Arts and Culture Strategy Deliver and report on the Arts and Culture Strategy.	2.4	5 Year	Operating	377	374	370	365	Arts and Culture
C09	Community Safety Strategy Deliver and report on the Community Safety Strategy.	2.3	Recurring	Operating	263	263	263	263	Community Development
C10	Homelessness and Street Present Action Plan (Sector Led) Deliver and report on the Homelessness and Street Present Action Plan.	2.1 2.2 2.3	Recurring	Operating	21	21	21	21	Community Development

#	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2025/2026	2026/2027	2027/2028	2028/2029	
C11	Place Enrichment Strategy Deliver and report on the Place Enrichment Strategy.	2.3	Recurring	Operating	125	125	125	125	Community Development
C12	Reconciliation Action Plan (Stretch RAP) Deliver and report on the Reconciliation Action Plan (or equivalent alternative).	2.4	Recurring	Operating	41	41	41	41	Heritage and Community Capacity
C13	Youth Development Strategy Deliver and report on the Youth Development Strategy.	2.4	Recurring	Operating	215	215	215	215	Youth Development
C14	Community Grants and Funding Program Deliver the City's community grants and funding programs in accordance with Council policy.	2.3 2.4 2.5	Recurring	Operating	334	334	334	334	Heritage and Community Capacity
C15	Local History and Heritage Deliver and report on the key activities of the Mandurah Heritage Action Plan.	2.3 2.4	Recurring	Operating	82	82	82	82	Heritage and Community Capacity
C16	Mandurah Performing Arts Centre (ManPAC) Provide funding and support to the Mandurah Performing Arts Centre to deliver arts development programs and services.	2.4	Recurring	Operating	707	682	682	682	Arts and Culture



Focus Area 3: Environment

Community Outcomes

- 3.1. Nature has a voice in all decision making
- 3.2. A shared responsibility for our environment with a focus on engagement, education and respect
- 3.3. Our natural environment is celebrated, protected and restored for generations to come
- 3.4. Our built environment is clean, accessible and sustainable
- 3.5. Our coast and waterways are healthy and celebrated

Major projects

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#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
Waste Management								
E01	Waste Management Centre Develop a master plan for the Waste Management Centre.	3.3 3.4	Operating	100				Waste Management
E02	Tims Thicket Septage Facility Plan for the decommissioning of the Tims Thicket Septage Facility.	3.3 3.4	Capital	✓	●			Waste Management
E03	Waste Management Service Review Evaluate the different methodologies for delivering waste management services and identify a preferred methodology post the current Waste Alliance contract. Procure waste services in accordance with the preferred methodology.	3.4	Operating	✓	✓			Waste Management
Coastal and Marine Renewals and Upgrades								
E04	Town Beach Seawall Plan, design and undertake the Town Beach buried seawall upgrade works.	3.3 3.5	Capital		●			Marina and Waterways Project Management

#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
E05	Soldiers Cove and Dalrymple Park Develop and implement a master plan for the replacement of the Soldiers Cove Seawall and upgrades to the foreshore park between the Mandurah Bridge and Winjan Place.	3.3 3.5	Capital		✓	3,000		Marina and Waterways Landscape Services Strategic Planning and Urban Design Project Management
E06	Breakwater Parade Seawall Renewal Plan, design and deliver the renewal of the Mandurah Ocean Entrance seawall adjacent to Breakwater Parade.	3.3 3.5	Capital	70	● 713			Marina and Waterways Project Management
E07	Doddi's Beach Coastal Erosion Protection Undertake planning for the Doddi's Beach Coastal Erosion Protection structure.	3.3 3.5	Capital	● 75	●			Marina and Waterways

Strategy Development and Strategic Planning

E08	Restoration of the Peel Harvey Estuary and Waterways (TRANSFORM MANDURAH) Advocate and support the Peel Harvey Catchment Council in environmental restoration activities to improve the water quality and health of the Peel Harvey waterways.	3.3 3.5	Operating	✓	✓	✓	✓	Office of Mayor and Councillors Environmental Services
E09	Southern Beaches Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) Development of a CHRMAP for the City's southern beaches.	3.3 3.5	Operating	30				Marina and Waterways
E10	Estuarine Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) Development of a CHRMAP for the City's estuarine environment.	3.3 3.5	Operating	● 200	● 200			Marina and Waterways
E11	Ecological Corridors Plan Draft the Ecological Corridors Plan to identify and protect pathways for fauna to safely traverse across the Mandurah landscape.	3.3	Operating	✓	✓			Bushland Management
E12	Northern Beaches Access Plan Develop a master plan to guide the installation and management of access to Mandurah's Northern beaches.	3.2 3.3 3.5	Operating	✓				Marina and Waterways

#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
E13	Fauna Conservation Management Plan Identify priority species in Mandurah Bushland reserves and identify actions to ensure their presence in Mandurah for the future.	3.3	Operating			✓	✓	Bushland Management
E14	Arterial Streetscape Master Plan Develop an Arterial Streetscape Master Plan to increase canopy coverage along major arterial routes.	3.4	Operating			✓		Landscape Management
E15	Urban Canopy Plan Develop an Urban Canopy Plan in line with the State's Perth and Peel Greening Strategy, including a community-led vision for Mandurah's urban canopy.	3.2 3.4	Operating	✓	✓			Landscape Management
E16	Litter and Illegal Dumping Plan Develop a litter and illegal dumping plan to encourage better compliance from community with the City's waste management system and guide rapid and effective response to littering and illegal dumping incidents.	3.2 3.3 3.4 3.5	Operating	✓				Environmental Engagement/ Waste Management
E17	Energy Management and Carbon Emission Reduction Plan Review the City's Carbon Emission Reduction Plan and include consideration of energy management procedures to ensure an abundance of affordable clean energy to support City operations.	3.2 3.4	Operating	✓				Environmental Engagement



Budgeted programs

#	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2025/2026	2026/2027	2027/2028	2028/2029	
E01	Waste Management and Education Implement the City's Waste Management and Waste Education Plans and report on performance.	3.3 3.4	Recurring	Operating	130	130	130	130	Waste Management Environmental Engagement
E02	Coastal Planning and Risk Management Implement the recommendations of the CHRMAPs to ensure protection and enhancement of the City's coastal and marine built and natural environment.	3.3 3.5	Recurring	Operating	✓	✓	✓	✓	Marina and Waterways
E03	Environment Strategy Implement the recommendations of the City's Environmental Strategy	3.1 3.2 3.3 3.4 3.5	Recurring	Operating	404	404	404	404	Natural Environment
E04	Mandurah Biodiversity Strategy Review and update the Bushland Conservation and Management Strategy.	3.1 3.3	Recurring	Operating			40		Bushland Management
E05	Biosecurity Program Implement the City's biosecurity program targeting the control of feral animals and pest plants.	3.3	Recurring	Operating	110	110	110	110	Bushland Management
E06	Water Monitoring and Management Implement the urban lakes monitoring and management program.	3.3 3.5	Recurring	Operating	62	62	62	62	Landscape Management
E07	Waterwise Council Program Implement the Waterwise Council program.	3.2 3.3 3.4	Recurring	Operating	60	60	60	60	Landscape Management
E08	Bushland Management Plans Review and implement Bushland Management Plans for City managed bushland reserves.	3.2 3.3	Recurring	Operating	47	47	47	47	Bushland Management
E09	Greening Mandurah Framework Implement actions under the Greening Mandurah Framework.	3.2 3.4	Recurring	Operating	87	87			Landscape Management

#	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2025/2026	2026/2027	2027/2028	2028/2029	
E10	Groundwater Operating Plan Undertake groundwater monitoring and reporting in alignment with approved groundwater allocations and plan for the City's future groundwater irrigation needs.	3.3 3.4	Recurring	Operating	86	86	86	86	Landscape Management
E11	Environmental Education and Volunteering Deliver environmental education programs and engage community in environmental volunteering opportunities.	3.2 3.3 3.5	Recurring	Operating	83	83	83	83	Environmental Engagement
E12	City Waste Plan Review the City's Waste Plan and seek endorsement from the Department of Water and Environmental Regulation.	3.3 3.4	Recurring	Operating	✓		✓		Waste Management



Focus Area 4: Leadership

Community Outcomes

- 4.1. A clear and shared vision for Mandurah’s future
- 4.2 Sound decisions based on evidence and meaningful engagement
- 4.3 Effective advocacy focused on the needs of the community and strong relationships with key stakeholders
- 4.4 Well-maintained assets and facilities that meet the needs of our community
- 4.5 Responsible, transparent value for money delivery of well planned, sustainable, projects, programs and services
- 4.6 A committed, innovative, effective and values driven Council and workforce

Major projects

\$ Value = City Funding (including confirmed external contributions) '000

✓ = Existing Operations
Internal Staff / Labour Costs only.

● = City Funding Required

● = External Funding Required

*Capital Project amounts exclude Depreciation Costs.
Operating Projects and Budgeted Program amounts exclude Staff/Labour Costs and Depreciation Costs.*

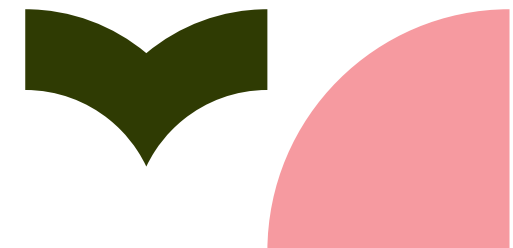
#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
Strategic Planning								
L01	Strategic Community Plan Review Undertake periodical reviews of the City of Mandurah 20-Year Strategic Community Plan 2024-2044.	4.1 4.6	Operating	15		100		Strategy
L02	Corporate Business Plan Undertake an annual review of the City's 4-Year Corporate Business Plan.	4.5	Operating	✓	✓	✓	✓	Strategy
L03	Local Planning Strategy: Review and Update Undertake a review and update to the Local Planning Strategy to ensure alignment with the Strategic Community Plan and recently progressed Council strategies and plans.	4.5	Operating	✓				Strategic Planning and Urban Design
Customer Service								
L04	Customer Service and Community Engagement Strategy Undertake a review of the City's Customer Service Strategy and Community Engagement Framework, and develop a consolidated approach for the delivery and evaluation of customer service and engagement activities.	4.5 4.6	Operating	✓				Customer Services

#	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2025/2026	2026/2027	2027/2028	2028/2029	
L05	Privacy and Responsible Information Sharing (PRIS) Plan Develop a plan to govern the City's accountabilities for the responsible sharing of information in line with the State Government's new PRIS legislation.	4.5 4.6	Operating	✓				Information Management
Communication and Engagement								
L06	Community Sentiment and Perception Develop a model to track and evaluate community sentiment and perception for the City's programs and services.	4.2	Operating	✓				Communications and Civic Affairs
L07	City of Mandurah Signage Framework Develop a City wide signage framework to guide the design and implementation of directional/way finding signage across the City including the City Centre.	4.4	Capital	✓	●			Strategic Communications Strategic Planning and Urban Design
L08	Website Development Review and implement upgrades to the City's website as a key communication tool for the community.	4.2	Operating	200				Systems and Projects Strategic Communications
Workforce Development								
L9	Workforce Plan Implement the key actions of the City's Workforce Plan.	4.6	Operating	✓	✓	✓	✓	People and Culture
L10	Learning Management System Review and implement a new learning management system to support learning and development outcomes for City employees, contractors and Elected Members.	4.6	Operating	✓				People and Culture
Administration								
L11	New Operations Centre Plan, design and construction for the City's new Northern Operations Centre.	4.4	Capital	500	6,000	6,000		Project Management
L12	Administration Building Refurbishment Plan, design and deliver the refurbishment of the Administration Building including the Ventilation and Air-Conditioning (HVAC) system replacement.	4.4	Capital				4,200	Project Management

Budgeted programs

#	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2025/2026	2026/2027	2027/2028	2028/2029	
L01	Marketing and Communications Develop and deliver communication campaigns across the 4 key focus areas.	4.1	Recurring	Operating	✓	✓	✓	✓	Strategic Communications
L02	Civic Events and Citizenship Ceremonies Plan and deliver regular Civic Events and Citizenship Ceremonies.	4.6	Recurring	Operating	✓	✓	✓	✓	Office of the Mayor and Councillors
L03	State and Federal Funding Requests Develop Advocacy Plans for priority City of Mandurah projects to seek government funding support through annual budget and election cycles.	4.3	Recurring	Operating	✓	✓	✓	✓	Advocacy and Community Engagement
L04	Long Term Financial Plan Develop and review (annually) the City's Long Term Financial Plan.	4.5 4.6	Recurring	Operating	✓	✓	✓	✓	Financial Services
L05	Annual Budget and Fees and Charges Develop, manage and monitor the City's annual budget and conduct annual reviews of the schedule of fees and charges.	4.3 4.4 4.5	Recurring	Operating	✓	✓	✓	✓	Financial Services
L06	Child Safe Organisation Deliver and report on the Child Safe Organisation Plan.	4.6	Recurring	Operating	✓	✓	✓		Place and Community
L07	Corporate Business (IT) Systems Manage and monitor the availability of the City's Corporate Business (IT) systems.	4.5 4.6	Recurring	Operating	✓	✓	✓	✓	Systems and Projects
L08	Workforce Health and Safety Program Plan and deliver activities that focus on the physical and mental wellbeing of the City's workforce.	4.6	Recurring	Operating	✓	✓	✓	✓	People and Culture
L09	Culture Program Plan, deliver and review activities that build a constructive workplace culture for the City's workforce.	4.6	Recurring	Operating	✓	✓	✓	✓	People and Culture

#	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2025/2026	2026/2027	2027/2028	2028/2029	
L10	Learning and Development Program Plan, deliver and review learning and development opportunities that build the capability and capacity of the City's workforce.	4.6	Recurring	Operating	✓	✓	✓	✓	People and Culture
L11	Record Keeping Plan (RKP) Review and Implement the City's Record Keeping Plan.	4.5 4.6	Recurring	Operating		✓			Information Management



City Services

The City has 39 service areas, each playing a part in delivering on Mandurah's shared vision. Every service area creates service statements annually, focusing on service delivery, service levels, resource allocation, risks and performance measures, ensuring we continue to stay aligned with what matters most to our community.



Economy: *Empowering our community to thrive*

- Transform Mandurah (Economic Development)
- Strategic Planning and Urban Design
- Building and Compliance
- Statutory Planning and Lands
- Festivals and Events



Community: *A city with a village heart, everyone has a place in our communities*

- Health Services
- Emergency Management
- Ranger and Parking Services
- Community Development
- Library Services
- Arts and Culture
- Youth Development
- Heritage and Community Capacity
- Recreation Centres
- Recreation Services
- Seniors
- Customer Services



Environment: *Built in nature, not on nature*

- Waste Management
- Coastal Adaptation
- Environmental Engagement
- Bushland Management
- Marina and Waterways
- Landscape Services
- Landscape Management
- Operations Services
- Technical Services
- Project Management



Leadership: *Advocating and delivering possibility for everyone*

- Governance and Legal Services
- Risk and Compliance
- Commercial Services
- Financial Services
- Business Systems
- Information & Communication Technology (ICT)
- People and Culture
- Safety
- Civic Affairs
- Strategic Communications
- Advocacy and Engagement
- Corporate Planning and Performance

Measuring success

Focus Area 1: Economy – Empowering our community to thrive

● = City Controlled

○ = City Contribution

Community Outcome	Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
1.1 Local jobs to retain our people and attract skilled workers	Decrease in Mandurah's unemployment rate (relative to Perth metropolitan average). *SCP Ec01	○ No. people unemployed / Total labour force.	ABS Labour Force SA4 Survey data
	Youth not in employment, education or training (NEET)	○ No. people aged 15–24 not in work, school, or training / Total No. people aged 15–24.	ABS Census data Labour Force Survey data Department of Education participation data
	Reduction in the percentage of Mandurah residents receiving Federal Government social support payments. **TM 1.1	○ No. of Mandurah residents receiving Federal Government social support payments compared year upon year.	ABS Census data Department of Social Services data
1.2 A diversified economy that supports growth sectors	Decrease in the Worker Concentration Ratio. *SCP Ec02	○ No. of workers per sector. Purpose: To show whether the labour force is concentrated in a few industries (e.g. mining, health).	REMPAN ABS Industry Employment data
	Business Diversity Index.	○ No. of registered businesses by sector. Purpose: To assess how reliant an area is on a few sectors for business activity (e.g. if 70% of businesses are in construction, it's highly concentrated).	ABR Industry data Herfindahl-Hirschman Index (HHI), adapted for sectoral distribution of businesses.
	Increase in Gross Regional Product (Total and Sector). *SCP Ec03	○ Cost of output to consumers less Cost of inputs used in production to producers.	ABS productivity data SA4 Survey
1.3 Well-planned, sustainable urban development	Increase in the value of building work approved. *SCP Ec04	○ Sum of building approvals issued (in \$ value) per annum.	ABS Building Approvals City data
	Increase in the value of development approvals issued.	○ Sum of development approvals issued (in \$ value) per annum.	City data
	% of commercial developments realised within 4 years of development approval issued.	○ No. of commercial developments completed / No. development approvals issued.	City data
	% structure plans and scheme provisions reviewed within 12 months of a new strategy / report being released.	● % relevant structure plans reviewed.	City data

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Community Outcome	Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
1.4 A thriving city that residents are proud to call home and people want to visit	Increase in number of tourists / visitors. *SCP Ec05	○ Total number of annual daytrips and overnight visits compared year upon year.	Tourism Research Australia (TRA) Mandurah Visitor Centre data
	No. new residents / Population growth. *SCP Ec06	○ $(\text{Current ERP} - \text{Previous ERP}) / \text{Previous ERP} \times 100$.	ABS Estimated Resident Population
1.5 A supportive business environment where investment is encouraged, and entrepreneurship prospers	Survival rate of business registrations year on year.	○ ABN registrations for previous year / ABN registrations current year (same businesses).	ABR data
	Increase in number of new businesses registered (Total and Sector). *SCP Ec07	○ % change in business registrations year on year.	ABR data
1.6 A highly skilled workforce supported by strong education and training opportunities	% of people employed in the managers, professionals and trade occupations	○ $\frac{\text{No. of people employed in the managers, professionals and trade occupations}}{\text{Total No. people employed}}$.	ABS Labour Force Survey
	Increase in the workforce participation rate. *SCP Ec08	○ $\frac{\text{No. working aged people engaged in the workforce}}{\text{Total No. working aged people}}$.	ABS Labour Force Survey
	Increase in access to tertiary education and workforce training options. *SCP Ec09	○ $\frac{\text{No. of local enrolments in TAFE/university/vocational programs}}{\text{Total No. of local enrolments}}$.	Department of Education data Local Training Providers
	Increase in the percentage of high school children achieving their OLN and WACE. **TM 4.1	○ $\frac{\text{No. high school children achieving their OLN and WACE}}{\text{Total No. high school children}}$ compared year upon year.	Department of Education data
	Increase in the percentage of working age Mandurah residents with a bachelor's degree or above. **TM 4.2	○ $\frac{\text{No. of working age Mandurah residents with a bachelor's degree or above}}{\text{Total No. of working age Mandurah residents}}$ compared year upon year.	ABS Census data Department of Education data



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Focus Area 2: Community – A city with a village heart

● = City Controlled

○ = City Contribution

Community Outcome	Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
2.1 Access to support services that enhance opportunities for everyone	Reduction in the level of generational social disadvantage. *SCP C01	○ SEIFA Index relative to Perth baseline.	ABS SEIFA data / Community Service Providers
	Reduction in the percentage of children that are developmentally vulnerable or at risk. **TM 3.1	○ % of children that are developmentally vulnerable or at risk compared year upon year.	Department of Communities data Australian Early Development Census
	Improvement in Mandurah's Primary School (Year 3 & Year 5) NAPLAN results. **TM 3.2	○ Mandurah's Primary School (Year 3 & Year 5) NAPLAN results compared year upon year.	Department of Education data
	% of people accessing City programs/services.	● (Residents enrolled in City programs / Total resident population) × 100.	Program registration systems ERP data
2.2 Safe and connected communities	Perception of safety.	○ Average score from resident surveys on feeling safe.	Community Survey
	Improved community safety and security · Increased community satisfaction in Mandurah as a place to live · Facilities and public spaces *SCP C03	○ Community satisfaction for Mandurah as a place to live, and its facilities and public spaces compared year upon year.	Community Survey
	Decrease in the number of criminal offences recorded. *SCP C02	○ No. criminal offences recorded compared year upon year.	Police / Crime data / statistics
2.3 Inclusive and welcoming places, spaces and neighbourhoods	Event participation by priority cohorts.	● % of total attendees from priority groups.	City program data with demographic tracking
	% Dual named and original names used for projects completed.	● (Dual named and original named locations completed / Total planned dual and original naming sites) × 100.	Reconciliation Action Plan tracker City mapping register
2.4 An enriched, creative, and empowered community that values culture, heritage and life long learning	Satisfaction with events and libraries.	● Avg. score from post-event and library user surveys.	Internal event/library feedback systems
	Events and cultural activities. *SCP C04	● Community satisfaction for Mandurah's events and cultural activities compared year upon year.	Community Survey
	Recognition and respect for local heritage and culture. *SCP C05	● Community recognition and respect for Mandurah's local heritage and culture compared year upon year.	Community Survey

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Community Outcome	Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
2.5 A healthy lifestyle and healthy community, with an emphasis on prevention	Improved community health outcomes <ul style="list-style-type: none"> Physical activity Mental Health Smoking Alcohol use Vector borne disease Quality Adjusted Life Years/ Average Life Expectancy *SCP C06	○ Indicator values from HWSS and Public Health Reports.	WA Health / Local Health Data
	Increase in participation in City-led health programs.	● (This year's participants - Last year's participants) / Last year's participants × 100.	City health and wellbeing program records
	External funding received by the City, for operating City facilities, and delivering programs and services.	● Total amount of external funds that the City of Mandurah receives for facilities, services and program delivery.	City financial reports
	# Advocacy contact points for local health access and availability of services	● Count of distinct health advocacy submissions, meetings, and formal correspondence annually.	Mayor/CEO correspondence records Council advocacy log
2.6 Modern health facilities and services that are local, accessible, affordable, and fit for purpose	# Advocacy contact points for local health access and availability of services	● Count of distinct health advocacy submissions, meetings, and formal correspondence annually.	Mayor/CEO correspondence records Council advocacy log
	Increase in the number of local specialist services available. **TM 5.1	○ No. specialist services available in Mandurah compared year upon year.	Department of Health data
	Reduction in appointment wait times for specialist services. **TM 5.2	○ Appointment wait times for specialist services compared year upon year.	Department of Health data
	Increased access to local health services *SCP C07	○ Community satisfaction with available access to local health services compared year upon year.	Department of Health data Community Survey



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Focus Area 3: Environment – Built in nature, not on nature

● = City Controlled

○ = City Contribution

Community Outcome		Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
3.1	Nature has a voice in all decision-making	% of environmental impact inclusions in projects and strategies.	● No. of projects and strategies that reference environmental criteria / Total projects and strategies.	City planning register
3.2	A shared responsibility for our environment with a focus on engagement, education and respect	Volunteer hours in environmental programs.	● Total hours reported by registered volunteers.	Volunteer Management System
3.3	Our natural environment is celebrated, protected and restored for generations to come	Bushland condition score (where Bushland Management Plans are in place) *SCP E05	● Condition index using vegetation assessments.	Environmental audit with minimum 6 audits per year
		Area of bushland managed under bushland management plans.	● Hectares of bushland managed under City stewardship annually.	Environment Strategy GIS Bushland Management Plans
		Improved satisfaction with conservation and environmental management *SCP E01	● Community satisfaction with conservation and environmental management outcomes compared year upon year.	Community Survey
		Maintain the City's Waterwise accreditation *SCP E04	● Achievement of Waterwise accreditation.	Department of Water accreditation
		Population stability of locally occurring priority native species in City managed areas. **TM 6.3	● % annual change in locally occurring priority native species.	Department of Environment data City data
3.4	Our built environment is clean, accessible and sustainable	Renewable energy % in contestable facilities. *SCP E03	● (Renewable energy used / Total energy used in City facilities) × 100.	City energy contracts and utility bills
		% reduction in Carbon emissions.	● Baseline emissions - Current emissions / Baseline emissions × 100.	Corporate Emissions Inventory / Environment Strategy Reporting
		Improvement in the health and extent of Mandurah's urban canopy. **SCP E02	○ Increase in urban tree canopy (measured once every 5 years).	Tree Canopy survey
3.5	Our coast and waterways are healthy and celebrated	Improved community satisfaction in the management of coastal and estuary areas *SCP E06	● Community satisfaction with the management of coastal and estuary areas compared year upon year.	Community Survey Coastal Management Plans
		% Coastal assets with an asset condition of 4 or less.	● No. coastal assets with an asset condition of 4 or less compared year upon year.	City Asset data
		Maintain the Peel Harvey Estuary's Ramsar-listed status. *SCP E07	○ Ramsar listing status achieved / maintained.	Department of Climate Change, Energy, the Environment and Water
		Improved satisfaction with the management of coastal areas. **TM 6.1	● Community satisfaction with the management of coastal areas compared year upon year.	Community Survey
		No. of certified Fisheries in the Estuary. **TM 6.2	○ No. commercial fisheries in the estuary compared year upon year.	Department of Fisheries data

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Focus Area 4: Leadership – Advocating and delivering possibility for everyone

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Community Outcome	Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
4.1 A clear and shared vision for Mandurah's future	% of strategies aligned to SCP. ●	Total adopted strategies referencing SCP / All strategies × 100	City data Document review
	Community Perception - A clear vision and plan for Mandurah's future. *SCP L01 ●	Community recognition that a clear vision and plan for Mandurah's future exists.	Community Survey
4.2 Sound decisions based on evidence and meaningful engagement	% of Council meetings where the agenda is communicated, providing a summary of the items prior to the meeting. ●	No. Council meetings where a summary is provided / Total No. Council meetings held.	City data
	% of policies and plans / strategies (that have direct impacts on the community) that are publicly advertised before adoption (alignment with IAP2 framework). ●	(No. policies and plans / strategies advertised prior to adoption) / Total No. policies and plans / strategies adopted.	City data
	% Projects adhering to IAP2 Community Engagement Checklist. ●	No. Projects adhering to IAP2 Community Engagement Checklist / Total No. Projects delivered.	City engagement data
	% Needs analysis and business cases developed for internal reviews of service delivery. ●	No. needs analysis and business cases developed / Total No. service reviews undertaken.	City data
	Improved stakeholder support for strategic initiatives. *SCP L03 ●	Community satisfaction of strategic initiatives. Satisfaction levels compared year upon year.	Community Survey
4.3 Effective advocacy focused on the needs of the community and strong relationships with key stakeholders	Value (\$) of successful funding applications. ●	Total grant value awarded per annum.	City data
4.4 Well-maintained assets and facilities that meet the needs of our community	Asset renewal ratio. ●	Annual renewals / Annual depreciation × 100.	Asset Management Plan Audit reports
	% of assets meeting Asset Condition Ratings. ●	(Assets rated as 'fit for purpose') / (Total assessed assets) × 100.	Asset Management Inspections AMIS
4.5 Responsible, transparent, value for money delivery of well planned, sustainable, projects, programs and services	% projects on-budget. ●	(Total cost of Projects/ Total budget for projects) × 100.	Project delivery dashboard
	% projects on-time. ●	(Projects on track / Total active projects) × 100.	Project delivery dashboard
	% Compliance with statutory obligations. ●	(Obligations fulfilled / Total statutory obligations identified annually) × 100	Compliance calendar Internal Audit Tracker
	% Policy and Strategy reviews completed. ●	(Number of reviews completed / Reviews scheduled for the year) × 100	Policy and Strategy Register

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Community Outcome	Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
4.5 Responsible, transparent, value for money delivery of well planned, sustainable, projects, programs and services	Operating surplus ratio.	● $(\text{Operating revenue} - \text{Operating expenses}) / \text{Own source revenue} \times 100$	Annual Financial Report WA Local Government (DLGSC) Performance Reporting
	% of processes implemented that require a digital solution.	● $(\text{Online processes available} / \text{Total processes that can be digitised}) \times 100.$	Digital Services Register ICT Strategy monitoring
	No. New digital services implemented (pa).	● Total No. New digital services implemented (pa). Purpose: To measure the pace of digital transformation.	City ICT data
	% of processes managed by a digital solution.	● $\text{No. process managed by digital solution} / \text{Total No. operational processes}.$	City ICT data
4.6 A committed, innovative, effective, and values driven Council and workforce	Staff Culture Score.	● Mean response score across staff survey domains.	Culture Survey (e.g., Human Synergistics)
	% Staff completed mandatory training (pa).	● $(\text{Number of staff completing mandatory training} / \text{Total staff}) \times 100.$	HR and Learning & Development system
	% Staff completed Professional Development training (pa).	● $(\text{Number of staff completing strategic training} / \text{Total staff}) \times 100.$	HR and Learning & Development system
	% WHS incidents investigations responded to within timeframes.	● $(\text{WHS incidents investigations responded to within timeframes} / \text{Total WHS incidents reported}) \times 100.$	WHS Incident Reporting Tool
	First Contact Resolution Rate (%).	● $\% \text{ of customer requests} / \text{enquiries closed at first point of contact (Contact Centre)}.$	Customer Service data
	% Customer requests resolved within agreed service levels.	● $(\text{Requests resolved within timeframes} / \text{Total service requests}) \times 100.$	Customer Request Management System
	Customer Satisfaction (%).	● Average satisfaction score across service touchpoints (scale 1–5).	Customer Service data
	Customer Effort Score (CES).	● Community perception of how easy City services are to access. Purpose: To track how easy services are to access.	Customer Service data
	Maximise service uptime for digital platforms (%).	● Total time (%) that the City's digital platforms are online (providing service to customers). Purpose: To reflect digital readiness and reliability.	City ICT data
	No. of continuous improvement projects proposed and completed (pa).	● Total No. continuous improvement projects implemented.	City data
Staff innovation rate.	● No. new staff innovations proposed. Purpose: To gauge bottom-up problem solving.	City data	

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Alternate formats of the Strategic Community Plan are available upon request.



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