CITY OF MANDURAH

Corporate Business Plan

Quarterly Performance Report |Q3 2024/25

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Quarterly Performance

Key Projects

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City of Mandurah Projects

As at 31 March 2025 (Quarter 3 2024/25)

Completed | On Target | Not Commenced | Below Target

Focus Area 01: Economy

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
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

Action	Objective	Status	Comment	Responsibility
Project EC02: Falcon Coastal Shared Path **Planning, design and construction of the new Falcon Coastal Shared Path from Mercedes Avenue (Falcon) to Cesia Lane (Wannanup).**	1.3, 3.4, 2.5	On Target	The City has received Federal funding to complete the construction of the Falcon Coastal Path. Detailed design will be completed this financial year, with construction to commence mid 2026.	Operations Services
Project EC03: Active Transport Plans **Develop district level Active Transport Plans to guide future investment in shared path upgrades and renewals.**	1.3, 2.5, 3.4	Not Commenced	The first of these plans will be prepared in conjunction with the Mandurah Strategic Centre Structure Plan project which has commenced scoping and project planning.	Strategic Land Use Planning
Project EC04: Pinjarra Road **Deliver staged major upgrades to Pinjarra Road between Dower Street and the City Centre.**	1.3, 3.4	On Target	Works have commenced and are progressing well. The project is expected to be completed by June 2025.	Operations Services
Project EC05: Lakes Road South **Develop plans for upgrades to Lakes Road South from Murdoch Drive to Pinjarra Road in line with the growth and development of the Health Precinct.**	1.3, 3.4	On Target	Transport & Traffic consultant engineers have been engaged to complete the traffic modelling and access review in conjunction with the Mandurah Health Precinct Structure Plan and an initial draft plan of Lakes Road is being prepared.	Strategic Land Use Planning
Project EC06: Waterfront Redevelopment (TRANSFORM MANDURAH) **Delivery of the Eastern Foreshore North and Central Redevelopment including play space, landscaping and car park upgrades.**	1.2, 1.4, 1.5	Completed	Eastern Foreshore construction works have been practically completed in March 2025.	Project Management

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Project EC07: Western Foreshore Leisure Precinct (TRANSFORM MANDURAH) **Planning, design and commence implementation of the Western Foreshore Leisure Precinct Master Plan.**	1.2, 1.4, 1.5		Concept design for the proposed new car parking areas are progressing with internal feedback provided to the design team to progress. Traffic modelling for the Mary Street/Old Coast Road and Leighton Place intersections has been completed and four upgrade options have been prepared for consideration. The City will be conducting a workshop with the Leighton Place residents and adjacent business owners on 30 April 2025. Signage has been erected on the Western Foreshore to promote and inform the community of the Leisure Precinct upgrades as per the Master Plan. City officers also staffed a pop-up project information marquee over Crab Fest weekend to inform the community of the Leisure Precinct Master Plan outcomes due to the misinformation circulating on the project.	Strategic Land Use Planning

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Project EC08: Western Foreshore Commercial Site **Progress planning processes for the development of the Commercial Site within the Western Foreshore Leisure Precinct Master Plan.**	1.1, 1.2, 1.5		The Geotech report for the site has been shared with the Proponent to inform further planning. The City launched a communication strategy in January 2025 including detailed FAQ's, a new project page on the City's website, social media advertising, promotional videos and signage with reference to the commercial site and the wider Leisure Precinct Master Plan. The CEO undertook a number of radio interviews and recorded a question/answer interview on the subject to better inform the community. The City submitted the Commercial Site Business Case Addendum and final CHRMAP Report to the State in February 2025 and DPLH officers have confirmed have everything required to consider the City's proposal for a land excision and lease arrangement, however negotiations on the rental fee is ongoing. At Council's Annual Electors meeting a motion was raised to rescind Council approval of the Major Land Transaction in August 2024. This motion was presented and lost at Council's February Council Meeting.	Strategic Land Use Planning
Project EC09: Mewburn Carpark and George Robinson Gardens **Develop plans for upgrades to the Mewburn Carpark and George Robinson Gardens.**	1.3		Development of the concept plans for the Mewburn Carpark, surrounding road network and George Robinson Gardens are progressing well, with a final concept plan to be completed by May.	Strategic Land Use Planning
Project EC11: Mandurah Strategic Centre Structure Plan **Undertake a review of the Plan 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).**	1.3, 1.4, 1.5		The Project Plan has been approved and detailed scoping has commenced with State agency engagement and internal team engagement underway. Specialist consultancy requirements are being finalised ready for advertising and procurement.	Strategic Land Use Planning
Project EC12: City Centre Signage **Develop a City Centre Signage Manual with a focus on Entry Statements, Wayfinding and Carparking**	1.3		The development of a draft Signage Framework has commenced. The process will pull together existing policy and signage manuals. The draft Signage Framework is due to be presented to Elected Members in July with a scope of works for priority Signage Packages to be prepared thereafter.	Strategic Land Use Planning

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Project EC13: Mandurah Terrace South **Planning, design and implementation of upgrades to the movement network for Mandurah Terrace South to prioritise cyclists and pedestrian movements.**	1.3, 2.5, 3.4		Internal stakeholder engagement and concept design has commenced.	Strategic Land Use Planning
Project EC14: Streetscape Upgrades **Develop plans for City Centre streetscape upgrades to the Sholl Street / Cooper Street / Hackett Street area**	1.3		Project to commence in Quarter 4.	Strategic Land Use Planning
Project EC15: Car Parking Improvements **Implement key actions of the City Centre Parking Plan including timed parking changes and monitoring sensors.**	1.3, 1.5, 3.4		Commenced Implementation of City Centre Parking Plan. Actions to date include removal of timed parking at Mewburn Car Park, Signage review and update of TOD's car park, Staff Only signage changed to allow parking at weekends at the Administration Building. Orders for new signage at Woolworths Central Car Park reflecting new time restrictions proposed, review of specification for in ground sensors and exploration of new bay counting technologies.	Ranger Services
Project EC19: 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, 1.4, 1.4		Project 3 elements identified and agreed with DBCA and concept designs complete, detailed planning progressing well with delivery to be completed by June 2026.	Transform Mandurah
Project EC20: Yalgorup National Park Northern Access Road **Planning, design and construction of the new northern access road into Yalgorup National Park - Quail Road extension.**	1.4		Quail Rd design complete pending environmental approvals for commencement of construction. Road construction expected to be complete by 30 September 2026.	Transform Mandurah
Project EC21: Tourism Accommodation **Engage with the WA State Government to investigate potential sites for new tourism accommodation offerings in Mandurah.**	1.1, 1.2, 1.4		Tourism Western Australia have been engaged on potential sites for new tourism accommodation offerings in Mandurah, and discussions have been held with potential developers who are exploring accommodation options . Additionally the City's Strategic Centre Structure Plan review is underway which will explore and identify opportunities for Tourist Accommodation in the Strategic Centre Precinct of Mandurah. No further updates at this time.	Transform Mandurah

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Project EC22: City of Mandurah Events Strategy **Undertake a review of the City of Mandurah Events Strategy.**	1.4		After review and feedback from key stakeholders. The Festival & Events Strategy has now been refined and formatted in preparation to be presented to Council at the end of Q4.	Festivals & Events
Project EC23: Aged Care Centre of Innovation (TRANSFORM MANDURAH) **Facilitate the planning and development for an Aged Care Training Centre of Innovation** **to be based in Mandurah.**	1.1, 1.2, 1.6		Work has now been completed on a Needs Analysis, Feasibility and Business Case for an Aged Care Training and Workforce Centre of Innovation, and advocacy for government funding is taking place. Meanwhile the City and Peel Development Commission continue to engage with providers and industry on the challenges and opportunities in training, workforce development, and improving care provision in Mandurah.	Transform Mandurah
Project EC24: Waterways Research and Protection **Facilitate planning and advocacy for the development of a future research centre** **focused on the protection and sustainability of the Peel-Harvey Estuary.**	1.1, 1.6		Literature review complete. Stakeholder engagement and advocacy ongoing.	Transform Mandurah
Project EC25: 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		This project is not scheduled to commence until 2025/26.	Strategic Land Use Planning

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Focus Area 02: Community

Objectives

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

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

Action	Objective	Status	Comment	Responsibility
Project C01: Community Infrastructure Plan **Conduct a review of the City's existing community and social infrastructure plans** **and develop a new consolidated plan to guide facility development over the next 10+ years.**	2.1, 2.2, 2.3, 2.5, 2.6		The draft plan has been developed and was adopted by Council in October 2024 for community consultation and engagement. The public advertising period has been completed with the plan to be presented to Council for final approval in April 2025.	Strategic Land Use Planning
Project C02: Mandurah Library and Learning Hub (TRANSFORM MANDURAH) **Undertake a needs analysis and business case for the development of a new central Library and Learning Hub.**	2.3, 2.4		Following the Request for Quote (RFQ) for the Needs Analysis and Business Case, consultants were appointed in February 2025. An inception meeting was held in March and the project is scheduled for completion by December 2025.	Community Development
Project C03: Dawesville Community Centre **Planning, design and construction of the new Dawesville Community Centre.**	2.3, 2.4		The construction of the Dawesville Community Centre commenced in April 2024 and is currently on track to be completed by June 2025.	Project Management
Project C04: Dawesville Community Centre Management Model **Develop a Management model for the operations of the Dawesville Community** **Centre that takes a community activation and place approach.**	2.3, 2.4		The construction of Dawesville Community Centre is tracking well and the facility is scheduled to open in Q1 2025/2026. It will operate on a hire management model utilising the new online booking software. Expressions of Interest (EoI) will soon be released publicly for regular or casual hirers to show their interest. The City will work with community to lead some partnership activation.	Community Development
Project C05: Rushton Park Master Plan (TRANSFORM MANDURAH) **Develop a Master Plan for Rushton Park to guide future investment in the development of community facilities for the precinct.**	2.1, 2.2, 2.3, 2.5, 2.6		The draft plan has now been completed with an Elected Member briefing held to provide a project update and to seek feedback. Key stakeholder engagement and discussions are currently underway with the draft plan to be presented to Council in May to adopt for advertising.	Strategic Land Use Planning

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Project C06: Regional Netball and Shared Use Sports Facilities **Develop a plan and advocate for funding for the development of new / upgraded netball facilities for Mandurah.**	2.3, 2.5		This project has been granted $20m through a State Government election commitment as part of the 2025 State Election. The City is now working with the State Government to undertake due diligence to secure a preferred site for the development.	Strategic Land Use Planning
Project C07: Peel Hockey Facilities **Develop a plan for the upgrade / replacement of turf facilities for hockey.**	2.3, 2.5		The project to upgrade the hockey turf at the Mandurah Hockey Stadium is progressing in line with established timelines.	Recreation Services
Project C08: Men's Shed **Develop a concept design for a Men's Shed facility in Falcon.**	2.5		City Officers communicated with Falcon Community Menshed throughout the quarter, including providing an update at their AGM. Advocacy efforts were supported in seeking election commitments toward the project. City officers and representatives from the Falcon Men's Shed met with Lotterywest in March to discuss an application for submission in Q4.	Community Development
Project C09: 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		Concept plans detailed three upgrade options for the MPAC have been completed by consultant architects to inform and assist with advocacy works. Critical renewal projects are to be completed in FY2024/25. Full HVAC system renewal is currently in design for delivery in FY2025/26.	Project Management
Project C10: Cinema Complex **Replacement of the Heating, Ventilation and Air-Conditioning (HVAC) system to service the Cinema complex.**	2.3, 4.4		Renewal of the Cinema HAVC system renewal is 95% completed and is expected to be completed by early April.	Project Management
Project C11: Literacy Strategy (TRANSFORM MANDURAH) **Develop a Literacy Strategy to guide advocacy and investment in improved learning outcomes for Mandurah.**	2.4		Data gathering and analysis was undertaken throughout the quarter to evidence the literacy levels in Mandurah and inform the Request for Quote (RFQ) seeking a consultant to develop the Literacy Strategy. An update of literacy initiatives was provided to the Mandurah Early Years Network meeting in March.	Community Development

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Project C12: 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		An environmental assessment, local water management plan, bushfire management plan and traffic modelling have been completed. Initial landowner engagement has progressed and subject to the outcome of the technical reports, the draft plan is being prepared by officers in accordance with the Structure Plan manual produced by the Western Australian Planning Commission.	Strategic Land Use Planning
Project C13: Age Friendly Strategy **Develop a strategy that supports older adults and seniors within Mandurah's community**	2.1, 2.3, 2.5		Preliminary research, delivery of community engagement activities completed end April 2025. Grant acquittal end May, Report compilation underway for delivery by end June.	Community Development
Project C14: City Centre Heritage Trail **Develop a plan for a City Centre Heritage Trail.**	2.1, 2.3, 2.5		Project scope and community engagement approach being developed to ensure the Heritage Trail is established in partnership with key stakeholders, volunteers and community groups.	Heritage & Community Capacity
Project C15: 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		This is a Main Roads project, however the City continues to support advocacy efforts with state and federal election candidates.	Advocacy and Engagement
Project C16: Parkridge Boat Ramp (Bouvard) **Undertake an upgrade / replacement of the Parkridge Boat Ramp infrastructure.**	2.3, 4.4		Parkridge boat ramp upgrade/renewal has been postponed. Due to the asset condition at the Birchley street boat ramp this has now become the priority project. The City has been successful in applying for a funding grant under the Recreational Boating Facilities Scheme (RBFS) for the renewal of the Birchley street boat ramp. A grant of $678,750 has been announced by the Minister for Transport and the renewal will be conducted in 2025/26.	Marina & Waterways
Project C17: Sutton Farm (Halls Head) **Design and construction of new public jetty and public carpark infrastructure to service the** **Sutton Farm precinct.**	2.3		Capital works project planning for the public jetty due to commence in 2025/26 with delivery in 2026/27, subject to grant funding and agreement to be finalised with developer	Marina & Waterways
Project C18: Coodanup Foreshore (Coodanup) **Staged upgrade including planning, design and construction of playground, landscaping and foreshore protection works.**	2.3, 2.5		Contract awarded for stage 3 works. Works expected to commence in May with temporary fencing being erected. Expected to be completed by mid August.	Landscape Services

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Project C19: South East Dawesville Channel Foreshore (Dawesville) **Staged upgrade including planning, design and construction of playground, landscaping and carparking.**	2.3, 2.5		Construction underway. Carparks to be asphalted in May. Public Open Space 70% complete. Overall project 60% complete. Expected completion end of June.	Landscape Services
Project C20: Norwich Reserve (Greenfields) **Upgrade including planning, design and construction of playground and landscaping.**	2.3, 2.5		Final design & budget for review expected by end of May. Construction drawings and final budget for review expected by end of June.	Landscape Services
Project C21: Bardoc Reserve (Greenfields) **Upgrade including planning, design and construction of playground and landscaping.**	2.3, 2.5		Design in the 25/26 financial year. Community engagement will commence in February or March of 2026.	Landscape Services
Project C22: Dawesville Youth Park (Dawesville) **Planning, design and construction of a Youth Park in Dawesville.**	2.3, 2.5		Design in the 25/26 financial year. Community engagement will commence in February or March 2026. Construction expected in 26/27 financial year.	Landscape Services
Project C23: Blue Bay Foreshore (Halls Head) **Upgrade including planning, design and construction of playground and landscaping.**	2.3, 2.5		Design in the 26/27 financial year. Community engagement will commence in February or March 2027. Construction expected in 27/28 and 28/29 financial years.	Landscape Services
Project C24: Glencoe Reserve (Halls Head) **Plan and deliver reserve upgrades.**	2.3, 2.5		Design in the 26/27 financial year. Community engagement will commence in February or March 2027. Construction expected in 27/28 financial year.	Landscape Services
Project C25: Milgar Reserve (Mandurah) **Plan and deliver reserve upgrades.**	2.3, 2.5		Design in the 26/27 financial year. Community engagement will commence in February or March, 2027. Construction expected in 27/28 and 28/29 financial years.	Landscape Services
Project C26: Warrungup Springs Reserve Boardwalk (Dawesville) **Upgrade including planning, design and construction of boardwalk upgrade.**	2.3, 2.5		Contractor mobilisation commenced. Spotters for Aboriginal artifacts engaged as per requirements under regulation 10 approvals received. Excavation works and deck works on the boardwalk scheduled for first week of May.	Landscape Services
Project C27: Mississippi Reserve (Greenfields) **Planning and design of sump beautification and landscaping.**	2.3, 2.5		Final design & budget for review expected by end of May.	Landscape Services

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Focus Area 03: Environment

Objectives

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

3.4 - Our built environment is clean, accessible and sustainable

3.5 - Our coast and waterways are healthy and celebrated

Action	Objective	Status	Comment	Responsibility
Project E01: Waste Management Centre **Undertake planning for upgrades to the Waste Management Centre.**	3.3, 3.4		Commenced market research activities and RFQ specification and pricing schedule will be developed during June 2025.	Waste Management
Project E02: Tims Thicket Septage Facility **Plan for the decommissioning of the Tims Thicket Septage Facility.**	3.3, 3.4		Report was considered by Council at its March 2025 meeting where the Tims Thicket Liquid Waste Decommissioning Plan was approved. The City has now referred the Decommissioning Plan to the Department of Water and Environmental Regulation for final approval.	Waste Management
Project E03: Waste to Energy **Plan and manage the transition for waste disposal from landfill to the new Waste to Energy facility.**	3.3, 3.4		The City commenced delivering approximately 700 tonnes per week of municipal waste to the Kwinana Energy Recovery Plant on 16 December 2024. Throughout December 2024 and January 2025, the plant experienced minor operational issues that affected the waste delivery schedule. These issues have since been satisfactorily resolved. As of 24 February 2025, the City is now delivering its full complement of waste— 850 tonnes per week—to the plant, in accordance with its contractual agreement with Acciona.	Waste Management
Project E04: Town Beach Seawall **Plan, design and undertake the Town Beach buried seawall upgrade works.**	3.3, 3.5		Design work and costings completed. Grant application submitted under the Department of Transport's Hotspot Coastal Adaptation and Protection (H-CAP) program to fund 100% of the project delivery costs. Notification of grant application outcome expected in July 2025.	Marina & Waterways
Project E05: Soldiers Cove Seawall **Planning, design and implementation of upgrade works to the Soldiers Cove Seawall between the Mandurah Bridge and Winjan Place.**	3.3, 3.5		Planning due to commence in 2026/27 using outputs from the Estuarine CHRMAP.	Marina & Waterways

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Project E06: Doddi's Beach Coastal Erosion Protection **Undertake planning for the Doddi's Beach Coastal Erosion Protection structure.**	3.3, 3.5		Adaptation Study including optioneering and concept design work completed. Community engagement has commenced with a public meeting held in September 2024. Grant application submitted under the Department of Transport's Coastal Adaptation and Protection (CAP) program to facilitate capital works project planning and detailed design.	Marina & Waterways
Project E07: Waterways Infrastructure Review **Undertake a review of waterways infrastructure including costs of replacement, development of an annual program for implementation and funding through specified area rates.**	3.4, 3.5		Project Plan developed and project commenced. Collation of background information completed and first pass site inspections of City owned seawalls through Port Mandurah undertaken from the water using the City's work vessel.	Marina & Waterways
Project 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		PHCC provided a briefing to Council on their Business Case for the Estuary in Q1 2024. The City supports the Business Case and the PHCC's request for State Government funding. The City received advocacy materials from PHCC at the end of 2024 and is supporting their advocacy efforts where possible, including media and communications support.	Advocacy and Engagement
Project 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		Project tracking according to project timeline. Draft CHRMAP due July 2025 with final CHRMAP due December 2025.	Marina & Waterways
Project E10: Estuarine Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) **Development of a CHRMAP for the City's estuarine environment.**	3.3, 3.5		Grant funding application commenced through the Department of Planning, Lands and Heritage (DPLH) Coastal Management Plan Assistance Program (CMPAP) FY24/25 round of applications and project will commence in FY25/26 if successful. Grant funding may be contingent on the progress of the Southern Beaches CHRMAP.	Marina & Waterways

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Focus Area 04: Leadership

Objectives

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

Action	Objective	Status	Comment	Responsibility
Project L02: Corporate Business Plan **Undertake an annual review of the City's 4-Year Corporate Business Plan.**	4.5		The annual review process for the Corporate Business Plan has commenced with the updated plan to be prepared and presented to Council for approval in June 2025.	Strategy
Project 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		A desktop review and audit of existing Structure Plans has commenced, with a report considered by Council in November. Remaining elements of the Planning Strategy is to be reviewed and has commenced.	Strategic Land Use Planning
Project L04: Long Term Financial Plan **Undertake an annual review of the City's Long Term Financial Plan.**	4.5, 4.6		LTFP progressing as expected.	Financial Services
Project L05: State and Federal Funding Requests (TRANSFORM MANDURAH) **Develop Advocacy Plans for priority City of Mandurah projects to seek government funding support through annual budget and election cycles.**	4.3		The City has developed Advocacy Briefs for priority projects, and advocacy efforts for State and Federal Election Commitments are ongoing.	Advocacy and Engagement
Project L06: Customer Service Strategy **Undertake a review of the City's Customer Service Strategy.**	4.5, 4.6		Draft Customer Service Strategy developed. Consideration being given to how this strategy will interact with the City's role in community engagement as they are closely linked.	Customer Services
Project L07: 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		PRIS Act passed at Parliament on 6 December 2024, and there has been a delay in communications due to the caretaker period for the State Elections. Current check list status for action items remains as a work in progress for 8.2, 8.3, 8.4, 9.1, 10.1, 10.2 and 9.2	Information Management

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Project L08: Community Engagement Framework **Develop a model to measure the effectiveness of the City's community engagement activities.**	4.2		Testing of existing community engagement approaches is underway. The information gathered will be used to identify effective interventions, which will then be integrated into a Community Engagement Framework. This process aims to enhance the City's engagement efforts to best address organisational priorities and community expectations.	Advocacy and Engagement
Project L09: Workforce Plan **Implement the key actions of the City's Workforce Plan.**	4.6		This City continues to deliver actions under the workforce plan. Annual progress reporting is provided to Audit & Risk along with notifications of actions planned for the coming year in line with organisational priorities and capacity.	People Services
Project L10: New Operations Centre **Planning, design and construction for the City's new Northern Operations Centre.**	4.4		Procurement planning for the appointment of a consultant to progress preliminary planning for the new Operations Centre has commenced.	Project Management
Project L11: Administration Building HVAC **Undertake Heating, Ventilation and Air-Conditioning (HVAC) system replacement for the City Administration Centre Building.**	4.4		Planning and design to commence in 27/28 as part of the Administration Building refurbishment. Construction expected to be commenced in 28/29 and completed in 29/30.	Project Management

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Quarterly Performance

Budgeted Programs

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City of Mandurah Programs

As at 31 March 2025 (Quarter 3 2024/25)

Completed | On Target | Not Commenced | Below Target

Focus Area 01: Economy

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
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

Action	Objective	Status	Comment	Responsibility
Program EC01: Entrepreneurial Capacity Building **Promote and support small business entrepreneurship in Mandurah.**	1.1, 1.2, 1.5		The City continued its partnership with the Australian Taxation Office (ATO) to deliver the 'Essentials to strengthen your small business ATO Masterclass series' online specifically for Mandurah businesses between August and December 2024. Total participation 46 attendees across the 9 webinars. Facilitator appointed for the City's two small business programs - Start Up Smart and Marketing for Small Business (IPS Management Consultants), with both programs commencing in February. Programs will conclude in April, with final participant data to be reported next quarter.	Transform Mandurah

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Program EC02: Human Capital Development **Promote and support local education pathways and training and skill development programs and initiatives.**	1.5, 1.6		Children's University (CU) Program has been continued and expanded in 2025 with a total of 8 schools offered the program. Billy Dower Youth Centre has become an official CU Learning Destination with the environment team offering a fun and educational planting activity as part of Grow It Local. John Tonkin College received financial assistance to join the Big Picture Academy. City involved in numerous working groups and networking meetings involving employment and training stakeholders.	Transform Mandurah
Program EC03: Investment Attraction **Develop and deliver a campaign to promote investment (Government and Private), business and lifestyle opportunities.**	1.5		Planning for actions to support Investment Attraction to the City are now underway, inclusive of marketing campaign, collateral and investment support services.	Transform Mandurah
Program EC04: City Centre Activation **Support City Centre Activation through the delivery of City and business led programs and activities (including delivery of the Business Incentives Grants Scheme).**	1.1, 1.2, 1.5		City Centre activation this quarter was largely aligned to major events including Crab Fest. City Centre business incentive scheme grants were processed for a variety of activities in support of Summer activations and Crab Fest, with 29 small rebate stream grants awarded and 1 proposal stream grant awarded during the quarter.	Transform Mandurah
Program EC05: City of Mandurah Events Program **Deliver the City of Mandurah's Events Program including the Christmas in Mandurah program (Christmas Pageant, Christmas Lights Trail, New Year's Eve Celebrations), CrabFest and Winter in Mandurah program.**	1.4		The City of Mandurah successfully completed the Christmas in Mandurah program and delivered the Ch 7 Mandurah Crab Fest 2025 in Quarter 3. Quarter 4 will see the procurement of the Winter in Mandurah anchor event and the commencement of event activities.	Festivals & Events
Program EC06: External Event Support Program **Attract and secure new major events to Mandurah.**	1.4		The Festivals & Events team continue to work with Visit Mandurah to attract and secure events for Mandurah. In Quarter 3 the following events were secured: • VolleyBall WA Alcohol Think Again Tour 25 November 2025 Town Beach (3 year sponsorship 2025 - 2027). • TenGolf ProAm 6th & 7th May 2025. The Cut Dawesville & Secret Harbor Golf Links (one year agreement). • Master Tatsuya Naka Shihan Karate Tournament 15th - 18th May 2025 Halls Head Recreation Centre (one year agreement).	Festivals & Events

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Program EC07: Business Conferences and Events Support Program **Attract and secure new business conferences and events to Mandurah to encourage private investment.**	1.5		Events secured this quarter included; 1. Baby Fayre which took place in Keith Holmes Reserve in February, with nearly 40 exhibitors and estimated over 1,000 attendees. 2. Crab Fest activation in Smart St Mall, delivered by local businesses which included mini golf, roaming entertainment, close-up critters and more. Sponsorship also approved this quarter for a variety of future events including an AI Conference for businesses in June, the Great Southern Hackathon in August, and Mandurah Tech Fest in November.	Transform Mandurah
Program EC08: Giants of Mandurah **Support the delivery and programming for the 'Giants of Mandurah' project.**	1.4		The Giants of Mandurah program remains popular with visitation continuing to be steady.	Festivals & Events
Program EC09: Peel Chamber of Commerce and Industry (Peel CCI) **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.**	1.4		A new service agreement is now in place with the Peel Chamber of Commerce and Industry. Annual membership and Gala Awards sponsorship payments have been made, and the first event (Economic Development Breakfast) was held on 11 February 2025.	Transform Mandurah
Program EC10: Tourism Development **Provide funding and support to Visit Mandurah to plan and deliver tourism destination and product development services**	1.4		Program and support ongoing and on track. • Visit Mandurah recently participated in the Tourism WA/ State Government 6th annual "NI HAO" 2025 Trade event. • Website and social media engagement remains high, including a reach of 220 million (Meltwater Media Monitoring) regarding Mandurah's recognition in the 2025 Wotif Top Aussie Town of the Year Awards (where we placed #1 in WA, #3 in Australia). • Mandurah was show-cased in a 6-minute segment on Channel 7's premier travel show - Travel Oz, featuring Eco BBQ boats, e-bike tour to Thomas Dambo's Giants of Mandurah, Wild Seafood Experience and Seashells Mandurah accommodation.	Transform Mandurah

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Focus Area 02: Community

Objectives

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

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

Action	Objective	Status	Comment	Responsibility
Program C01: Community Sport and Recreation Facility Fund (CSRFF) **Administer the State Government initiated Community Sport and Recreation Facility Fund program (small grants).**	2.6		The City was successful in securing a funding contribution of $288,000 towards the hockey surface upgrade at Mandurah Hockey Stadium and has recently submitted an application for funding through the Club Night Lights Program to install LED lights on the 7 existing towers at Rushton North Reserve.	Recreation Services
Program 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		Year 3 of the Every Club Funding program has been finalised for the delivery of the State Government's Club Development initiative. A key result schedule has been developed with an ongoing focus on delivering initiatives that build sustainable and well-governed sports clubs in Mandurah.	Recreation Services
Program C03: Access and Inclusion Plan **Deliver and report on the Access and Inclusion Plan.**	2.3, 2.5		The City of Mandurah is dedicated to ensuring that people with disability are valued and included as active members of the community. In line with the Disability Services Act 1993, all local governments are required to develop, implement, and report on an Access and Inclusion Plan (AIP). This plan addresses barriers to access and outlines strategies to ensure that people with disability have opportunities to access services and facilities and are included in community. Each year, the City continues to make progress toward these goals through collaboration with community stakeholders and internal teams, implementing the AIP and achieving key outcomes. The AIP remains a crucial tool in advancing accessibility and inclusion across the City.	Heritage & Community Capacity

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Program C04: Arts and Culture Strategy **Deliver and report on the Arts and Culture Strategy.**	2.4		The deliverables from the Arts and Culture Strategy are being met in a timely manner. The Draft Public Art Policy is ready for review, Peel Open Studios is on target wirth support from the Shire of Murray, Professional Development Programs are being developed and delivered, the Creative Symposium is being programmed and the Creative Wellbeing program is being delivered by Community Arts Network to seniors in Mercy Place and Brightwater. CASM is delivering professional development, exhibitions and providing opportunities for artists such as the gift shop, library, workshop and residency program. The Mandurah Arts Festival is on track with program being finalised. A consultant has been contracted to review the City's public art collection and advise on management and decommissioning.	Arts & Culture
Program C05: Community Safety Strategy **Deliver and report on the Community Safety Strategy.**	2.2, 2.3		Actions identified under the new Strategy for Year One have commenced. Key actions included the official Strategy launch on 16 November 2024 at Music in the Burbs, soft launch of the upcoming rebate scheme, Eyes on the Street, and communication activities like the pole wraps promoting how and what to report. Security Rebates launched with applications from residents being received. Eyes on the Street is being phased in with staff. Bikelinc being actively promoted. Stronger Suburbs steering group has formed and been met. First Cuppa with a Cop held.	Community Development
Program C06: Homelessness and Street Present Action Plan (Sector Led) **Deliver and report on the Homelessness and Street Present Action Plan.**	2.1, 2.2		The Shared Approach to Ending Homelessness Action Plan 2025-2027 was endorsed by Council in December 2024. Launch for the Shared Approach to Ending Homelessness Action Plan 2025-2027 has been held. Actions are underway with all relevant stakeholders notified of responsibilities.	Community Development

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Program C07: Place Enrichment Strategy **Deliver and report on the Place Enrichment Strategy**	2.3		Delivery of actions continued, such as delivery of the the Miami Makeover, Music in the Burbs and Moonlight Movies. Year 2 of Place Enrichment Strategy underway with Moonlight Movies and Music in the Burbs events held. Workshops to build community capacity planned and ready to be implemented. Senior Community Development Officer for Central Mandurah recruited.	Community Development
Program C08: Reconciliation Action Plan (Stretch RAP) **Deliver and report on the Reconciliation Action Plan (or equivalent alternative).**	2.4		A new iteration of Policy POL-CMR 07 Welcome to Country, Acknowledgement of Country and Cultural Protocols was endorsed by Council in August, reaffirming the City's commitment to reconciliation.	Heritage & Community Capacity
Program C09: Youth Development Strategy **Deliver and report on the Youth Development Strategy**	2.4		Continuation of core programming such as Youth Advisory Council, activities at Billy Dower Youth Center, school outreach, school holiday events. The Junior Council are exploring a theme of Online Bullying/Cyber Safety/Social Media. In partnership with the Mandurah Local Drug Action Team, the Vaping at What Cost Campaign was launched at the Lakelands Youth Week event in 2025. This campaign aims to encourage teenagers to make informed and positive choices regarding vaping, highlighting the potential risks and promoting healthier alternatives.	Youth Development
Program C10: Grants and Funding Program **Deliver the City's grants and funding programs in accordance with Council policy.**	2.3, 2.4, 2.5		A new iteration of Policy POL-RCS 04 Grants and Funding was endorsed by Council in August. The Community Grants and Community Partnership Grants were open during this quarter. The City has continued to deliver its Community Grants Program with two Community Grant Rounds and one Partnership Grant round being administered this year.	Heritage & Community Capacity

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Program C11: Local History and Heritage **Deliver and report on the key activities of the Mandurah Heritage Action Plan.**	2.3, 2.4		The City continues to investigate options to store and display the Canopus. The Museum featured the "Putt Putt Motors in Putt Putt Boats" exhibition which celebrated the importance of waterways in Mandurah, iconic boats and explored boating engines, jetties, engineering and their contributions to maritime history. The Museum has continued to develop and deliver an exhibition program including Rhythms of Persia, Crab Tales and the upcoming Archaeology exhibition as part of Heritage Month.	Heritage & Community Capacity
Program C12: Mandurah Performing Arts Centre (ManPAC) **Provide funding and support to the Mandurah Performing Arts Centre to deliver arts development programs and services.**	2.4		ManPAC are delivering on the MOU with the City and cooperating in regards to venue upgrades and maintenance. The City is exploring options to upgrade the facility in light of escalating maintenance costs. They continue to deliver a strong community program.	Arts & Culture
Program C13: Public Health Plan **Deliver and report on the Public Health Plan**	2.3, 2.5		The development of the new Public Health and Wellbeing Plan is being prepared to reflect the State Health Plan Pillars. Internal engagement has been completed and the Plan is due to be finalised in Q2 2025/2026.	Recreation Centres

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Focus Area 03: Environment

Objectives

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

3.4 - Our built environment is clean, accessible and sustainable

3.5 - Our coast and waterways are healthy and celebrated

Action	Objective	Status	Comment	Responsibility
Program E01: Waste Management and Education **Implement the City's Waste Management and Waste Education Plans and report on performance.**	3.3, 3.4		The actions for 2024/25 Waste Education Plan are on target to be completed by 30 June 2025.	Waste Management
Program 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		The City is working closely with Department of Transport to progress the Phase 1 Technical Studies from the Permanent Sand Bypassing Feasibility Investigation Implementation Plan. Other priority projects from Year 2 of the Northern Beaches CHRMAP have commenced including: 1) Doddi's Beach Coastal Erosion Protection Detailed Design (External Funding Submission) 2) Town Beach Seawall Capital Works Project Delivery (External Funding Submission) 3) Beach Access Master Plan 4) Coastal Monitoring Capability - use of drones	Marina & Waterways

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Program E03: Environmental Planning **Implement the recommendations of the City's Environmental Strategy and Greening Mandurah Framework Action Plan.**	3.1		Implementation of the Environment Strategy is progressing in accordance with the implementation plan. A summary report of implementation since the strategy's adoption will be prepared in Q4. Actions being delivered in accordance with the Greening Mandurah Framework action plan. Key actions progressed include: • Continued to guide delivery of the Greening Mandurah Framework through the Tree Management Working Group • Development of Tree Management Technical guidelines for operational use • Continued tree pathogen monitoring and response including Polyphagus shothole borer • Commenced Significant Tree Register review	Environmental Engagement
Program E04: Mandurah Biodiversity Strategy **Implement the recommended actions of the Mandurah Biodiversity Strategy.**	3.3		The renewal of management plans is on track this quarter, with nine plans successfully updated: -Alder Court (February) -Dawesville East (February) -Dawesville West (February) -Linville (February) -Paraguay (February) -Herron Foreshore (February) -Island Point (February) -Harry Perry (March) -Elegant Reserve (March).	Environmental Engagement
Program E05: Bushland Conservation **Review and update the Bushland Conservation and Management Policy.**	3.1, 3.3		Policy has been reviewed and amendments drafted. Draft policy is currently going through internal review.	Environmental Engagement

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Program E06: Biosecurity Program **Implement the City's biosecurity program.**	3.3		This quarter, the Bushland Management team has actively supported regional biosecurity efforts through continued participation in two Peel-Harvey Biosecurity Group Committee meetings. Key on-ground management actions included: •Continuing the City's Ovocontrol program to manage the pigeon population in the city centre. •Organisation of night shooting programs targeting foxes and rabbits, where appropriate approvals and permissions were granted. •Carrying out the release of Rabbit Haemorrhagic Disease Virus (RHDV1-K5), where practical. •Continuing the use of camera trapping programs to detect potential unknown feral animal issues. •Collating data from the FeralScan to help inform effective and future management actions of foxes and rabbits.	Environmental Engagement
Program E07: Water Monitoring and Management **Implement the urban lakes monitoring and management program.**	3.3, 3.5		Third of four lake water sampling and monitoring reports completed.Love our Lakes workshop completed at Bruce Creswell Reserve.	Landscape Services
Program E08: Waterwise Council Program **Implement the Waterwise Council program.**	3.2, 3.3, 3.4		The City has now been endorsed as a Gold waterwise council for 2025, in recognition of it's efforts in efficient and sustainable water use. The waterwise verge program has been promoted through social media and dates for three waterwise verge workshops have been confirmed.	Landscape Services

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Focus Area 04: Leadership

Objectives

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

Action	Objective	Status	Comment	Responsibility
Program L01: Marketing, Communications and Engagement **Develop and deliver communication and engagement campaigns across the 4 key focus areas.**	4.1, 4.2		Communications activities are ongoing and a structured move to a full strategic communications framework is expected to be complete by end of Q2 2025. Planning and the first steps for the shift to the framework, including the release of a suite of self-service design templates, is well underway.	Communications
Program L02: Civic Events and Citizenship Ceremonies **Plan and deliver regular Civic Events and Citizenship Ceremonies.**	4.6		76% currently waiting less than 3 months and everyone waiting over 3 months has been offered to attend a citizenship ceremony within that time. 1 Citizenship Ceremony was conducted; 1 July and 30 September 24.	Office of the Mayor and Councillors
Program L03: Annual Budget and Fees and Charges **Prepare, 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		Budget Review adopted in March 2025 Council meeting Annual Budget and Fees and Charges on track to be completed by 30 June 2025 Budget management and monitoring is done monthly during the monthly financial report.	Financial Services
Program L04: Child Safe Organisation **Deliver and report on the Child Safe Organisation Plan.**	4.6		Key activities undertaken this quarter include embedding Child Safe principles into the Contract Lifecycle Management Framework, updating Elected Members on progress of actions, presenting the Child Safe Plan to the Peel Region Youth Services group and progressing a public artwork for Dawesville Community Centre with a theme of children.	Community Development
Program L05: Corporate Business System **Manage and monitor the efficiency of the City's Corporate Business system.**	4.5, 4.6		Service Level Agreement of 99.5% system availability met.	Business Systems

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Quarterly Performance

Services

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City of Mandurah Services (Business As Usual)

Performance As at 31 March 2025

On Target Within Tolerance Below Target

Focus Area 01: Economy

Services (Business as Usual Functions)	Objectives	KPI	YTD Target	YTD Actual	YTD Status	Comments	Responsibility
Service EC01: Business Support **Provide support to help build capacity for local Mandurah businesses.**	**1.5**	**No. of business engagements**					**Transform Mandurah**
		Quarter 1 (July - September)	125	276		Inclusive of workshops, proactive and reactive email correspondence (not including newsletters), phone calls, and in-person meetings on a range of topics.	
		Quarter 2 (October - December)	250	569		Inclusive of workshops, proactive and reactive email correspondence (not including newsletters), phone calls, and in-person meetings on a range of topics.	
		Quarter 3 (January - March)	375	788		Inclusive of workshops, proactive and reactive email correspondence (not including newsletters), phone calls, and in-person meetings on a range of topics.	
Service EC02: Apprenticeship Programme **Continue to implement the City's apprenticeship program.**	**1.5**	**% successful completing apprenticeship**					**People Services**
		Quarter 1 (July - September)	0	0		Values to be updated in Q4 24/25.	
		Quarter 2 (October - December)	0	0		Values to be updated in Q4 24/25.	
		Quarter 3 (January - March)	0	0		Values to be updated in Q4 24/25.	
		% occupancy in available traineeship roles					
		Quarter 1 (July - September)	90	64		7 out of the 11 traineeship positions filled.	

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		Quarter 2 (October - December)	90	64		7 out of the 11 traineeship positions filled.	
		Quarter 3 (January - March)	90	70			
		Number of apprentices retained upon successful completion					
		Quarter 1 (July - September)	0	0		Values to be updated in Q4 24/25.	
		Quarter 2 (October - December)	0	0		Values to be updated in Q4 24/25.	
		Quarter 3 (January - March)	0	0		Values to be updated in Q4 24/25.	
Service EC04: Management of Boat Pens - Mandurah Ocean Marina (MOM) and Mary Street Lagoon **Manage bookings and maintenance for the Mandurah Ocean Marina and Mary Street Lagoon Boat Pens.**	**1.3**	**Mandurah Ocean Marina and Mary Street Lagoon occupancy rate (%)**					**Marina & Waterways**
		Quarter 1 (July - September)	70	79		Boat pen occupancy for Q1 is 79% which included both permanent and casual bookings.	
		Quarter 2 (October - December)	70	80		Boat pen occupancy for Q2 is 81% which includes both permanent and casual bookings.	
		Quarter 3 (January - March)	70	81		Boat pen occupancy for Q3 is 83% which includes both permanent and casual bookings.	
Service EC05: Statutory Planning and Land **Management Services Undertake statutory planning and land management services** **in accordance with relevant legislation.**	**1.3, 4.5**	**Development Applications, Subdivision and Structure Plan proposals assessed within legislative timeframes (%)**					**Statutory Planning & Lands**
		Quarter 1 (July - September)	100	95		Predominantly meet the target timeframes and in most cases well within. There are always times when externalities influence the timeframes, however these are limited.	

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		Quarter 2 (October - December)	100	95		It is rare that applications are not determined within the statutory timeframes, however it does happen and normally this has been as a result of changes with applicants. There are other internal referral delays that can cause unnecessary delays, however this has seen improvement with improved internal Policy. Improved reporting processes regarding timeframes are being actively explored.	
		Quarter 3 (January - March)	100	95		There are often externalities that impact the timeframes such as plan revisions.	
		% Subdivision Referrals processed within 42 days					
		Quarter 1 (July - September)	100	95			
		Quarter 2 (October - December)	100	95		Internal commentary can cause delays, however has improved. Internal processes have been amended to ensure more even distribution of workload.	
		Quarter 3 (January - March)	100	95		There are often externalities that impact the timeframes such as plan revisions	
Service EC06: Activation of City Land Promote business opportunities and administer the trading permit guidelines to ensure consistency with objectives.	**1.5**	**% occupancy of City land eligible for Trading Permits**					**Legal Property**
		Quarter 1 (July - September)	70	95			
		Quarter 2 (October - December)	70	95		All pre-approved sites for mobile trading are occupied, and the commercial and aquatic traders have now commenced operation.	
		Quarter 3 (January - March)	70	95		95% all mobile trading sites are occupied, no aquatic sites are occupied during winter.	

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Focus Area 02: Community

Services (Business as Usual Functions)	Objectives	KPI	YTD Target	YTD Actual	YTD Status	Comments	Responsibility
Service C01: Contemporary Art Spaces Mandurah (CASM) **Coordinate CASM as a key visual arts and creative learning space for the City, delivering a range of activities and professional learning opportunities for the community.**	**2.4**	**Event participation rate (% of annual foot traffic)**					**Arts & Culture**
		Quarter 1 (July - September)	80	80		Key achievements for 2024-2025 Successful application to the Public Regional Galleries Improvement Fund (PRGIF) for $48,350 to deliver new Gallery lighting grant CASM Signage Grant. Installation of new Gallery Lighting system in collaboration with project management team. Successful application to PRGIF for $18,730 to deliver new façade and wayfinding signage. Instigation of new branding project. Delivery of the 2024/25 CASM Program. Initiation of alignment with NAVA code of practice for exhibitions. Introduction of concession fees for RT Kids Afterschool art Classes.	
		Quarter 2 (October - December)	80	80		CASM continues to attract good visitation through its exhibition program, workshop and retail opportunities. Workshop users and visitors to exhibitions primarily use the space.	
		Quarter 3 (January - March)	80	75		While staffing shortages have led to the cancellation of an exhibition this year, CASM's programs are being reviewed and improved in line with other City facilities and to meet the recommendations of the CASM REview and the Arts and Culture Strategy.	

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Service C02: Library Services **Deliver an optimal range of literacy and learning services through the City's Libraries to meet the expectations of the community.**	**2.4**	**Number of Active Library Members**				**Library Services**
		Quarter 1 (July - September)	25000	25718		Active Library Members are on track.
		Quarter 2 (October - December)	25000	25509		Active members on target.
		Quarter 3 (January - March)	25000	25509.67		Performance on target.
		Library Footfall				
		Quarter 1 (July - September)	75000	45833		Not an accurate reflection of footfall at Falcon Library. The carpark entry gates were not counting people.
		Quarter 2 (October - December)	150000	111764		Footfall has been impacted by library closures due to repair works.
		Quarter 3 (January - March)	225000	178294		Service delivery and footfall has been impacted by repair works being undertaken at Falcon Library, limiting meeting room hire.
		Number of physical loans				
		Quarter 1 (July - September)	64000	64279		Physical loans on track.
		Quarter 2 (October - December)	128000	126164		Physical loans are on track.
		Quarter 3 (January - March)	192000	190629		Physical loans are increasing, and are on track to achieving the annual target.
		Number of items issued per capita				
		Quarter 1 (July - September)	6	0.64		Physical loans per capita are below target.
		Quarter 2 (October - December)	6	0.95		While physical items issued are on track, the increase in loans is not in line with the increase in population.
		Quarter 3 (January - March)	6	1.27		Physical loans are falling short of issues per capita.
Service C03: Museum **Deliver heritage projects and create connections with community.**	**2.4**	**% of education programs delivered that attract > 70% capacity**				**Heritage & Community Capacity**

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		Quarter 3 (January - March)	90	100		Attendance to excursions and incursions delivered by the Museum Education Officer are considered to include an attendance above 70%. The schools book for a certain number of students or classes. School holiday programs attract a booking rate of >90%. Walk-in education activities are also offered throughout the year, however these cannot be scored as there is no set number to achieve.	
		Number of exhibitions held at museum					
		Quarter 1 (July - September)	1	2		Two exhibitions installed (Putt Putt Motors and Cats and Dogs all at Sea as part of MAF). School Holidays activities were also run in July with 107 attendees. There were 1,159 visitors to the Museum from July-Sept.	
		Quarter 2 (October - December)	2	3		One exhibition was still running from the previous quarter (Cats and Dogs All at Sea) and one new exhibition installed (Local Government in Mandurah). School Holiday activities were run in October with 82 attendees. A Christmas Treasure Hunt Activity was installed in December. There were 994 visitors to the Museum from Oct-Dec.	

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		Quarter 3 (January - March)	3	103		So far in 2024/25 the Museum has held in 4 exhibitions, exceeding the KPI set. These were: Sept-Oct: Cats and Dogs All At Sea (in collaboration with Mandurah Arts Festival) Nov-Jan: Local Government in Mandurah: An exhibition commemorating the 75th Anniversary of Local Government in Mandurah Jan-Feb: Rhythms of Persia - Multicultural exhibition celebrating Persian New Year and showcasing stunning dance costumes and traditional musical instruments. Feb-Mar: Crab Tales - Celebrating the iconic Mandurah Crab Fest, the Museum developed an engaging exhibition that showcased the origins of Crab Fest.	
Service C04: Billy Dower Youth Centre Deliver an optimal range of services for youth through the Billy Dower Youth Centre, and provide strategic youth connections and engagement across the City.	**2.1, 2.3, 2.4**	**Youth Advisory Group consultations held per year**					**Youth Development**
		Quarter 1 (July - September)	2	4		Meetings covered a wide range of topics, all reported to Council as part of the CEO monthly report.	
		Quarter 2 (October - December)	5	9		Meetings covered a wide range of topics, all reported to Council as part of the CEO monthly report.	
		Quarter 3 (January - March)	7	12		Youth Advisory Group Quarterly Report - The YAG met three times this quarter as well as having elections for the Junior Mayor and Deputy Mayor. - Consulted on the Lakelands Plaza Festival. - Co-designed and participated in the Lakelands Street Festival (April 16), a highly successful Youth Week event. - They were also consulted on a CoM Safety Expo.	

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		Participants report increased confidence from attending programs (%)				
		Quarter 3 (January - March)	90	85.7		On average 85.7% of participants who attend Billy Dower activities report feeling more confident from attending the programs. (On average 100% of participants who attend Billy Dower activities report feeling more confident form attending the programs except the Games Club that reported a lower percentage of people felt more confident after attending which brought the general percentage down considerably.)
		Participants report feeling safe in youth programs (%)				
		Quarter 3 (January - March)	90	97.4		On average 97.4% of participants who attend Billy Dower Youth centre programs report feeling safe in the programs.
		Participants report a sense of belonging from attending programs (%)				
		Quarter 3 (January - March)	90	99.8		On average 99.8% of attendees at Billy Dower programs felt a sense of belonging from attending programs.
Service C05: Seniors Centre **Deliver an optimal range of services at the Seniors Centre to meet the expectations of the community.**	**2.1, 2.3, 2.5**	**Average attendance at the centre**				**Seniors**
		Quarter 1 (July - September)	30000	23358		Footfall down due to impacts of facilitator illness and absences. Please note - door counter inactive for period of 6 weeks and months 1 & 2 are estimates based on previous data.
		Quarter 2 (October - December)	60000	50105		
		Quarter 3 (January - March)	90000	76221		Steady and within tolerances
		Annual membership				
		Quarter 1 (July - September)	2000	2235		Membership currently above target.
		Quarter 2 (October - December)	2000	2310		Membership currently above target and increased since Q1 24/25.

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		Quarter 3 (January - March)	2000	2173.33		Above target.	
Service C06: Community Facilities Manage the City's hired Community Facilities (including Halls and Pavilions, Parks and Reserves, Beaches and Foreshores and Outdoor Sports Facilities) - Usage and Stakeholder Management.	**2.3, 2.5, 4.4**	**Coordinate regular and casual hire bookings for all community facilities (% processed with 3 days)**					**Recreation Services**
		Quarter 1 (July - September)	100	95		95% Bookings are being processed within 3 days.	
		Quarter 2 (October - December)	100	95		The City's management of the hireable community facilities continues to focus on optimising facility usage, maintaining high standards, and addressing the evolving needs of stakeholders.	
		Quarter 3 (January - March)	100	90		80% casual and regular hire bookings processed within 3 days. The ones which aren't finalised within this period require further management and approvals by other departments.	
		Administer and coordinate the Community Initiated Infrastructure Plan (CIIP) process to maximise community facility improvements and usage (% requests processed).					

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		Quarter 1 (July - September)	100	95		Community Initiated Infrastructure Requests are being administered via the Recreation Services Team July 24 – Port Bouvard Sport & Rec – Patio Extension July 24 - Port Bouvard Sport & Rec – Ceiling Fans July 24 - Port Bouvard Sport & Rec – Electric Gate July 24 – Falcon Family Playgroup – Planter Boxes July 24 – Fremantle Football Club – Behind Goal Camera July 24 – Falcon Mens Shed – Power Points to Craft Room In progress Received - Mandurah Tennis Club – Shade Structure & Shed Applications Enquiries - Mandurah Surf Life Saving – Shed at Town Beach – Met onsite – No application yet Mandurah Volleyball – Semi Permanent Volleyball nets on Town Beach – No application yet In Progress Mandurah Pirates – Shed for the club's scrum machine Port Bouvard Sport & Rec – Patio for the Men of the Trees shed.	
		Quarter 2 (October - December)	100	97.5		The City has received 6 new CIIP applications for this quarter, all of which are at various stages of the investigative and approval process.	
		Quarter 3 (January - March)	100	93.33		13 CIIP enquires processed or being progressed this quarter. 1 CIIP application approved this quarter.	
		% of casual community facility bookings processed online					

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		Quarter 1 (July - September)	0	0			
		Quarter 2 (October - December)	0	0			
Service C07: Mandurah Aquatic and Recreation Centre **Manage the MARC and deliver an optimal range of services to meet the expectations of the community.**	**2.3, 2.5**	**MARC Subsidy per visit $**					**Recreation Services**
		Quarter 1 (July - September)	3.6	3.21		The MARC is performing well financially with an increase in revenue, participation, memberships and cost efficiencies	
		Quarter 2 (October - December)	3.6	3.12		Subsidy per visit remains on target with the MARC return to full operations.	
		Quarter 3 (January - March)	3.6	2.94		Subsidy per visit is currently ahead of target with the MARC returning to full operations.	
		Maintain participation/ occupancy rate in MARC facilitated programs (%)					
		Quarter 1 (July - September)	80	80		Program participation has steadily increased since the reopening of all pools and there has been an increase in membership numbers overall.	
		Quarter 2 (October - December)	80	80		Program participation has increased since the reopening of all pools and there has been an increase in membership numbers overall.	
		Quarter 3 (January - March)	80	80		Program participation continues on track. The expansion of programs following the reopening of all pools has assisted in an increase in membership numbers overall.	
		Membership growth (cumulative %)					
		Quarter 1 (July - September)	6.25	8.5		Tracking above target due to full Centre operations, Membership Officer engagement and implementation of Customer focused CMS	

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		Quarter 2 (October - December)	12.5	13.65		Tracking above target due to full Centre operations, Membership Officer engagement and implementation of Customer focused Customer Management System (CMS) and retention at 95%.	
		Quarter 3 (January - March)	18.75	19.71		Tracking above target, with Memberships now tracking over 4,000. Several factors are positively impacting the growth such as full Centre operations in place, the Membership Officer engagement and the implementation of Customer focused Customer Management System (CMS) and retention at 94%.	
Service C08: Transport Planning Integrated transport planning to ensure a safe, efficient and effective integrated local road and transport network.	**2.2, 2.5, 3.4**	**% customer requests completed within Service Level Agreement timeframes**					**Operations Services**
		Quarter 1 (July - September)	90	86		Traffic management customer requests were marginally below agreed service levels.	
		Quarter 2 (October - December)	90	91.5		Traffic management customer requests were above agreed service levels.	
		Quarter 3 (January - March)	90	91.37		Traffic management customer requests were above agreed service levels.	
Service C09: Traffic Management Traffic monitoring investigation and implementation programmes to enable appropriate planning of road safety improvements including blackspot projects.	**2.2, 2.5, 3.4**	**Completed site traffic monitoring**					**Operations Services**
		Quarter 1 (July - September)	10	19		19 traffic surveys were completed from July to September 2024.	
		Quarter 2 (October - December)	20	42		23 traffic surveys were completed from October to December 2024.	
		Quarter 3 (January - March)	30	53		11 traffic surveys were completed from January to March 2025.	
		Installed electronic speed displays					
		Quarter 1 (July - September)	2	6		Six electronic speed displays were installed during July to September 2024.	
		Quarter 2 (October - December)	4	12		Six electronic speed displays were installed during October to December 2024.	

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		Quarter 3 (January - March)	6	15		Three electronic speed displays were installed during January to March 2025.	
		Completed Road Safety Audits					
		Quarter 1 (July - September)	2	2		Two road safety audits were completed from July to September 2024.	
		Quarter 2 (October - December)	4	2		No Road Safety Audits were completed from October to December 2024.. Planning has commenced for road safety audits in Q3 to support blackspot applications.	
		Quarter 3 (January - March)	6	2		No Road Safety Audits were completed during January to March 2025.	
Service C10: Community Infrastructure Design and Construction Plan, design and deliver the City's major and building and community infrastructure asset Capital Works projects.	**2.3, 4.4, 4.5**	**% Capital Program delivered (% budget - actual)**					**Project Management**
		Quarter 1 (July - September)	20	17.2		Project Management has delivered 13% ($3.25M) of the annual capital works budget. A further 60% ($15.15M) has been committed.	
		Quarter 2 (October - December)	40	36.2		Project Management has delivered 42% ($10.38M) of the annual capital works budget. A further 32% ($8.02M) has been committed.	
		Quarter 3 (January - March)	60	67		Project Management has delivered 67% (15.6M) of the annual capital works budget. A further 14% (3.2M) has been committed.	
		% Capital Program delivered (% projects completed)					
		Quarter 1 (July - September)	20	11.3		Project Management has completed 0 of 29 capital works projects. Planning is in place for the completion of the majority of the projects in Q3 and Q4.	
		Quarter 2 (October - December)	40	26.3		Project Management has completed 3 of 29 capital works projects. Planning is in place for the completion of the majority of the projects in Q3 and Q4.	
		Quarter 3 (January - March)	60	44.8		Project Management has completed 13 of 29 capital works projects.	
Service C11: Landscape Design and Construction	**2.3, 2.5**						**Landscape Services**

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of park and open space landscape infrastructure assets.		**Deliver City Parks Capital Program (% Budget)**				
		Quarter 1 (July - September)	10	20		Landscape Services has delivered 10% ($490k) of the annual capital works budget. A further 4% ($185k) has been committed. Planning is in place for the completion of the majority of the budgeted works in Q3 and Q4.
		Quarter 2 (October - December)	25	21		Landscape Services has delivered 11% ($535k) of the annual capital works budget. A further 30% ($1.5M) has been committed. Planning is in place for the completion of the majority of the budgeted works in Q3 and Q4.
		Quarter 3 (January - March)	55	44		Landscape Services has delivered 44% ($2,449,190) of the annual capital budget, A further 55% ($3,107,121) has been committed and scheduled to be finalised during Q4.
		Deliver City Parks Capital Program (% Projects)				
		Quarter 1 (July - September)	10	15		Landscape Services has completed 2 of 15 capital works projects. Planning is in place for the completion of the majority of the projects in Q3 and Q4.
		Quarter 2 (October - December)	25	16		Landscape Services has completed 4 of 15 capital works projects. Planning is in place for the completion of the majority of the projects in Q3 and Q4.
		Quarter 3 (January - March)	55	60		Landscape Services has completed 5 of 15 capital works projects. Planning is in place for the completion of the program in Q4.

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Focus Area 03: Environment

Services (Business as Usual Functions)	Objectives	KPI	YTD Target	YTD Actual	YTD Status	Comments	Responsibility
Service E01: Parks, Open Space, Bushland and Foreshore Natural Assets **Maintain the City's parks, open space, bushland and foreshore natural assets to meet agreed performance targets.**	**3.3**	**Increase Urban Canopy in parks & reserves (Number planted in road reserves)**					**Landscape Services**
		Quarter 1 (July - September)	75	350		Tree planting to be completed in winter. 220 new street trees planted in response to street tree requests. 130 street trees planted in Dudley Park and added to the tree watering program as part of Street Tree Masterplan Implementation. Total of 350 street trees planted.	
		Quarter 2 (October - December)	75	350		Tree planting to be completed in winter. Next trees to be planted in May/June 2025.	
		Quarter 3 (January - March)	75	350		Tree planting to be completed in winter. Next trees to be planted in May/June 2025.	
		Increase Urban Canopy in parks & reserves (Number planted in parks & reserves)					
		Quarter 1 (July - September)	250	198		Tree planting to be completed in winter. 70 trees planted in Dudley Park parks and reserves. 128 trees planted in other parks and reserves. Total 198 parks and reserves trees planted.	
		Quarter 2 (October - December)	250	198		Tree planting to be completed in winter. Next trees to be planted in May/June 2025.	
		Quarter 3 (January - March)	250	198		Tree planting to be completed in winter. Next trees to be planted in May/June 2025.	
		Deliver Parks Maintenance Program (% Budget)					

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		Quarter 1 (July - September)	25	25			
		Quarter 2 (October - December)	50	73		As per maintenance schedules.	
		Quarter 3 (January - March)	75	74		On target	
Service E03: Waste Collection **Manage household and community waste collection services including weekly waste collections, fortnightly recycling, verge collections, public bin collections, illegal dumping and dead animal collections.**	**3.3, 3.4**	**% customer requests completed within Service Level Agreement timeframes**					**Waste Management**
		Quarter 1 (July - September)	90	90		Waste management customer requests were at agreed service levels.	
		Quarter 2 (October - December)	90	85		Waste management customer requests were marginally below agreed service levels.	
		Quarter 3 (January - March)	90	76.67		Waste Management customer request completion has fallen below agreed service levels. Staff resource levels and a significant increase in number of of customer requests (over the peak summer period) has contributed to this reduced service level.	
Service E06: Asset Management and Planning for Bushland, Foreshores and Natural Areas **Planning at strategic, tactical, and operational levels for managing the City's natural land assets, including asset condition monitoring, scheduling maintenance, and de**	**3.3, 4.4**	**# of new Bushland Management Plans developed**					**Environmental Engagement**
		Quarter 3 (January - March)	1	2		On track to develop targeted number of plans for the year. Two new Bushland Management Plans were developed during the first half of the year. In Quarter One, a plan was completed for Flavia Reserve, followed by the development of a plan for Dunkeld Reserve in Quarter Two.	
		# of existing Bushland Management Plans updated					
		Quarter 1 (July - September)	5	2		On track to review targeted number of plans for the year.	

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		Quarter 2 (October - December)	9	4		On track to review targeted number of plans for the year. One new Bushland Management Plan was developed for Dunkeld Reserve. Two Bushland Management Plans were updated for Josephine Te-Puni and Linville Reserve. Three Foreshore Management Plans were updated, including Saint Ives, Koolyanga, and Riverside Reserves.	
		Quarter 3 (January - March)	13	11		On track to review targeted number of plans for the year. In Quarter Three, seven plans were updated, covering Alder Court, Elegant Reserve, Dawesville East, Dawesville West, Harry Perry Reserve, Island Point, and Paraguay Reserve.	
		# of new Foreshore Management Plans developed					
		Quarter 3 (January - March)	1	0		On track to develop targeted number of plans for the year. No new Foreshore Management Plans were developed during this period, however, significant progress was made through field mapping, desktop assessments, and ecological data collection to support the future development of a new foreshore management plan.	
		# of existing Foreshore Management Plans updated					
		Quarter 3 (January - March)	1	4		On track to review targeted number of plans for the year. In Quarter Two, three Foreshore Management Plans were updated for Saint Ives, Koolyanga, and Riverside Reserves. In Quarter Three, the Foreshore Management Plan for Herron Foreshore was updated.	
		# of new Public Open Space Management Plans developed					

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		Quarter 3 (January - March)	1	0		Public Open Space Management Plans to be discontinued following review of Parks Asset Management Plan making them redundant	
		# of existing Public Open Space Management Plans updated					
		Quarter 3 (January - March)	1	0		Public Open Space Management Plans to be discontinued following review of Parks Asset Management Plan making them redundant	
Service E07: Environmental Compliance Ensure the City has appropriate approvals (e.g. clearing permits and licences) for all works undertaken.	**3.3**	**Number of active investigations into breaches of environmental regulations**					**Environmental Engagement**
		Quarter 3 (January - March)	0	0		There are currently no active investigations or identified breaches of environmental regulations.	

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Focus Area 04: Leadership

Services (Business as Usual Functions)	Objectives	KPI	YTD Target	YTD Actual	YTD Status	Comments	Responsibility
Service L01: Community Engagement **Develop and manage the Community Engagement Framework and act as an advisor** **to the organisation in regard to IAP2 and community engagement requirements.** **Manage the Mandurah Matters Website to ensure teams are keeping the**	**4.2**	**Community Perception - The City listens to and respects residents' views (Index Score) *review***					**Strategic Communications**
		Quarter 3 (January - March)	0	0		The Survey is currently on hold. Measure to be updated once results are available.	
		Community Perception - How the community is informed about what's happening in the local area (Index Score) *review*					
		Quarter 3 (January - March)	0	0		The Survey is currently on hold. Measure to be updated once results are available.	
		Community Perception - The City clearly explains reasons for decisions and how residents' views have been taken into account (Index Score) *review*					
		Quarter 3 (January - March)	0	0		The Survey is currently on hold. Measure to be updated once results are available.	
Service L02: Advocacy **Monitor, review and update the City's Advocacy Strategy and annual priorities.**	**4.3**	**Community Perception - Advocacy and lobbying on behalf of the community to influence decisions, support local causes, etc (Index Score) *review***					**Advocacy and Engagement**
		Quarter 3 (January - March)	0	0		The Survey is currently on hold. Measure to be updated once results are available.	
Service L04: Integrated Planning and Reporting (Strategic /Corporate) **Coordinate the review and development of the Strategic Community Plan (SCP), Corporate Business Plan (CBP) and Annual Operational Plan.**	**4.1**	**IPRF Compliance (%)**					**Strategy**
		Quarter 1 (July - September)	100	100			
		Quarter 2 (October - December)	100	100		Annual Report endorsed by Council in December 2024. Annual Electors Meeting scheduled for 10 February 2025.	
		Quarter 3 (January - March)	100	100		The Strategic Community Plan is not scheduled for review in 2024/25. Review of the Corporate Business Plan is on track.	
		Revised SCP adopted by 31 May					

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		Quarter 3 (January - March)	0	0		The Strategic Community Plan is not scheduled for review in 2024/25.	
Service L07: IT Tech Support **Advocate, manage, maintain and support technology and technological solutions for Council operations.**	**4.5**	**Support requests responded to within SLA (%)**					**Business Systems**
		Quarter 1 (July - September)	90	90		Average resolution time <6 hours.	
		Quarter 2 (October - December)	90	90		Average resolution time <6 hours.	
		Quarter 3 (January - March)	90	90			
Service L08: Customer Service **Provide high quality customer service.**	**4.5**	**Post Transaction Customer Satisfaction (%)**					**Customer Services**
		Quarter 1 (July - September)	90	76		Results are received monthly and averaged across the quarter	
		Quarter 2 (October - December)	90	75.5		Results are received monthly and averaged across the quarter	
		Quarter 3 (January - March)	90	75		Results are received monthly and averaged across the quarter	
		First point of contact resolution (FPOC %)					
		Quarter 1 (July - September)	80	86		Results are averaged across the quarter	
		Quarter 2 (October - December)	80	87		Results are averaged across the quarter	
		Quarter 3 (January - March)	80	87.33		Results are averaged across the quarter	
		% Calls answered within 20 seconds					
		Quarter 1 (July - September)	80	70		Average call wait time was 30 seconds	
		Quarter 2 (October - December)	80	63		Average call wait time was 82 seconds	
		Quarter 3 (January - March)	80	62		Average call wait time was 63 seconds	
		Call Abandonment Rate (%)					
		Quarter 1 (July - September)	5	6		Results are received monthly and averaged across the quarter	
		Quarter 2 (October - December)	5	8		Results are received monthly and averaged across the quarter.	

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		Quarter 3 (January - March)	5	8.33		Results are received monthly and averaged across the quarter	
		Management of the City's after hours emergency call flowchart (%)					
		Quarter 1 (July - September)	100	100		Conducted annual performance review of provider.	
		Quarter 2 (October - December)	100	100		Conducted quarterly review of all categories and contacts	
		Quarter 3 (January - March)	100	100		Performance is reviewed with analysis of daily & monthly reports of all calls received and actions taken	
		Action non-urgent calls to after hours call management provider (%) [next business day response]					
		Quarter 1 (July - September)	100	100		Reports for follow up are received and action is undertaken at commencement of next working day.	
		Quarter 2 (October - December)	100	100		Next Working Day actions completed at commencement of business day.	
		Quarter 3 (January - March)	100	100		Next Working Day actions are now received and actioned in real-time.	
Service L09: Cemeteries **Provide administration services for Mandurah Cemeteries.**	**4.4**	**Undertake burials within 48 hours (%)**					**Customer Services**
		Quarter 1 (July - September)	100	100		Processed 17 burials and 7 ashes interments within expected timeframes.	
		Quarter 2 (October - December)	100	100		Processed 12 burials and 7 ashes interments within expected timeframes.	
		Quarter 3 (January - March)	100	100		Processed 12 burials and 7 ashes interments within expected timeframes	
		Provide acknowledgement/ response to complaints, within SLA (%)					
		Quarter 1 (July - September)	100	100		Responses provided within 24 hours of receipt	
		Quarter 2 (October - December)	100	100		Responses provided within 24 hours of receipt	
		Quarter 3 (January - March)	100	100		Responses provided within 24 hours of receipt	
		Provide advice on memorialisation (when enquired) within SLA (%)					
		Quarter 1 (July - September)	100	100		All enquiries responded to within expected service levels.	
		Quarter 2 (October - December)	100	100		Responded to all enquiries within expected SLA's	

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		Quarter 3 (January - March)	100	100		Responses provided within expected SLA timeframes	
Service L10: Records Management Ensure compliant storage, retrieval, disposal and scanning/preservation of records. Ensure ongoing digitisation of physical records. Coordinate the retention, disposal and archiving program (including digital records).	**4.5**	**Compliance with Recordkeeping Plan (%)**					**Information Management**
		Quarter 1 (July - September)	100	100		Daily operational tasks completed, which includes quality and assurance and audit checks	
		Quarter 2 (October - December)	100	100		Daily operational tasks completed, which includes quality and assurance and audit checks of all scanned records and electronically received records	
		Quarter 3 (January - March)	100	75		Daily operational tasks completed, which includes quality and assurance and audit checks of all scanned records and electronically received records.	
		% of documents audited for compliance, post OneCouncil document migration					
		Quarter 1 (July - September)	1.25	0.01		Migration has now been completed, due to resourcing and staff leave this quarter there has been significant reduced days on the project at 10 days.	
		Quarter 2 (October - December)	2.5	0.02		No change this quarter, due to resourcing with staff leave which has had a significant impacted on the project and reduced it to only 6 days.	
		Quarter 3 (January - March)	3.75	0.02		No change this quarter, due to resourcing limitations.	
		Review and update the City's Recordkeeping Policy Biennially (%)					
		Quarter 1 (July - September)	0	0		Desktop review completed in April 2024, next review is not due until 2026-2027 and aligned with next Record Keeping Plan review.	
		Quarter 2 (October - December)	1	100		Desktop review completed in April 2024, next review is not due until 2026-2027 and aligned with next Record Keeping Plan review	
		Quarter 3 (January - March)	1	100		Desktop review completed in April 2024, next review is not due until 2026-2027 and aligned with next Record Keeping Plan review	

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		Review and update the City's Preservation Strategy every 4 years (%)				
		Quarter 3 (January - March)	0	0		To be aligned with next Record Keeping Plan Review 2026-2027
		Review and update the City's Information Management Strategy every 4 years (%)				
		Quarter 3 (January - March)	0	0		To be aligned with next Record Keeping Plan Review 2026-2027
Service L11: Freedom of Information (FOI) **Manage Freedom of Information processes and reporting.**	**4.5**	**FOI enquiries responded to within regulatory timeframes (%)**				**Information Management**
		Quarter 1 (July - September)	100	90		There has been an increase in application received in the first quarter, in total 10 with 9 out of the 10 completed within timeframe.
		Quarter 2 (October - December)	100	95		There were 5 applications received in the Qtr 2, all were completed on time.
		Quarter 3 (January - March)	100	71.67		There were four applications received in the Qtr 3, two were completed on time and two are on schedule for completion in April .
		Maintain up to date Information Statement (%)				
		Quarter 1 (July - September)	25	25		Information statement will be published by end of Qtr 2.
		Quarter 2 (October - December)	100	95		Information Statement 24-25 has been reviewed and updated, now waiting for ELT approval at 14 January 2025 meeting, and then will be published to the website. OIC will be notified when complete.
		Quarter 3 (January - March)	0	100		Information Statement 24-25 has been published to the website, and Office of Information Commissioner has been notified in January 2025.
Service L12: Tactical Planning for Roads and Transport, Building and Community Tactical planning for the City's road, transport, building, and stormwater drainage assets involves asset condition monitoring and programming for replacement, renewal, and up	**4.4**	**Complete development of the City Works and City Build 10 year Capital Programmes by end of Q2 *review***				**Operations Services**
		Quarter 1 (July - September)	75	80		Development of the 10-year capital works programs are progressing well, and are being uploaded to the Project Lifecycle Management module.

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		Quarter 2 (October - December)	100	100		The 10-year capital works plans have been completed, and projects within the first three-years of each plan have been entered into the City's Project Lifecycle Management (PLM) module.	
		Quarter 3 (January - March)	100	100		The 10-year capital works plans have been completed, and projects within the first three-years of each plan have been entered into the City's Project Lifecycle Management (PLM) module.	
Service L13: Civil Infrastructure Design **Civil infrastructure design includes surveying and designing local roads, car parks, traffic management, paths, public lighting, and stormwater drainage. It also manages private works in subdivisions and road reser**	**4.4**	**Design City Works annual Capital Program (% Projects)**					**Operations Services**
		Quarter 1 (July - September)	40	80		80% of the FY 2024/25 civil works annual design program has been completed and issued for construction.	
		Quarter 2 (October - December)	80	100		100% of the 2024/25 civil works annual design program has been completed and issued for construction.	
		Quarter 3 (January - March)	100	100		100% of the 2024/25 civil works annual design program has been completed and issued for construction.	
Service L14: Strategic Asset Management and Planning **Strategic planning ensures the City's infrastructure assets are sustainably managed and maintained for future generations. This involves developing and regularly reviewing the Asset Management Strategy**	**4.4**	**Review of Asset Management Strategy (% Complete)**					**Strategic Asset Management**
		Quarter 1 (July - September)	25	100		Asset Management Strategy completed 2023/24, next revision due 2025/26.	
		Quarter 2 (October - December)	50	100		Asset Management Strategy completed 2023/24, next revision due 2025/26.	
		Quarter 3 (January - March)	75	100		Asset Management Strategy completed 2023/24, next revision due 2025/26.	
		Review Asset Management Plans (each to be reviewed biennially)					
		Quarter 1 (July - September)	0	5		The City's six Asset Management Plans are currently in the final draft stage and undergoing revisions.	
		Quarter 2 (October - December)	0	6		The City's six Asset Management Plans are complete.	
		Quarter 3 (January - March)	0	0			

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		Number of bi-monthly Strategic Asset Management Working Group meetings held during the year				
		Quarter 1 (July - September)	2	2		Strategic Asset Management Working Group meetings have been completed, with focus on Asset Management Plan development.
		Quarter 2 (October - December)	3	4		Strategic Asset Management Working Group meetings have been completed, with focus on Asset Management Plan development.
		Quarter 3 (January - March)	5	5		Strategic Asset Management Working Group Meeting held this quarter.
Service L15: Infrastructure Asset Design Principles **Ensure infrastructure capital works follow holistic design principles, including Crime Prevention Through Environmental Design (CPTED), Access and Inclusion, Ecological Sustainability (ESD), Place Enric**	**4.4**	**% Projects incorporating CPTED principles**				**Project Management**
		Quarter 1 (July - September)	100	100		All capital works projects have incorporated CPTED principles.
		Quarter 2 (October - December)	100	100		All capital works projects have incorporated CPTED principles.
		Quarter 3 (January - March)	100	100		All capital works projects have incorporated CPTED principles.
		% Projects incorporating A&I principles				
		Quarter 1 (July - September)	100	100		All capital works projects have incorporated A&I principles.
		Quarter 2 (October - December)	100	100		All capital works projects have incorporated A&I principles.
		Quarter 3 (January - March)	100	100		All capital works projects have incorporated A&I principles.
		% Projects incorporating ESD principles				
		Quarter 1 (July - September)	100	100		All capital works projects have incorporated ESD principles.
		Quarter 2 (October - December)	100	100		All capital works projects have incorporated ESD principles.
		Quarter 3 (January - March)	100	100		All capital works projects have incorporated ESD principles.
Service L16: Planning and construction for roads, transport, buildings, community assets, parks, open spaces, stormwater drainage, and bridge infrastructure.	**4.4**	**Review and update Road, Transport, Stormwater and Bridge Maintenance Operational Plans (%)**				**Operations Services**
		Quarter 1 (July - September)	0	0		Development Operational Management plans to commence in Janurary 2025.

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Planning the maintenance of the City's roads, transport, buildings, community assets, parks, open		Quarter 2 (October - December)	50	0		Development Operational Management plans to commence in Janurary 2025.
		Quarter 3 (January - March)	100	0		Development Operational Management plans to commence in June 2025.
		Review and update Buildings and Community Facilities Maintenance Operational Plans(%)				
		Quarter 1 (July - September)	0	0		Development Operational Management plans to commence in Janurary 2025.
		Quarter 2 (October - December)	50	0		Development Operational Management plans to commence in Janurary 2025.
		Quarter 3 (January - March)	100	0		Development Operational Management plans to commence in June 2025.
		Review and update Parks and Open Spaces Operational Maintenance Plans (%)				
		Quarter 1 (July - September)	0	0		Development Operational Management plans to commence in Janurary 2025.
		Quarter 2 (October - December)	50	0		Development Operational Management plans to commence in Janurary 2025.
		Quarter 3 (January - March)	100	0		Development Operational Management plans to commence in June 2025.
		Deliver City Works Capital Program (% Budget)				
		Quarter 1 (July - September)	22.5	23		23% ($3.0M) of the City works annual capital works program has been delivered (actuals). A further 10% ($1.3M) has been committed to Civil Works capital projects.
		Quarter 2 (October - December)	45	34		City Works has delivered 32% ($4.2M) of the annual capital works budget. A further 15% ($2.0M) has been committed. Planning is in place for the completion of the majority of the budgeted works in Q3 and Q4.
		Quarter 3 (January - March)	67.5	52.2		52.2% (6.756M) of the City Works annual capital works program has been delivered (actuals). A further 12.5% (1.62M) has been committed to Civil Works capital projects.
		Deliver City Works Capital Program (% Projects)				
		Quarter 1 (July - September)	22.5	23		City Works has completed 4 of 41 capital works projects. Planning is in place for the completion of the majority of the projects in Q3 and Q4.

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		Quarter 2 (October - December)	45	36		City Works has completed 15 of 41 capital works projects. Planning is in place for the completion of the majority of the projects in Q3 and Q4.	
		Quarter 3 (January - March)	67.5	61		City Works has completed 25 of 41 capital works projects	
Service L17: Maintain Roads, Transport, and Drainage Infrastructure Assets **Maintain the City's road, transport, and drainage infrastructure assets to meet agreed performance targets.**	**4.4**	**Deliver City Maintenance and City Works Maintenance Program (% Budget)**					**Operations Services**
		Quarter 1 (July - September)	25	25.8		25.8% ($3.9M) of the City Maintenance program has been delivered.	
		Quarter 2 (October - December)	50	40		39% ($6.2M) of the City Maintenance program has been delivered.	
		Quarter 3 (January - March)	75	70		70% (17.6M) of the City Maintenance program has been delivered	
Service L18: Maintain Buildings and Community Facilities **Maintain the City's buildings and community facilities to meet agreed performance targets.**	**4.4**	**Deliver City Maintenance and City Works Maintenance Program (% Budget)**					**Operations Services**
		Quarter 1 (July - September)	25	25.8		25.8% ($3.9M) of the maintenance program has been delivered.	
		Quarter 2 (October - December)	50	51		Expenditure to date for the City maintenance program is $7.6M (Actuals) of the $14.9M budget	
		Quarter 3 (January - March)	75	85		87% (11.9M) of the City Build program for has been delivered	
Service L19: Fleet Management **Management of the City's fleet of vehicles, plant and equipment including acquisition and disposal (new and replacement capital program) and repair and maintenance activities.**	**4.4**	**Rolling 10 year Fleet Replacement Plan completed (% Complete)**					**Operations Services**
		Quarter 1 (July - September)	50	27.3		27.3% ($1.1M) of the annual Fleet capital replacement has been delivered (actual). A further 36.5% ($1.4M) has been committed to fleet capital renewal projects.	
		Quarter 2 (October - December)	100	48.3		City Fleet has delivered 48.3% ($1.85M) of the annual capital fleet replacement budget. A further 11% ($411k) has been committed.	
		Quarter 3 (January - March)	100	100		Fleet replacement plan completed.	
		Deliver Capital Program (% Budget)					

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		Quarter 3 (January - March)	67.5	87		87% ($2.65M) of the annual Fleet capital replacement has been delivered (actual). A further 5% ($130k) has been committed to fleet capital renewal projects.	
		Deliver Maintenance Program (% Budget)					
		Quarter 1 (July - September)	22.5	22.6		City Fleet completed 114 of 126 scheduled services for the period July to September 2024.	
		Quarter 2 (October - December)	45	58.6		City Fleet completed 127 of 134 scheduled services for the period October to December 2024.	
		Quarter 3 (January - March)	67.5	78.6		City Fleet completed 128 of 148 scheduled services for the period January to March 2025.	
Service L20: Tactical and operational planning for the management and maintenance of coastal and marine infrastructure assets. **Tactical and operational planning for managing and maintaining the City's coastal, marine, and waterway assets involves conditio**	**4.4**	**Rolling 10 year Capital Works Programs completed (%)**					**Marina & Waterways**
		Quarter 1 (July - September)	75	75		10 Year Waterways Capital Works Program reviewed and project planning commenced for priority projects in Years 1 to 3 to be included in the City's Long Term Financial Plan.	
		Quarter 2 (October - December)	100	100		10 Year Waterways Capital Works Program reviewed and project planning for priority projects in Years 1 to 3 progressed for consideration in the City's Long Term Financial Plan	
		Quarter 3 (January - March)	100	100		10 Year Waterways Capital Works Program reviewed and project planning for priority projects in Years 1 to 3 progressed for consideration in the City's Long Term Financial Plan.	
		Development and review of Operational Plans for Coastal and Marine Infrastructure Assets					
		Quarter 1 (July - September)	25	25		Maintenance inspection and works schedules for Coastal and Marine assets now developed and implemented 1 September 2024.	

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		Quarter 2 (October - December)	50	50		Maintenance inspection and works schedules for Coastal and Marine commenced 1 September 2024.	
		Quarter 3 (January - March)	75	75		Maintenance inspection and works schedules for Coastal and Marine assets on track.	
		Deliver Capital Program (% Budget)					
		Quarter 1 (July - September)	25	25		Capital works program budget on track.	
		Quarter 2 (October - December)	50	50		Capital works program budget on track.	
		Quarter 3 (January - March)	75	75		Capital works program budget on track.	
		Deliver Capital Program (% Projects)					
		Quarter 1 (July - September)	25	25		Capital works program progress on track with construction and delivery in Q3/Q4 of 2024/25.	
		Quarter 2 (October - December)	50	50		Capital works program progress on track with delivery planning completed in Q2 with construction to commence in Q3.	
		Quarter 3 (January - March)	75	75		Capital works program progress on track with delivery of 2 key projects during Q3. The last remaining project will be delivered in Q4.	
		Deliver Maintenance Program (% Budget)					
		Quarter 1 (July - September)	25	25		Maintenance program budget on track in accordance with scheduled works and reactive maintenance.	
		Quarter 2 (October - December)	50	50		Maintenance program budget on track in accordance with scheduled works and reactive maintenance.	
		Quarter 3 (January - March)	75	75		Maintenance program budget on track in accordance with scheduled works and reactive maintenance	
Service L22: Animal Control / Management **Apply legislation and educate the community on the importance of responsible animal ownership.**	**4.5**	**% decrease in annual dog wanders reported per registered dog**					**Ranger Services**
		Quarter 1 (July - September)	5	8.79		493 wanders 1st quarter 2023 compared to 456 1st quarter 2024. 245 more dogs currently registered.	

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		Quarter 2 (October - December)	5	8.04		425 wanders in Q2 represents a significant reduction. Note this may be related to increased local community social media activity and should form part of future considerations for reducing dog attacks.
		Quarter 3 (January - March)	5	14.86		271 Wanders during Jan -march 2025 compared to 379 last year.
		Dangerous dog inspections completed within 30 days of Notification (% completed)				
		Quarter 1 (July - September)	0	0		Dangerous Dog Inspections are carried out annually between April and June.
		Quarter 2 (October - December)	0	0		Dangerous Dog Inspections are carried out annually between April and June.
		High Priority jobs (e.g. dog attack in progress, wandering animals / livestock on road, major parking issues involving safety) responded to within 1 hour (% completed)				
		Quarter 1 (July - September)	100	100		All urgent requests are called through by Customer Service to Ranger Admin who contact Rangers directly. After hours calls are taken by Insight and called through to duty Ranger or on call Ranger.
		Quarter 2 (October - December)	100	100		Processes within the Ranger Services team are very robust ensuring high risk jobs are responded to effectively.
		Quarter 3 (January - March)	100	100		Ranger Services has well-established and reliable processes in place to ensure that high-risk jobs are responded to efficiently and effective.
		% decrease in dog attacks with injury per registered dog				
		Quarter 1 (July - September)	5	0		Number of attacks causing injury in the first quarter 24/25 was 37, first quarter in 23/24 was 31 (17.38% increase). 245 more dogs currently registered 2024.
		Quarter 2 (October - December)	5	0		43 dog attacks for Q2. This represents an increase of 12 (38%) from the previous quarter.
		Quarter 3 (January - March)	5	2.44		76 dog attacks in Q3 2025 compared to 82 in Q3 2024.
		Animal offences (registrations, wandering, etc.) investigated and formal action taken within 14 days (% completed)				

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		Quarter 1 (July - September)	100	92.58		Dog registrations after Sept 20 have not been included as Rangers do not take registrations after that date due to registrations closing Oct 1.	
		Quarter 2 (October - December)	100	93.79		High rate of response is supported by strong business processes.	
		Quarter 3 (January - March)	100	94.19		Strong business processes help ensure we respond quickly.	
		Shark Reports responded to within 1 hour (%)					
		Quarter 1 (July - September)	100	100		8 beach closures following shark attack reports. All responded to within 1 hour.	
		Quarter 2 (October - December)	100	100		10 Beach closures following shark attack reports all responded to within 1 hour	
		Quarter 3 (January - March)	100	100		7 Beach Closures, all responded to within 1 hour.	
Service L23: Building and Compliance Controlling the construction, occupation and demolition of buildings through the issuing of permits and certificates to deliver quality development outcomes. Investigate non compliance in accordance with the relevant	**4.5**	**Private swimming pools inspected within 4 years (%)**					**Building & Compliance**
		Quarter 1 (July - September)	100	98		Busy quarter with inspector on LSL and contract with RLS. Some owners making it difficult to gain entry to complete inspections	
		Quarter 2 (October - December)	100	99		Additional resources have enabled us to catch up on overdue pools	
		Quarter 3 (January - March)	100	99.33		System improvements have allowed us to maintain statutory timeframes.	
		% applications assessed within statutory time-frame (Certified Applications)					
		Quarter 1 (July - September)	100	100		Continued to maintain statutory timeframes with significant Staff leave	
		Quarter 2 (October - December)	100	100		Continued to maintain statutory timeframes with significant Staff leave	
		Quarter 3 (January - March)	100	100		Continued to maintain statutory timeframes with significant Staff turnover.	
		% applications assessed within statutory time-frame (Uncertified Applications)					
		Quarter 1 (July - September)	100	100		Continued to maintain statutory timeframes with significant Staff leave	
		Quarter 2 (October - December)	100	100		Continued to maintain statutory timeframes with significant Staff leave	

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		Quarter 3 (January - March)	100	100		Continued to maintain statutory timeframes with significant Staff turnover.	
		% Strata, Demolition and Occupancy Permit Applications assessed within statutory time-frame					
		Quarter 1 (July - September)	100	100		Continued to maintain statutory timeframes with significant Staff leave	
		Quarter 2 (October - December)	100	100		Continued to maintain statutory timeframes with significant Staff leave	
		Quarter 3 (January - March)	100	100		Continued to maintain statutory timeframes with significant Staff turnover.	
		Provision of Building Records within applicable specified timeframes – Requests for Building Records (%)					
		Quarter 1 (July - September)	100	100			
		Quarter 2 (October - December)	100	100			
		Quarter 3 (January - March)	100	100		Continued to maintain statutory timeframes with significant Staff turnover.	
		Provision of Building Records within applicable specified timeframes – Orders & Requisitions (%)					
		Quarter 1 (July - September)	100	100		Additional staff resourcing has assisted keeping up with this growing workload	
		Quarter 2 (October - December)	100	100		Additional staff resourcing has assisted keeping up with this growing workload	
		Quarter 3 (January - March)	100	66.67		Data collection process is currently under review due to process changes. Expected to report results in Q4.	
		Approval of Park Homes and annexes within Caravan Parks (10 business days) (%)					
		Quarter 1 (July - September)	100	100		Continued to maintain statutory timeframes with significant Staff leave	
		Quarter 2 (October - December)	100	100		Continued to process these applications within expected timeframes	
		Quarter 3 (January - March)	100	100		Continued to maintain statutory timeframes with significant Staff turnover.	
Service L24: Manage the City's Rates Function	**4.5**	**Debt Recovery Percentage (%)**					**Financial Services**

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Preparation of rate notices, pensioner management, street numbering, debtor management, property enquiries, new properties.		Quarter 1 (July - September)	24	39			
		Quarter 2 (October - December)	48	71.2			
		Quarter 3 (January - March)	72	90.5			
Service L26: Risk Management Framework **Ongoing review and implementation of the City's Risk Management Framework including Strategic and Operational Risk.**	**4.5**	**Monitoring and maintenance of Strategic and Operational Risk Registers (% reviewed)**					**Legal Governance**
		Quarter 1 (July - September)	25	25		Strategic Risk Register 2024/2025 approved by Council and the Operational Risk Register has progressed.	
		Quarter 2 (October - December)	50	50		Strategic Risks Q2/2025 reviewed. Operational Risk Register has progressed	
		Quarter 3 (January - March)	75	75		Q3 strategic risk review complete. Operational risk register workshops continue, 30% complete organisation wide.	
Service L27: Governance Framework **Ongoing improvement of the governance framework including resources, tools and education for Elected Members and Employees.**	**4.5**	**Implementation of the Council Policy Plan (# of policies)**					**Legal Governance**
		Quarter 1 (July - September)	5	10		Council Policy Plan currently on target with: 1 x New Council policy 17 x Council Policies currently under review or development with: - 6 x new polices being developed - 8 x polices being reviewed - 3 x policies to be revoked - 3 x Council policies reviewed and amended	
		Quarter 2 (October - December)	10	17		• 2 x New Council policies • 14 x Council policies currently being reviewed or developed with: o 4 x being developed (new) o 7 x being reviewed o 3 x revoked • 1 x Council policy reviewed and amended.	

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		Quarter 3 (January - March)	15	23		11x Council Policies with: o 4 x being developed o 2 x currently under review with amendments required by next quarter o 7 x with ongoing review from last quarter	
		Implementation of the City of Mandurah Policy Plan (# of policies)					
		Quarter 1 (July - September)	5	5		City Policy Plan on track with: 3 x New City policies 2 x City policies reviewed and amended Additionally, 11 x City Policies are currently under review or development with: 3 x new City policies noted on Plan to be reviewed 8 x City policies noted for development	
		Quarter 2 (October - December)	10	13		CoM Policy Plan currently on target with: 1 x New City policy 4 x City Policies currently under review or development with: o 3 x new polices being developed o 1 x polices being reviewed 3 x City policies reviewed and amended	
		Quarter 3 (January - March)	15	19		5x City Policies currently under review or in development with: o 3 x being developed (new) o 2 x being reviewed previously reported 1x City Policy reviewed and amended	
Service L28: Local Government Elections Delivery of Local Government Elections.	**4.5**	**CoM to remain in top 5% of voting participation rate for alike local governments (those with an elector base in excess of 40,000) (%)**					**Legal Governance**

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		Quarter 3 (January - March)	0	0		No Local Government (LG) Election in 2024/25. Achievement will be rated after the LG Election Oct 2025.	
Service L29: Procurement and Contract Management Framework Ongoing improvement of the procurement and contract management framework including resource, tools and education for the organisation.	**4.5**	**Participation rate in online procurement training (%) for Purchase Order Approvers**					**Procurement & Contracts**
		Quarter 1 (July - September)	100	100		Purchase Order Approvers must complete online training to get access to the system. Access to approve is not granted until online training is complete.	
		Quarter 2 (October - December)	100	100		Purchase Order Approvers must complete online training to get access to the system. Access to approve is not granted until online training is complete.	
		Quarter 3 (January - March)	100	100		Purchase Order Approvers must complete online training to get access to the system. Access to approve is not granted until online training is complete.	
		Participation rate for in person procurement training (%) for Purchase Order Approvers					
		Quarter 1 (July - September)	90	95		87/91 approvers have completed the training	
		Quarter 2 (October - December)	90	92.5		Of the last quarter's approvers, 79/87 approvers had done the in person procurement/system training.	
		Quarter 3 (January - March)	90	92.5		Data unavailable at time of reporting, 3 sessions delivered face-to-face in Q3 training. Prior quarter % adopted.	
		Compliance with Act and Regulations (Tenders) (%)					
		Quarter 1 (July - September)	95	100		No instances of non-compliance identified with the Tender Regulations. Independently audited for the purposes of the Compliance audit return in Q1.	
		Quarter 2 (October - December)	95	100		No instances of non-compliance identified with the Tender Regulations. Independently audited for the purposes of the Compliance audit return in Q2.	

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		Quarter 3 (January - March)	95	100		No instances of non-compliance identified with the Tender Regulations. Independently audited for the purposes of the Compliance audit return in Q3.	
		Compliance with Regional Price Preference Policy (%)					
		Quarter 1 (July - September)	100	100		No instances of non-compliance identified with the Regional Price Preference Policy.	
		Quarter 2 (October - December)	100	100		No instances of non-compliance identified with the Regional Price Preference Policy.	
		Quarter 3 (January - March)	100	100		No instances of non-compliance identified with the Regional Price Preference Policy.	
		% of all local content and regional price preference claims for all Tenders					
		Quarter 1 (July - September)	50	64		4 tenders: 17 total submissions in Q1 11 RPP or LCC.	
		Quarter 2 (October - December)	50	61		6 tenders closed over this period: 24 submissions received in Q1 14 claimed LCC or RPP	
		Quarter 3 (January - March)	50	61.67		6 tenders closed in Q3 38 submissions were received, with 15 local content claim and 9 for regional price preference.	
Service L30: City Property **Manage Leases and Licences portfolio.**	**4.5**	**Licences managed in line with expiration date (%)**					**Legal Property**
		Quarter 3 (January - March)	0	0			
		Leases managed in line with expiration date (%)					
		Quarter 3 (January - March)	0	0			

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