



# City of Mandurah Strategic Community Plan 2013-2033

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## Desktop Review



June 2015

## 1.0. Overview

As part of the Western Australian Government's Integrated Planning and Reporting Framework (IPRF) requirements, all WA local governments are required to periodically review their Strategic Community Plans.

The Department of Local Government and Communities' Integrated Planning website stipulates that:

*A schedule must be developed for local government and community review of the Strategic Community Plan. Amendments to the plan should be based on performance information and changing circumstances.*

*At a minimum, a **desk-top review** of the Strategic Community Plan should be undertaken every two years. A **full review** and renewed long term visioning process should be conducted every four years. This will ensure that community priorities and aspirations are kept up-to-date and remain relevant.*

The City of Mandurah's *Strategic Community Plan 2013-2033* was adopted by Council in April 2013. A desktop review is therefore required to be undertaken by the end of the 2014/15 financial year, with a full review by June 2017.

The Department does not currently specify the requirements of a desktop review, and also does not require local governments to report back to it on completion of the review. However, a report to Council is required, in order to ensure that the review is formally documented.

Advice from the LGMA WA Integrated Planners Network suggests that the desktop review should:

- Review the progress of the Strategic Community Plan's vision and priorities;
- Review the SCP's decision-making criteria;
- Identify issues and options for the Corporate Business Plan review.

## 2.0. Environmental Scan

The *City of Mandurah Strategic Community Plan 2013-2033* listed a number of challenges facing the Mandurah community. These included:

- Large and ageing population;
- Relatively low proportion of people aged between 15 and 40;
- High levels of disadvantage and low socio-economic outcomes;
- Relatively high unemployment;
- Below-average education and training outcomes;
- Limited industry diversity;
- Declining waterways sustainability.

### 2.1. Population Growth

When the *Strategic Community Plan 2013-2033* was publicly released in July 2013, the City's population was reported as being greater than 76,000 (June 2012). However, a subsequent revision by the Australian Bureau of Statistics put the City's 2012 population at 77,052. In 2011/12, the City's annual growth rate was 4.9%, or 3612 persons.

The City of Mandurah’s current population is 82,701 (June 2014), with annual growth of 2.4%, or 1977 persons. Mandurah’s growth slowed considerably in 2013/14, following three successive years of record population growth. Between 2010/11 and 2012/13, Mandurah grew by an average of 3585 persons per annum.

Mandurah’s current five-year average annual growth rate (2010-2014) is 3.9%. The WA five-year average is currently 2.8%, whilst the national average is 1.6%. Mandurah is currently Western Australia’s 10<sup>th</sup> largest local government area by total population.

The City’s forecast future population of 122,500 by 2036 was recently revised marginally upward to 123,402. This figure will be further revised following the 2016 Census.

Recent forecasts by the Western Australian Government envisage even greater population growth in Mandurah and the broader Peel Region than previously predicted. The draft *South Metropolitan Peel Sub-regional Planning Framework*, released by the Department of Planning and the Western Australian Planning Commission in May, forecasts that by 2050, Mandurah’s population will reach 148,000, the Shire of Murray’s population will exceed that of Mandurah’s (164,000), and the Peel Region’s population will more than quadruple to 443,000<sup>1</sup>.

Regardless of which projection proves correct, it is clearly evident that Mandurah and the broader Peel Region’s ongoing rapid population growth will provide both challenges and opportunities for the City.

Other demographic data contained in the Strategic Community Plan includes median age, number of families, average number of people per household, median weekly household income and median weekly rent. These figures were sourced from the 2011 Census, and will be updated following the 2016 Census.

Indicator	Mandurah	WA
Median Age	42	36
Percentage of Population Aged 0-14	18.8%	19.7%
Percentage of Population Aged 25-29	5.4%	7.5%
Percentage of Population Aged 65 plus	20.4%	12.3%
Average Household Size	2.4	2.6
Couple Family with Children	36.1%	44.9%
Median Weekly Household Income	\$984	\$1415
Median Weekly Rent	\$270	\$300

**Source:** Australian Bureau of Statistics; *2011 Census*.

<sup>1</sup> Department of Planning, Western Australian Planning Commission; (draft) *South Metropolitan Peel Sub-regional Planning Framework: Towards Perth and Peel @ 3.5 million*; May 2015; p.67.

## 2.2. Education, Training and Employment

Mandurah has traditionally experienced below-average education, training and employment outcomes. The *Strategic Community Plan* outlined the following indicators:

Indicator	Mandurah	WA
Youth unemployment (15-19 years)	16.5%	13.5%
Percentage of population 15 years and over with Year 12 completion	35.3%	49.2%
Percentage of population 15 years and over attending university or other tertiary institution	7.2%	13.5%
Percentage of population 15 years and over attending technical or further education institution	7.1%	7.2%
Percentage of population 15 years and over with tertiary qualification	38.1%	44.6%

Source: Australian Bureau of Statistics; 2011 Census.

The *Strategic Community Plan* reported Mandurah's general unemployment rate at 6.2% (June 2013), compared with the WA average of 4.4%. At the time, Mandurah had 2202 unemployed persons.

Mandurah's current unemployment rate is 8.4% (March 2015), compared with the WA average of 5.2%. In March 2015, Mandurah had 3259 unemployed persons<sup>2</sup>.

In recent years, a significant decline has occurred in Mandurah's retail sector employment. However, this has been partially offset by strong employment gains in both the Health and Education sectors. Nonetheless, it is evident that Mandurah's employment outlook has deteriorated since the release of the Strategic Community Plan.

The Strategic Community Plan listed the City's major employment industries as construction, retail and manufacturing. It also noted strong growth in the mining, education and training, and health care and social assistance sectors. Industry sector data will be updated following the 2016 Census.

Five months of extensive community engagement was undertaken by the City in 2012, which resulted in the development of five Key Focus Areas – Environment, Social, Economic, Infrastructure and Identity - as part of the *Strategic Community Plan 2013-2033*. These KFAs were subsequently underpinned by a further two KFAs – Leadership, and Organisational Excellence.

Each KFA was supported by a number of strategies, which in turn were supported by strategic initiatives, projects and actions. The status of each project/action was reviewed and updated as part of the desktop review.

A full review of the *Strategic Community Plan 2013-2033* shall be undertaken by June 2017. This review will involve extensive community consultation, and will also incorporate an in-depth assessment of the strategies and strategic initiatives of the Strategic Community Plan. The Strategic Community Plan will be reviewed and updated by mid-2017 in accordance with community feedback received.

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<sup>2</sup> Australian Government Department of Employment; *Small Area Labour Markets Australia*; March Quarter 2015.

### 3.0. 2015 Community Perceptions Survey

The 2015 City of Mandurah *Community Perceptions Survey* was undertaken in March/April 2015. The telephone survey of 403 randomly selected Mandurah residents was undertaken by consultant, Catalyse, in partnership with Edith Cowan University, on behalf of the City.

The *Community Perceptions Survey* was previously undertaken in 2003, 2004, 2005, 2008, 2010 and 2011. Previous survey results also helped inform the City's *Strategic Community Plan 2013-2033*.

The *Community Perceptions Survey* aims to provide feedback on how the City is performing across a range of areas, including roads and traffic management, sport and recreation facilities, waste management, festivals and events, services for seniors and youth, and environmental management. The survey also allows the City to compare its performance with other similar Councils, and as well as its own performance over time.

#### Key Strengths

The City scored highly in the 2015 Community Perceptions Survey in the following areas:

- Weekly rubbish collections (94% satisfaction);
- Access to beaches, estuary and river (93% satisfaction);
- Library and information services (92% satisfaction);
- City of Mandurah as a place to live (88% satisfaction);
- Fortnightly recycling services (87% satisfaction);
- Streetscapes, parks and sporting grounds (86% satisfaction);
- Sport and recreation facilities (85% satisfaction);
- Overall satisfaction (83% satisfaction);
- Facilities, services and care available for seniors (83% satisfaction);
- Festivals, events and cultural activities (81% satisfaction);
- Verge-side rubbish collections (81% satisfaction).

#### High Priorities

- Parking in commercial areas (50% satisfaction);
- Services and facilities for youth (54% satisfaction);
- Safety and Security (60% satisfaction);
- How the City Centre is being developed (60% satisfaction);
- Management and control of traffic (64% satisfaction);
- Streetscapes, parks and sporting grounds (86% satisfaction).

#### Significant Improvement

- Developing and communicating a clear vision for Mandurah (15% improvement on 2011 result);
- Overall satisfaction (11% improvement);
- How the City Centre is being developed (14% improvement);
- Council's leadership within the community (9% improvement);
- Management and control of traffic on local roads (7% improvement);
- Planning and building approvals (7% improvement);
- Management and control of coastal and estuary areas (6% improvement);
- Control of graffiti, vandalism and anti-social behaviour (5% improvement).

### Declining Satisfaction

- Education and training opportunities (8% decline on 2011 result);
- Footpaths and cycle ways (7% decline);
- Community buildings, halls and toilets (5% decline);
- Fortnightly recycling services (4% decline);
- Verge-side rubbish collections (4% decline).

The results of the *2015 Community Perceptions Survey* also helped inform the *Strategic Community Plan 2013-2033 Desktop Review*, and will subsequently inform the City's Corporate Business Plan and Operational Plan. The Community Perceptions Survey results will also help inform the upcoming full review of the Strategic Community Plan, due by June 2017.

### **Recommendations**

As a result of feedback received in the 2015 Community Perceptions Survey, it is recommended that the City develops and implements an *Integrated Transport Strategy*. The *Integrated Transport Strategy* should incorporate (but not be limited to) the following:

- Public transport;
- Private transport;
- Cycle transport (cycleways);
- Pedestrian access (footpaths and trails);
- Marine transport;
- Electric vehicle transport.

It is also recommended that the City incorporate consideration of Cultural and Linguistic Diversity (CALD) communities when developing future strategies and plans, and also when reviewing existing strategies and plans, where relevant.

## 4.0. Implementation Progress

### 4.1. Environment

Strategy	Strategic Initiative	Status
1.1. Protect and ensure the health of our natural environment and waterways	1.1.1 Protect and maintain high quality areas of biodiversity	Mandurah Biodiversity Strategy adopted by Council in November 2013, Initiatives included update of Bushland Reserve Management Plans for Alder Court, Halls Head and Harry Perry Reserve, Madora Bay in May 2014.
	1.1.2 Advocate for the implementation of a dedicated governing body for the Peel- Yalgorup Wetland System	City lobbied State Government at the 2013 State Election for the short-term establishment of a Peel-Harvey Estuary Management Committee, and the long-term establishment of a State-funded governing body for the Peel-Yalgorup Wetland System. The Peel-Harvey Estuary Management Committee was established in early 2014, with CoM CEO as a member. Various erosion control projects are currently under way.
	1.1.3 Develop and implement policies and practices that deliver environmentally sustainable outcomes	Ongoing
	1.1.4 Integrate the protection of waterways and bushland into land-use planning	City purchased third bushland site (Lot 437 Old Coast Road, Herron) in April 2014, as permanent bushland reserve under <i>Bushland Buyback Program</i> . The program aims to secure up to 150 hectares of privately owned bushland which would otherwise be lost to development.
	1.1.5 Implement and review the State of the Environment Report and Action Plan	City received \$2 million through the Australian Government's <i>Community Energy Efficiency Program</i> for the MARC Geothermal Heating project, which commenced in late 2014.
	1.1.6 Expand national and international recognition of the Peel-Yalgorup Wetland System	Background paper prepared. Discussions occurred with Department of Parks and Wildlife. Submission for National listing expected to be made in early 2016.
	1.1.7 Ensure that our planning and activities maintain a sustainable balance between urban growth, the environment and social values	City has developed a planning strategy for the provision of active recreation space in Mandurah's southern corridor. The <i>Dawesville and Southern Districts Active Recreation Strategy</i> was received by Council in March 2014. The City subsequently commenced a broader <i>Mandurah Active Recreation Strategy</i> in April 2014. The Strategy is due to be endorsed by Council in 2015.

Strategy	Strategic Initiative	Status
<p><b>1.2.</b> Increase our scientific understanding and knowledge of the marine and estuarine environment</p>	<p><b>1.2.1</b> Engage in collaborative research partnerships with the education sector and other stakeholders</p>	<p>The City is supporting research into Tuart decline in the Peel Region, including providing funding to Murdoch University to undertake research into Tuart decline within Yalgorup National Park. The City is working with UWA staff on water sensitive design measures around the estuary.</p>
	<p><b>1.2.2</b> Facilitate the replenishment of fish stocks and habitats</p>	<p>Potential Mandurah-based restocking options currently being discussed with local schools and tertiary institutions.</p>
	<p><b>1.2.3</b> Respond to environmental challenges based on scientific evidence</p>	<p>The City is supporting research into Water-Sensitive Urban Design (WSUD) as a participant in the nationwide Cooperative Research Centre for Water Sensitive Cities; The City is part-funding a Senior Scientist position at the Peel-Harvey Catchment Council (PHCC).</p>
	<p><b>1.2.4</b> Work collaboratively with local government and other stakeholders to enhance our understanding of the environmental challenges we face</p>	<p>The City continues to participate in the Peron Naturaliste Partnership. Funding has been received for a coastal project in the Shire of Harvey. The City recently funded Murdoch University to undertake research into the impacts of digging mammals on bushland health.</p>
<p><b>1.3.</b> Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets</p>	<p><b>1.3.1</b> Educate the community on the role they can play in conserving our local environment</p>	<p>The City participates in the annual Kids Teaching Kids Conference to promote environmental awareness among young people. Coast Care and Friends of Groups continue to work closely with the City.</p>
	<p><b>1.3.2</b> Reduce per capita waste generation and waste-to-landfill</p>	<p>The City has commenced a business case for the establishment of a Tip Recycling Shop at the Waste Management Centre in Parklands. A land swap has been undertaken between the City and Water Corporation for the Tip Shop site. Council endorsed the Tims Thicket Southern Transfer Station and Resource Recovery Centre concept design in August 2013. Construction is due to commence in 2015, pending Department of Environment Regulation approval.</p>
	<p><b>1.3.3</b> Report to our community on progress implementing the State of the Environment Report and Action Plan</p>	<p>Ongoing</p>
<p><b>1.4.</b> Become a leader in proactive and innovative environmental management</p>	<p><b>1.4.1</b> Develop a plan to assist our community to reduce energy use and adopt clean energy technologies</p>	<p>The City commenced an energy monitoring program at Council-owned facilities in mid-2014, to help clubs and community/sporting groups reduce their energy use. Solar panel program has been successfully rolled out to a number of buildings, which is assisting community groups, reducing both costs and carbon emissions.</p>



Strategy	Strategic Initiative	Status
	<b>1.4.2</b> Develop and implement waste-to-energy solutions for residential and industrial waste	The City continues to pursue the establishment of an alternative waste treatment facility, including possible waste-to-energy technologies for the treatment of the Peel Region's municipal solid waste. Rivers Regional Council (of which the City is a member) recently reached preferred tenderer status with thermal technology provider.
	<b>1.4.3</b> Reduce energy and greenhouse gas emissions in City buildings, vehicles and community facilities	The City is expanding the use of solar photovoltaic systems across its facilities. In March 2014, Council awarded a tender for solar panel installation on four Council buildings, for installation in 2014/15. The City is currently preparing to implement Phase 2 of its Solar Plan. The City has made a significant investment in Geothermal heating at the MARC.
	<b>1.4.4</b> Reduce our community's per capita water consumption	The City hosted 'Great Gardens' workshops in 2014.
	<b>1.4.5</b> Promote and encourage the development of environmentally sensitive built form	Medium/long-term goal
<b>1.5.</b> Factor climate change predictions into land-use planning, building design and future council decisions	<b>1.5.1</b> Ensure that the City's planning and activities incorporate current and future climate predictions	The City is currently implementing its <i>Climate Change Response Plan</i> . The City received the 2013 <i>Resilient Australia</i> "Highly Commended" award for its "Communicating Heatwaves" project.
	<b>1.5.2</b> Demonstrate leadership in meeting the challenges of climate change at regional, state and national level	The City continues to participate in the Peron Naturaliste Partnership, ICLEI and National Sea change Taskforce.
	<b>1.5.3</b> Increase dwelling density around activity centres and key transport links	The <i>Mandurah Planning Strategy</i> seeks to provide appropriate densities around Mandurah's activity centres and key transport links. As part of this, Council adopted the <i>Activity Centres Planning Strategy</i> in December 2013, and the Southern Rural Structure Plan for advertising in April 2014.

## 4.2. Social

Strategy	Strategic Initiative	Status
<p><b>2.1.</b> Help build our community's confidence in Mandurah as a safe and secure city</p>	<p><b>2.1.1</b> Implement and review the Community Safety and Crime Prevention Plan 2011-2016</p>	<p>The City is providing ongoing administrative, business communications and project support to the Mandurah Liquor Accord.</p> <p>The City has implemented the Night Time Taxi Ranks project to increase security infrastructure at Mandurah's city centre taxi ranks, including establishing a new rank on Ormsby Terrace.</p> <p>The City recently commenced the Western Foreshore Family Friendly Foreshore project, including the appointment of a project officer.</p> <p>The City has partnered with Police, the Peel Chamber of Commerce and Industry, and local businesses to deliver community safety education and awareness opportunities, including a business breakfast.</p> <p>The City continues to expand the CCTV network largely through grant funding.</p>
	<p><b>2.1.2</b> Lobby State Government regarding the need for appropriate levels of service, particularly for policing</p>	<p>The need for additional City Centre CCTV, a non-profit accommodation facility, and a social and crisis support facility was outlined in the Peel Regional Leaders Forum (PRLF) <i>Strategic Priorities Plan 2014-2018</i>, and the City's Social Infrastructure Plan 2013-2043.</p> <p>The City has invested in community education and awareness of the new policing model, including facilitating a monthly eWatch newsletter.</p> <p>The City continues to work with the sector to develop non-profit accommodation.</p>
	<p><b>2.1.3</b> Ensure that our planning, design and infrastructure provision enhances community safety</p>	<p>The City has installed a CCTV camera network in the Mandurah Civic and Cultural Precinct under the <i>Digital Local Government Program</i>. MPAC and Mandurah Visitor Centre CCTV installations were also completed in 2014.</p> <p>The CCTV network will be expanded to parts of the western foreshore during second half of 2015.</p>
<p><b>2.2.</b> Ensure the provision of quality health services and facilities</p>	<p><b>2.2.1</b> Define the key health needs of our community, and lobby State and Federal Government for the delivery of required facilities and services, including hospitals, mental health, and aged care</p>	<p>The need for a Peel Rural Clinical School, and also regional student accommodation was outlined in the <i>PRLF Strategic Priorities Plan 2014-2018</i>.</p> <p>City supported successful \$52,500 funding application by Curtin University to undertake feasibility study into Peel Rural Clinical School.</p> <p>City representatives participated in the Needs Assessment facilitated by Perth Coastal Medicare Local, where the health needs of the community were identified.</p>
	<p><b>2.2.2</b> Continue the delivery of best-practice mosquito control</p>	<p>The City continues to implement the outcomes of the independent Peer Review, working with key stakeholders, including the Department of Health on mosquito control.</p>

Strategy	Strategic Initiative	Status
	<b>2.2.3</b> Encourage more medical specialists to relocate to the Peel Region	The City is facilitating and supporting the provision of community facilities that co-locate medical practices, including GPs and specialists, through appropriate zonings in relevant Precinct and Structure Plans. The proposed Mandurah North District Community Centre in Lakelands is being designed to incorporate health/medial facilities.
	<b>2.2.4</b> Facilitate and advocate for support for seniors in their own homes	The City is implementing programs under the <i>Active Ageing Plan 2013-2017</i> . The City has a role on a regional goal 'Ageing in the Peel', and has partnered with the Peel Development Commission (PDC) and service providers to strategically plan for an ageing population.
	<b>2.2.5</b> Develop, implement and review the Mandurah Active Ageing Plan	The City is implementing programs and services suitable for the Active Ageing target market, including those delivered at recreation centres. The City also hosts regular Active Ageing meetings, and is currently considering a number of new active ageing projects with a focus on building the capacity of the sector.
	<b>2.2.6</b> Advocate for and facilitate the provision of high quality preventative health initiatives	The City's Recreation Centres continue to provide a wide range of targeted sport, leisure, recreation and fitness programs and services, i.e. Beat the Feet, Heart moves and Walking Groups.
<b>2.3.</b> Provide employment and educational opportunities, services and activities that engage our young people	<b>2.3.1</b> Advocate for and facilitate improved education and training outcomes in Mandurah	The City continues to work with schools and training providers to increase the presence of training in the city. The City is using the Peel Regional Investment Blueprint to facilitate possible new training options in the city.
	<b>2.3.2</b> Develop, implement and review the Mandurah Youth Development Strategy to attract and retain young people	The <i>Mandurah Youth Development Strategy 2014-2018</i> was endorsed by Council in October 2014, and is progressively being implemented. A business improvement review for youth development was completed in 2014 and endorsed by Audit and Risk Committee.
	<b>2.3.3</b> Implement and review the Better Start, Better Future - Early Childhood Strategy 2012 - 2016	The City is promoting literacy in early years settings by working with partners to increase literacy opportunities for under 5's and their families. As part of this, Library Services continued to deliver Rhymetime, Storytime and School Holiday activities. The City partnered with several agencies to deliver a 'Mandurah Families Guide 2014; updated in 2015'
	<b>2.3.4</b> Support the development of Mandurah's future community leaders	38 new Junior Councillors were elected in March 2015; elections for Junior Mayor and Junior Deputy Mayor held in April 2015. Young men's and young women's leadership programs were strengthened, and new partners engaged.

Strategy	Strategic Initiative	Status
	<b>2.3.5</b> Implement and review the Mandurah Skate and BMX Strategy 2012-2022	Bill Bowler Skate Park improvements on hold pending final design of new Mandurah Traffic Bridge; Minor improvements for Falcon Skate Park currently under consideration for 2015/16 Budget; Potential sites for Lakelands and Dawesville Skate Parks under consideration as part of future public open space and community centres provision.
<b>2.4.</b> Provide a range of social, retail, recreational and entertainment experiences for our residents and visitors	<b>2.4.1</b> Actively promote community arts, music and entertainment programmes, activities and events, including the provision of world-class public art	The City continues to deliver the annual Channel 7 Mandurah Crab Fest, as well as Stretch and Wearable Arts, Children's Festival, Christmas Pageant, New Year's Eve and Australia Day events. Art component of Crabfest strengthened following Healthway two-year sponsorship. A Public Art Strategy has been developed.
	<b>2.4.2</b> Implement and review the Arts and Cultural Framework and the Civic and Cultural Precinct Master Plan	<i>Mandurah Arts, Heritage and Culture Strategy 2014-2020</i> was adopted by Council in May 2014, and is progressively being implemented.
	<b>2.4.3</b> Improve the retail and entertainment experience in Mandurah, focusing on creating a city centre with a vibrant and safe evening and night economy	The City has developed and is implementing a <i>City Centre Activation Strategy</i> , focussing on central Mandurah, the Eastern and Western foreshores, and the Mandurah Ocean Marina precinct. The Strategy includes Business Inspiration workshops, pop-up activities and programs, and visual merchandising workshops. The City has over 29 businesses engaged through the Liquor Accord, and delivered projects that sought to improve night time safety. The City has Implemented an Alcohol Awareness Campaign in the entertainment precinct.
	<b>2.4.4</b> Develop, implement and review the Mandurah Active Recreation Strategy	City has developed a planning strategy for the provision of active recreation space in Mandurah's southern corridor. The <i>Dawesville and Southern Districts Active Recreation Strategy</i> was received by Council in March 2014. The City subsequently commenced a broader <i>Mandurah Active Recreation Strategy</i> in April 2014. The Strategy is due to be endorsed by Council in mid to late 2015.
	<b>2.4.5</b> Increase the capacity of Mandurah's community, recreation and volunteer organisations	The City continues to deliver actions outlined in the Club Support Program, helping to create sustainable clubs.
	<b>2.4.6</b> Maximise the use of technology to enhance social inclusion	City has explored new service-provision models for the Mandurah Digital Hub, following conclusion of 3-year Federal funding program in March 2015; Digital Hub provided training for more than 4800 people between January 2013 and December 2014. 'Maker Space' collaborative learning space to be established at Falcon eLibrary in late 2015, featuring 3D printer.

Strategy	Strategic Initiative	Status
		<p>The City supported and strengthened two Computer and Technology training centres at the Billy Dower Youth Centre and Ac-cent Mandurah, with a broad range of user groups delivering training and programs. Youth Centre established a second technology hub with four updated computers available for hire.</p>
	<p><b>2.4.7</b> Facilitate opportunities for lifelong sport, leisure and recreational participation</p>	<p>Stage One of the MARC redevelopment commenced in 2014 with completion scheduled for late 2015. The <i>Mandurah Active Recreation Strategy 2015-2025</i> is due to be endorsed by Council in 2015.</p>

#### 4.3. Economic

Strategy	Strategic Initiative	Status
<b>3.1.</b> Increase the level of regional employment	<b>3.1.1</b> Identify, target and attract industry sectors that diversify Mandurah's economy	The City is working with its regional partners to identify new and emerging industries in the Peel Region. The City is currently preparing an <i>Economic Development Strategy 2015-2020</i> . The Strategy's focus areas include the <i>City Centre Activation Strategy</i> , the <i>e-Mandurah Strategy</i> , home-based & micro businesses, and entrepreneurship and capacity building. The City supported and assisted the Peel Development Commission's recent release of its draft <i>Peel Regional Investment Blueprint</i> . The Blueprint has a strong focus on industry creation and diversification, with particular emphasis on the agriculture and food innovation industry.
	<b>3.1.2</b> Facilitate the development of industrial and commercial land in Mandurah and the Peel Region	The City continues to work collaboratively with the Peel Development Commission (PDC) and neighbouring Councils to facilitate the development of appropriate industrial and commercial land within the Peel Region. The City assisted the PDC with development of the Peel Regional Investment Blueprint, including creation of the Peel Business Park at Nambeelup. Need for staged development of Nambeelup Industrial Estate was outlined in <i>PRLF Strategic Priorities Plan 2014-2018</i> .
	<b>3.1.3</b> Implement and review the e-Mandurah Strategy, enhancing the City's electronic service delivery, and enabling new business and employment opportunities	The City is establishing a free WiFi network in the Mandurah City Centre, as part of the eMandurah Strategy. The City provided funding support to the 'Make Place' leadership, entrepreneurship and innovation centre in Tuckey Place, which opened in March 2015.
	<b>3.1.4</b> Facilitate and advocate for the relocation of government agencies to Mandurah	City and Peel Regional Leaders Forum (PRLF) continued to lobby for the relocation of State Government offices to Mandurah under the <i>Government Accommodation Master Plan 2012-2018</i> .
	<b>3.1.5</b> Ensure that our land-use planning framework facilitates the development of high-quality commercial office and major retail developments within the Mandurah City Centre	The <i>City Centre Precinct Plan</i> (adopted under the Local Town Planning Scheme) is in place to provide for a range of commercial development in the City Centre.
<b>3.2.</b> Increase local education and training opportunities	<b>3.2.1</b> Facilitate an increase in university and other tertiary courses and programmes in Mandurah	City currently assessing various proposals by tertiary institutions for Mandurah-based collaborative research and training programs. The City is actively supporting Nursing programmes and scholarships.
	<b>3.2.2</b> Actively pursue international partnerships in the delivery of educational and research and development programmes	Medium/long-term goal

Strategy	Strategic Initiative	Status
	<b>3.2.3</b> Facilitate the provision of infrastructure that supports electronic and distance learning	Mandurah Digital Hub provided training for more than 4800 people between January 2013 and December 2014. Ac-cent continues to offer training.
	<b>3.2.4</b> Facilitate opportunities for participation in lifelong learning	Mandurah Digital Hub provided training for more than 4800 people between January 2013 and December 2014. 'Maker Space' collaborative learning space to be established at Falcon eLibrary in late 2015, featuring 3D printer.
<b>3.3.</b> Develop a strong and sustainable tourism industry	<b>3.3.1</b> Facilitate implementation and review of the Mandurah Tourism Strategy 2011-2016	City continues to partner with the Mandurah and Peel Tourism Organisation (MAPTO) to support it to deliver the <i>Mandurah Tourism Strategy 2011-2016</i> .
	<b>3.3.2</b> Inspire the community to become ambassadors for Mandurah's visitor experiences	<i>Peel Tourism Signage Strategy</i> currently underway, to adopt consistent regional approach to tourism signage and branding.
	<b>3.3.3</b> Promote and sponsor significant regional, state and national-based festivals, sporting and cultural events	City collaborated with PRLF to commence <i>Regional Sports Attraction Strategy</i> in 2014/15. Action Sports Games was in place for three years; AFL NAB Cup games held twice in last three years. The City recently secured the 2018 Australian Police and Emergency Services Games.

#### 4.4. Infrastructure

Strategy	Strategic Initiative	Status
<b>4.1.</b> Facilitate the provision of multipurpose facilities and infrastructure that meets the needs of a growing population	<b>4.1.1</b> Implement and review the Mandurah Social Infrastructure Plan 2013-2043	<p>The City has collaborated with the broader health sector to incorporate appropriate medical and health facilities in the Lakelands Community House, and will further consult regards the proposed Mandurah North District Community Centre.</p> <p>A business case has been developed for the future Mandurah North District Community Centre.</p> <p>A Community Land Policy was endorsed by Council, and a Facility Management and Design policy has been drafted – SIPs recommendation 4</p>
	<b>4.1.2</b> Redevelop the Mandurah Aquatic and Recreation Centre (MARC)	<p>Stage One of the MARC redevelopment commenced in 2014, with completion scheduled for late 2015. The Geothermal Heating component of the project has also commenced, progressing well amidst issues faced, which have been reported to Council along the way. The project is currently on target.</p> <p>The EOI for Stage 2 is currently in progress with three firms currently developing plans under a design and construct model. These are expected to be provided in July 2015.</p>
	<b>4.1.3</b> Facilitate the provision of an additional high-quality arts and cultural facility	<p>In June, Council approved a business case to be established for a regional gallery in Mandurah.</p> <p>CASM continues to deliver Arts events and programs.</p>
	<b>4.1.4</b> Ensure community and infrastructure assets are managed and maintained for future generations	<p>Awaiting funding availability for Stage One implement of the Falcon Bay Master Plan.</p> <p>Eastern Foreshore wall concept design completed; Wall construction design investigation completed; Project commencement due in second half of 2015.</p> <p>Asset Management requirements currently being factored into the City's Long Term Financial Plan.</p>
<b>4.2.</b> Facilitate the provision of diverse housing stock	<b>4.2.1</b> Implement and review the Mandurah Affordable Housing Strategy	<p>First stage elements of the Mandurah Affordable Housing Strategy have been incorporated into the new Town Planning Scheme adopted by Council.</p>
	<b>4.2.2</b> Facilitate and advocate for the provision of social and crisis housing in Mandurah	<p>The City continues to participate in the Peel Homelessness Networking Group</p> <p>The City partially funded, and participated in the development of a Vision for affordable/crisis accommodation in the city.</p>



Strategy	Strategic Initiative	Status
	<b>4.2.3</b> Develop and implement a housing strategy that meets the needs of the City's future population	Urban Form and Housing formed part of the City's Planning Framework, which has been adopted by Council and sent to the WA Planning Commission. City has been actively involved in the establishment of a 'Secure Housing Strategy' project – Affordable Housing in the Peel region and via the 'Peel Region Homelessness Steering Groups', including the City funding in partnership with Peel Development Commission (PDC) and Lottery west 2015 – Community Sector Round Table.
<b>4.3.</b> Enhance traffic management and parking infrastructure for the future	<b>4.3.1</b> Implement and review the Mandurah City Centre Car Parking Strategy	The Parking Strategy was adopted by Council in 2011, and is being monitored.
	<b>4.3.2</b> Plan and advocate for Mandurah's long-term traffic needs, including redeveloping the Old Mandurah Bridge, and providing pedestrian and bicycle connections	The City has obtained additional state funding to allow the Mandurah Traffic Bridge construction project to go ahead. The City and Main Roads WA proceeded in March 2015 with the call for tenderers to test the market. Design and drafting process largely completed, with construction due to commence in early 2016. Construction of Mandurah Transit Station Pedestrian Bridge commenced offsite in late 2014; project due for completion mid-2015.
<b>4.4.</b> Facilitate the provision of an integrated and expanded public transport network	<b>4.4.1</b> Expand the reach of public transport to encourage people to switch from car use	The City continues to expand the use of bicycle lanes in the transport network.
	<b>4.4.2</b> Actively encourage the use of non-vehicular transport e.g. bicycles and walking	New Path Program path construction projects for 2013/14 have been completed; 2014/15 projects postponed due to budget constraints; further projects to be reconsidered in 2015/16 Budget.

## 4.5. Identity

Strategy	Strategic Initiative	Status
5.1. Encourage active community participation and engagement	5.1.1 Integrate community consultation processes into the City's decision-making	Consultation has taken place in relation to the design and construction of the Old Mandurah Bridge, Novara Foreshore as well as a number of town planning schemes and structural plans and the City's budget and proposed rates. 'Have Your Say Mandurah' continues to grow its audience size.
	5.1.2 Identify, engage and promote community champions and high achievers as mentors within the community	The City provided funding support to the 'Make Place' leadership, entrepreneurship and innovation centre in Tuckey Place, which opened in March 2015. The City established new \$5,000 fund (up to \$250 allocations) to celebrate and provide a level of financial support for youth achievements in Mandurah.
	5.1.3 Leverage arts and culture to build more cohesive community	City submitted successful <i>Royalties for Regions</i> funding application to undertake Yaburgurt Public Art project. Funding of \$190,000 was announced in June 2015. The Arts, Heritage and Culture Strategy launched in January 2015. The City continues to deliver Stretch and Wearable Arts Festival, and operate CASM.
5.2. Embrace Mandurah's identity as a multicultural community	5.2.1 Implement and review the Reconciliation Action Plan 2012-2014	The City of Mandurah supported the Bindjareb Art Award 2014 with \$10,000 prize money. Gnoonie Cup has been held annually in October from 2013. Ongoing support was provided to the NAIDOC Committee to develop and implement an award for local Aboriginal people annually. Mandurah libraries participated in NAIDOC Week by hosting the Coodanup Community College's NAIDOC Week static displays, presenting story time and craft activities during the celebrations at the Mandurah Performing Arts Centre. City has implemented four Aboriginal traineeships. Aboriginal school scholarship implemented for state schools.
	5.2.2 Develop indigenous tourism opportunities	Potential opportunities currently being explored with PDC, MAPTO and MPAC.
	5.2.3 Continue to promote Mandurah as a dual language (English and Indigenous) location	Protocols are in draft form for consideration by Council and three reserves are having dual signage installed.
	5.2.4 Celebrate and promote our natural, indigenous and European history	City submitted successful <i>Royalties for Regions</i> funding application to undertake Yaburgurt Public Art project. Funding of \$190,000 was announced in June 2015. The City delivered ANZAC 2015 centenary celebrations projects, including establishing an oral history seat at the Mandurah War Memorial site.

Strategy	Strategic Initiative	Status
5.3. Promote Mandurah's identity as a unique regional city, based on its history, heritage and future vision	5.3.1 Advocate for Peel Region local government structural reform	On hold, following State Government decision to cease metropolitan local government reform process. The Peel Regional Leadership Forum (PRLF) continues to operate effectively, and will pursue shared services opportunities into the future.
	5.3.2 Advocate for Mandurah's continuing regional city status	The City and Peel Regional Leaders Forum have promoted recognition of Mandurah and Peel's regional status as part of submissions to State Government's metropolitan local government reform process, and in other forums.
	5.3.3 Promote community pride in Mandurah	The City continues to run major community, actively support community groups and conduct Citizenship ceremonies. Delivered annually Australia Day Celebrations including Active Citizenship Awards in three categories; Youth, Individually over 25 and Groups. Delivered a broad range of community events that facilitated and supported people coming together.
5.4. Become known as a city and destination for arts, heritage and culture	5.4.1 Develop and implement a dedicated arts, culture and heritage strategy for Mandurah	Arts, Heritage and Culture Strategy 2014-2020 endorsed by Council in May 2014, and launched in January 2015
	5.4.2 Continue to promote the development of local arts, culture, heritage, music and creative activity	The 14 <sup>th</sup> annual Stretch Arts Festival took place in April/May 2015, attracting over 16,000 people. Common Threads took place on the Saturday night of Stretch with a showcase of their art entries received from across Australia and New Zealand. CASM continues to operate effectively, both showcasing local and other artists and also developing artists of the future. The City strengthened its Youth Arts delivery with the RahCon (Comi/Sci-Fi) event being very popular and Mandurah Masterpieces Art Awards. Crabfest strengthened its Arts component with a two year Healthway sponsorship and a range of Art components.

## 4.6. Leadership

Strategy	Strategic Initiative	Status
<b>6.1.</b> Develop and empower our community leaders to determine, guide and advocate for our City's future	<b>6.1.1</b> Attract, develop and retain Elected Members with the capacity and diversity to provide strategic direction and advocacy for our community	Elected Members continue to participate in National and International forums and attend a wide range of conferences.
	<b>6.1.2</b> Advocate with other levels of government and partner with industry to ensure that community expectations are met	The City assisted Peel Development Commission (PDC) with the development of Peel Regional Investment Blueprint and collaborated with The Peel Regional Leaders Forum to update the PRLF Strategic Priorities Plan 2014-2018.
	<b>6.1.3</b> Advocate for and continue to build relationships with our diverse cultural community	The City developed and implemented the Reconciliation Action Plan. The City continues to meet with the Office of Multicultural Affairs, and provides funding for different groups through the Community Assistance Grants program. The City facilitated a Community Round Table with the Federal Department of Social services to provide the sector to engage at the highest level with the Commonwealth (2014). City lobbying and supporting findings from this.
<b>6.2.</b> Ensure that the City as an organisation behaves as a model corporate citizen	<b>6.2.1</b> Ensure accountability through transparent reporting that is easily accessible to the community	The 2013/14 Annual Report was released in early 2015. The Annual Report reports against the objectives of the City's <i>Corporate Business Plan 2013-2017</i> .
	<b>6.2.2</b> Continue to be an innovative organisation that constantly strives to achieve best practice	The City conducted a series of service reviews in 2013/14 that involved identifying best practice, benchmarking against leading organisations resulting in improvements in service delivery and a reduction in operational costs.
	<b>6.2.3</b> Establish a community scorecard to review progress of the Strategic Community Plan	The City of Mandurah <i>2015 Community Perceptions Survey</i> was completed in May 2015. The City's Annual Report reported against the objectives of the Strategic Community Plan and Corporate Business Plan.
<b>6.3.</b> Demonstrate leadership on major regional, state and national issues	<b>6.3.1</b> Encourage the establishment of a larger regional council	The City and The Peel Regional Leaders Forum supported local government reform as part of submissions to the State Government's metropolitan local government reform process. However, the State recently discontinued its reform process. The City will continue to pursue Shared Services opportunities as they arise.
	<b>6.3.2</b> Manage population growth and expansion into the future	The Social Infrastructure Plan and Long Term Capital Plan guides future infrastructure needs.
	<b>6.3.3</b> Work collaboratively with key stakeholders, other local governments, and state and federal governments to deliver improved regional outcomes	The City assisted Peel Development Commission (PDC) with development of Peel Regional Investment Blueprint and collaborated with The Peel Regional Leaders Forum to update the PRLF Strategic Priorities Plan 2014-2018.

**6.3.4** Participate in state and national forums that promote the needs and ambitions of the community

Elected members and staff attended a range of conferences during the year. The City continues to participate with a number of peak organisations including, the WA Local Government Association, the National Sea Change Taskforce, Outer Metropolitan Group Councils and Cities for Climate Protection etc., to ensure leading edge practices are part of both the City's long term strategy and day to day operations.

#### 4.7. Organisational Excellence

Strategy	Strategic Initiative	Status
7.1. Ensure the city has the capacity and capability to deliver services and facilities that meet community expectations	7.1.1 Develop and deliver acceptable service levels that meet the expectations of the community	The City's service delivery standards were reviewed and quarterly reporting is due to commence in 2015. Internal performance reporting systems have been established to measure customer outcomes. The City conducted a series of service reviews over the last 12-18 months which delivered significant cost savings.
	7.1.2 Investigate and Implement alternative value for money service delivery models	Over the last 3-4 years a range of service reviews have been completed.
	7.1.3 Maximise the use of technology to improve service delivery and productivity	The City's Mobility Strategy was finalised and a new printer solution was implemented to reduce the City's carbon footprint. Information Technology/ Information Services Strategy implementation is ongoing including a Desktop virtualisation business case and the current Systems and Technology Strategic Plan which will be revised this calendar year
	7.1.4 Embrace sustainable asset management practices for managing the built environment	Long term asset management requirements are being factored into the Long Term Financial Plan.
	7.1.5 Implement and review the City's Customer Service Strategy	The establishment of the Contact Centre has been finalised and maintains a first point of contact resolution rate of 65% - 70%. The Contact Centre largely responds to Rates, Rangers, Waste, Mosquito, Graffiti, Street Lighting, City Works & City Parks (customer requests for service) at first point of contact. A range of other electronic service delivery initiatives have been implemented to increase the level of customer self-service.
7.2. Deliver excellent Governance and Financial Management	7.2.1 Implement the Integrated Planning and Reporting Framework	Integrated Planning and Reporting Framework was implemented by June 2013, as required. Achieved the Standard required by State Government. Two-year desktop review of Strategic Community Plan currently being undertaken.
	7.2.2 Establish and implement an Organisational Risk Plan	Enterprise risks have been identified and included in the City's Corporate Risk Register. Reporting to the Audit and Risk Committee commenced in 2014/15. The City has identified its key strategic risks and risk management has been integrated into both events and project management programs. The City's Risk Management Policy and Framework have been revised, and form the basis of the City's Risk Management Plan.
	7.2.3 Review all council services on a regular basis for need, value for money and method of service delivery	Reviews of the Visitor Service Centre, admin functions, youth services, traffic management and motor vehicles were completed in 2013/14. Building services review and auto checkout review at library business case were also completed in 2014/2015. Implementation to-date has resulted in

		savings exceeding \$700,000
	<b>7.2.4</b> Meet all governance standards and legislative requirements	The City is compliant with the State Government requirements and the City continues to meet all of its statutory obligations.
	<b>7.2.5</b> Ensure a high standard of financial management and planning	Capital projects are prioritised in a Long Term Capital Plan. Eligibility for inclusion in the plan includes an assessment of strategic fit and benefits. Major projects are subject to a full financial assessment and quadruple bottom line analysis to ensure that all aspects of the project are understood. There are few new revenue opportunities available to the City. Work has been concentrated on protecting the existing revenue base.
<b>7.3.</b> Build and retain a skilled, motivated and healthy workforce	<b>7.3.1</b> Maintain a values based culture	A range of initiatives are progressively being implemented including leadership development, enhanced recruitment methods and development of a range of HR policies. Accreditation of the City's internal Leadership Program INSPIRE (Diploma Management) and the Customer Service Development Program (Certificate III Customer Contact) has taken place. The addition of four Indigenous trainee positions across the City, supported by an external indigenous mentor has been implemented. The City is currently reviewing the values of the organisation through a consultation process with the staff. A retest of the City's culture is planned for July/August 2015.
	<b>7.3.2</b> Ensure a Leadership Succession Plan is in place	Medium/long-term goal
	<b>7.3.3</b> Increase the City's capacity to advocate on behalf of the Mandurah community	Medium/long-term goal
	<b>7.3.4</b> Develop and implement a Strategic Organisational Health and Safety Plan	An Organisational Safety and Health Plan (OSH) external audit was completed during the year and a revision of the City's OSH plan is underway. An OHS interim improvement plan has been established and a range of initiatives are being implemented, including a preventative health program, reporting enhanced claims management and OHS action plans for each section.
<b>7.4.</b> Develop a strong brand of a leading local government that meets community expectations	<b>7.4.1</b> Review, develop and implement the City of Mandurah Community Engagement Strategy	All major community consultation projects have been completed, including Traffic Bridge, Eastern Foreshore and MARC projects. The City's Community Engagement Strategy is progressively being implemented including use of 'Have your say Mandurah'.
	<b>7.4.2</b> Review, develop and implement the City of Mandurah Marketing and Communications Plan	Each year the City develops and implements an annual marketing plan which is consistent with the Corporate Business Plan. The Social Media Strategy has been endorsed by Council and implementation of the social media training and initiatives are progressing well.

## 5.0. Conclusion

The City of Mandurah Strategic Community Plan 2013-2033 Desktop Review provided an opportunity to review the progress of the Strategic Community Plan, and also to provide recommendations for the annual review of the City's Corporate Business Plan 2014-2017.

The Desktop Review has not identified a need for any changes to the City's Strategic Community Plan. It has, however, recommended that a major new strategy be developed and implemented, in response to feedback received in the 2015 Community Perceptions Survey:

## 6.0. Recommendation

As a result of feedback received in the 2015 Community Perceptions Survey, it is recommended that the City develops and implements an *Integrated Transport Strategy*. The *Integrated Transport Strategy* should incorporate (but not be limited to) the following:

- Public transport;
- Private transport;
- Cycle transport (cycleways);
- Pedestrian access (footpaths and trails);
- Marine transport;
- Electric vehicle transport.

It is also recommended that the City incorporate consideration of Cultural and Linguistic Diversity (CALD) communities when developing future strategies and plans, and also when reviewing existing strategies and plans, where relevant.

It is recommended that these initiatives be incorporated into the *City of Mandurah Corporate Business Plan 2014-2017*.

A Major Review of the Strategic Community Plan is required to be undertaken every four years, involving extensive community consultation. This shall be undertaken by the City by June 2017.