

Strategic Community Plan 2020-2040

mandurah
MATTERS

**a shared vision
for our future**

[Reviewed May 2022]

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

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

I've never lived anywhere where the people have such a sense of care and pride of where they live.



Thanks to the community for your participation

This document has been prepared based on the input and support of many people in our community and we wish to acknowledge all of you for your participation in Mandurah Matters and look forward to all of us continuing to support and deliver our community vision and aspiration.

Throughout the campaign we had 22 pop up events at different venues around the City, over 1600 people responded to the survey, 23 conversation kits with over 200 people engaged, 4 workshops each focused on one of the key four themes, and two final summit workshops.

A message from the mayor

In late 2018, the City of Mandurah launched one of its largest community engagement initiatives to date, Mandurah Matters. At the heart of the conversation was asking residents what matters to Mandurah and how do we create a shared vision and aspiration that will guide the next twenty years of decision making for our Council and community.

It was important that we involved our community throughout the journey. We began the conversation with focused workshops based on key themes from the Mandurah Matters survey. We travelled over 1700 kms with “Vonnie” our visioning van having conversations in parks, on boats, at festivals and in cafes. During this time we collected over 2000 pieces of information with great ideas, thoughts and energy.

We then held a community workshop that culminated in the final vision and aspiration being created and began the conversations in regards to how, as a community and Council we will deliver on this vision.

A smaller working group then approved the final vision and aspiration for Mandurah.

During this process there were some clear themes that developed. The themes were environment, economy, social, and health, these four focus areas will be what our Council will use to guide our decision making over the next 20 years.

The Strategic Community Plan is an important piece of work and has been a great collaboration between our community and the Council. We need to continue to work together to ensure we achieve our aspiration to be a thriving regional city with the heart of a village and a place we are really proud to call our meeting place, our Mandjoogordap.

Rhys Williams, Mayor of Mandurah

On behalf of the Council
I would like to thank the
Mandurah community
for creating a shared
vision and aspiration for
Mandurah.



What matters to you

Mandurah Matters was one of our largest community engagement projects undertaken.

The City wanted to ensure that we had the community at the centre of developing this future vision via a citizen led engagement programme. Through this need the Mandurah Matters campaign was established. As the elected representative body closest to the community, the Council is best placed to engage with our community directly in a conversation about their aspirations for the future of Mandurah, and work as facilitators on their behalf to see this vision come to fruition.

Stage one Discuss

What matters to you
matters to Mandurah



Objective

Prioritising & vision setting

Activities

Surveys, hosted conversations, social media, visioning van at parks and events

Stage two Explore



Objective

Deep diving into focus areas and creating the focus for the action plan

Activities

Four think tanks that are separated by topic with an 'expert' invited in to expand knowledge before moving into building the focus for the future

Stage three Act



Objective

Build a joint community/government action plan

Activities

Future of Mandurah summit
Community Summit event

Stage four Commit



Objective

Start putting the plan into action

Activities

Strategic Community Plan signed off and next steps agreed

Stage five Deliver



Objective

Work with community to deliver the plan



Artwork created during Community Summit as conversations were happening

This story forms the basis of our shared vision

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

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

This is our Mandjoogordap.

Woven by waterways, a city with a village heart

At a glance

The City of Mandurah covers 173 square kilometres, is 50km long yet only 8km wide (at its widest point), and stretches from Madora Bay and Lakelands in the north to Herron and Clifton in the south. The first people known to have inhabited the area were the Binjareb tribe of the Bibbulmun Nation. The locality then was known as Mandjoogoordap, which translates as 'meeting place of the heart'. After European settlement the name was adapted to Mandurah. Modern-day Mandurah was founded in 1830 when Englishman Thomas Peel brought 400 immigrants, equipment and stores to Western Australia in exchange for a grant of land. The area remained isolated during these early years and into the 1850s, when convict labour was used to build local roads. The only way to cross the estuary until 1894 was by ferry punt. Mandurah continued to expand slowly over the years, and at the turn of the twentieth century, it began to emerge as a tourist town, with fishing and crabbing its major attraction. Mandurah's main industries at the time were fishing and fruit growing, with several fish canning factories also in operation.

Today, Mandurah is no longer geographically isolated, located 74km south of Perth by road and less than 50 minutes to Perth by rail. Until recently, Mandurah was one of Australia's fastest growing cities, having experienced more than half a century of phenomenal growth, from a seaside village of less than 2000 residents in 1954 to a city in excess of 85,000 in 2018. Mandurah's current annual (2017/18) growth rate is 1.3%, with five-year average growth (2014-18) of 1.5% (Source: Australian Bureau of Statistics; Regional Population Growth, Australia; 27 March 2019). Mandurah is currently Western Australia's 11th largest local government in population terms, and is the largest regional city in Western Australia.

External influences and challenges

Mandurah today faces a range of challenges. These include:

- High unemployment and under-employment, and low labour force participation;
- Lack of employment self-containment (residents who work locally);
- Limited education and training outcomes;
- Entrenched social disadvantage;
- Lack of industry diversity;
- Environmental challenges (e.g. waterways health);
- Ability to attract and retain young people;
- Lack of affordable housing.

Demographics

Expected change in household type 2016 - 2036

Current population: 85,302

(ABS Regional Population Growth Australia - Released 27/03/2019)

Children (0-9 yrs)



12.6%
of the population

Youth (10-19 yrs)



11.6%
of the population

Aged (65 and over)



21.9%
of the population

Forecast population in 2036: 119,877

(Population and household forecasts, 2016 to 2036, prepared by .id, the population experts, October 2017.)

Children (0-9 yrs)



12.2%
of the population

Youth (10-19 yrs)



11.6%
of the population

Aged (Over 65 yrs)



24.4%
of the population

Median age: 43 years old*

Number of families*



22,213

Couple families with children*



37.2%

Average number of children per family*



1.8

Average number of people per household*



2.4



Lone person household*

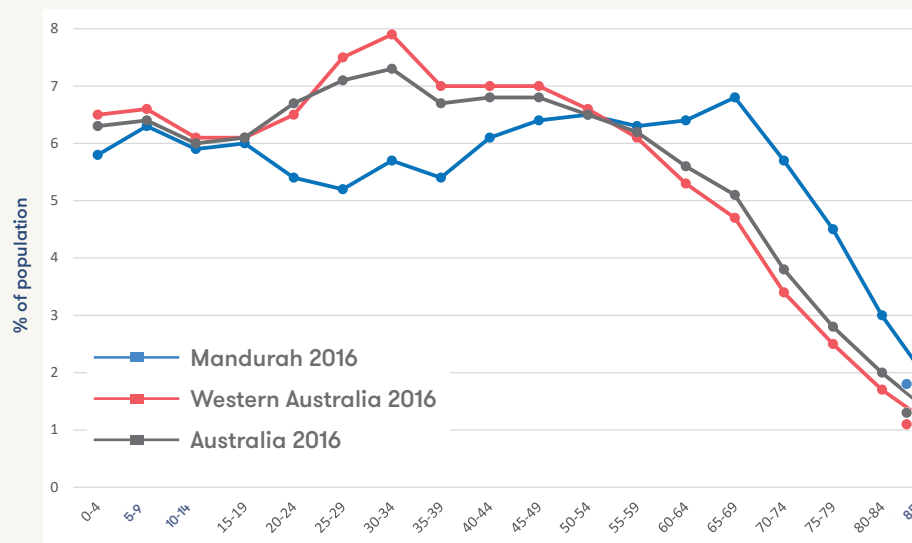
25.6%



One parent family*

16.1%

Mandurah's age structure: a comparison*



Born overseas: 34.5%



People who speak a language other than English at home*

8.8%

People (15 years and over) who have completed secondary schooling*



39.4%

Percentage of population with University or other Tertiary Qualification



35.7%

Percentage of population 15 years and over attending University or other tertiary institution*



8.8%

Source: Australian Bureau of Statistics; 2016 Census



Employment

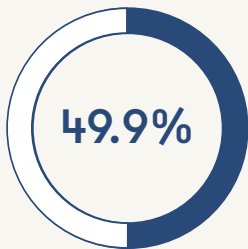


Labour Force**

38,777

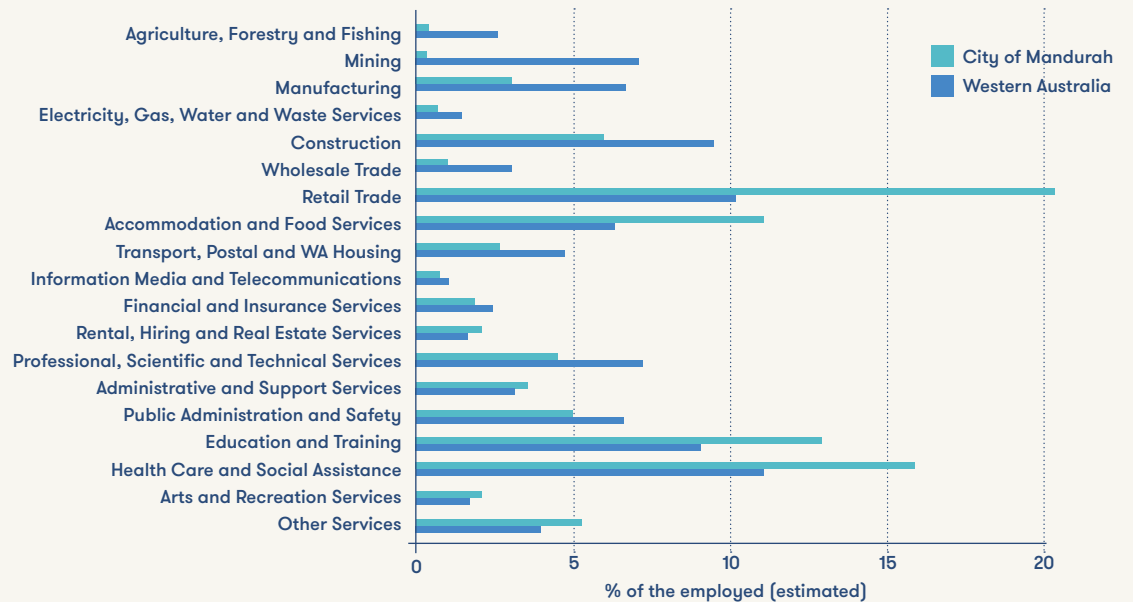
Number of unemployed: 2,591**

Unemployed rate: 6.7%**



% of Mandurah resident workers employed in Mandurah (2016 Census)

Mandurah's Main Employment Industries



** Department of Employment; Small Area Labour Markets Australia; March quarter 2019

Source: .id the population experts

Mandurah itself is such an inclusive space, it is accepting of everyone.



Median weekly rent
\$320



Median monthly mortgage repayments
\$1,820

Number of private dwellings (ID Forecast)
2016: **41,252** 2036: **58,443**

Median weekly household income
\$1,162

Dwellings with 4 or more bedrooms (average 3.3 bedrooms per dwelling)
49%

Existing dwellings which are separate houses in Mandurah
81.6%

Source: Australian Bureau of Statistics; 2016 Census

Business



Number of local businesses*
4,581



Largest industry sector by business counts
Construction

Largest industry sector by number of employees

Retail Trade

Gross Regional Product
\$3.33 billion (JUNE 2018)

Environment



Waste diversion from landfill
24%



% of clean energy used by the City of Mandurah
19%



City's carbon foot print
14,318 tonnes CO²e- per year

Sports and Recreation



Hectares of public open space
2,181



Hectares of public open space per 1000 people
25.5

20 YEAR STRATEGIC COMMUNITY PLAN

Outlines the community's aspirations and vision.

Economic

Growing our economy

Social

Creating a better community

Health

Creating a healthy community

Environment

Nature has a voice at the table in all decisions

Underpinned by

Organisational Excellence

City of Mandurah being a high performing organisation

INFORMATION INTO THE PROCESS

- Community vision and aspiration
- Long Term Financial Plan
- Workforce Plan
- Asset Management Plans
- Issue Specific Strategies
- Federal and State Government Strategies
- Local and Regional Planning Strategies
- External Influences (Government, Regulatory, Competitive)
- Emerging Trends/Best Practice
- Community Perceptions Survey
- Performance Results

integrated planning and reporting framework

4 YEAR CORPORATE BUSINESS PLAN

Describes how the City will implement the vision.

Management and implementation:

- 1 Year Operational Plans
- Annual Budgets
- Performance Measurement Framework

DELIVERY OF SERVICES AND PROGRAMS

- Measuring
- Reporting
- Performance

The City of Mandurah follows the Integrated Planning and Reporting Framework (IPRF) set out by the Department of Local Government, Sport and Cultural Industries.

The objective of the approach is to create a process of continuous improvement in local government strategic planning.

Keeping in line with the requirements of the IPRF, Mandurah's first Strategic Community Plan 2013-2033 was adopted in April 2013. A desktop review was undertaken in June 2015, two years after adoption, followed by a major review in the 2016/17 financial year, four years after adoption, resulting in the Mandurah Strategic Community Plan 2017-2037. The City undertook a review of this Plan in the 2018/19 financial year to develop the current Strategic Community Plan 2020-2040.

The community's aspiration and vision, determine the City's direction and operations now and into the future. The recent review of the Plan included a renewed long term visioning process, and extensive community engagement.

The 20 Year Strategic Community Plan 2020- 2040 is informed by a combination of community engagement priorities, Council's long-term vision and a range of informing strategies. It is also impacted by a range of external and internal strategies and plans, including those by the Federal and State Government.

Outcomes of the Strategic Community Plan will be incorporated into the City of Mandurah's Four Year Corporate Business Plan. The Corporate Business Plan will outline specific detailed actions to be undertaken by the City, and will inform existing Council plans such as asset management plans, financial plans, workforce plans, annual budgets, land use and business plans.

Under IPRF requirements, the City will continue to undertake a major review of the 20 Year Strategic Community Plan every four years from its implementation. This review will include community engagement.

We have such beautiful natural resources and we can capitalise on that.



The Community Priorities

The real potential is in what comes next. We want to ensure people can continue to collaborate on how they believe they can contribute to the future of Mandurah. This is our community's vision.

How it all comes together





Focus Area 1: Economic

Community Outcomes	<ul style="list-style-type: none"> • Supporting and empowering local businesses • Creating local jobs and opportunities • Fostering innovation and creativity in enterprise • A diversity of employment, industries and enterprise • Giving consideration to the impact of industry on the environment 				
Objectives As a community we:	1.1. Promote and foster investment aimed at stimulating sustainable economic growth	1.2. Facilitate and advocate for sustainable local job creation, and industry growth and diversification	1.3. Actively partner and engage with business and industry to support Mandurah's entrepreneurial capacity and capability	1.4. Advocate for and facilitate opportunities for improved education, training and skill development opportunities in Mandurah	1.5. Establish and leverage opportunities with key stakeholders to achieve sustainable economic outcomes with due consideration to environmental impacts
Measures of Success	<ol style="list-style-type: none"> 1. Net increase in the number of new businesses and industries in Mandurah 2. Mandurah's unemployment rate (improvement relative to WA and National unemployment rates) 3. Community Perceptions Survey Result (Access to education and training opportunities) 4. Community Perceptions Survey Result (Access to employment opportunities) 5. Gross Regional Product 6. Percentage of adult population with University or other Tertiary Qualification (including trade certificates and qualifications) 				
Supporting Strategies	<ul style="list-style-type: none"> • Mandurah and Murray: a Shared Economic Future • Property Strategy • Council Regional Price Preference Policy • Events Strategy • Transform Mandurah Economic Plan • City Centre Master Plan • Tourism Strategy 				

Note: All Performance Index Scores are based on the results of the community survey that is conducted every two years by Catalyse. This is a measure of community perception on the services provided by the local government.

Focus Area 2: Social

Community Outcomes	<ul style="list-style-type: none"> • Engaging, enabling and promoting youth • People feeling safe no matter where they are • Hearing and embracing all voices • Vibrant and welcoming places for all to share • Protecting the natural environment as we create shared spaces 					
Objectives As a community we:	2.1. Promote safety within the community through urban design	2.2. Promote a positive identity and image of Mandurah based on its unique lifestyle offering	2.3. Facilitate opportunities that promote community led initiatives by building resilience, local capacity and the contributions of young people	2.4. Promote and encourage community connection to create social interaction and a strong sense of belonging	2.5. Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in	2.6. Provide diverse and sustainable places and spaces that enable people to lead an active lifestyle
Measures of Success	<ol style="list-style-type: none"> 1. Community Perceptions Survey Result (Safety and security) 2. Community Perceptions Survey Result (City of Mandurah as a place to live) 3. Community Perceptions Survey Result (Festivals, events, art and cultural activities) 4. SEIFA Score 5. Median weekly household income 6. % of over 15 year olds doing voluntary work through an organisation or group 					
Supporting Strategies	<ul style="list-style-type: none"> • Community Safety & Crime Prevention Strategy • Community Infrastructure Plan • Local Emergency Management Arrangements and move to Organisational Excellence • Mandurah Homelessness & Street Presence Strategy • Youth Strategy • Arts, Heritage & Culture Strategy 					





Focus Area 3: Health

Community Outcomes	<ul style="list-style-type: none"> • A compassionate, interconnected whole of health system • Technology and infrastructure that aids in better health • Readily available, highly accessible services and facilities • Appropriate support for an ageing population • An understanding of the importance of a protected natural environment in preventative health 				
Objectives As a community we:	3.1. Facilitate and partner with key service providers to ensure health outcomes are aligned with community needs and expectations	3.2. Advocate for and facilitate the provision of a quality health care system in Mandurah	3.3. Provide and facilitate quality community infrastructure that is accessible, and conducive to a healthy, active community	3.4. Facilitate community health and wellbeing outcomes that target whole of life health from infants to seniors	3.5. Promote the importance of healthy choices, an active lifestyle and the role the natural environment plays in achieving health outcomes
Measures of Success	<ol style="list-style-type: none"> 1. Community Perceptions Survey Result (Access to health and community services) 2. Community Perceptions Survey Result (Facilities, services and care available for seniors) 3. Reduction in the % of Mandurah adults¹ smoking 4. Reduction in the % of Mandurah adults¹ partaking in risky/high risk drinking for long term harm 5. % Insufficient physical activity by adults¹ in Mandurah 6. % of obese² adults¹ in Mandurah 7. % of adults with a current mental health³ problem in Mandurah 				
Supporting Strategies	<ul style="list-style-type: none"> • Public Health Plan • Access and Inclusion Plan • Integrated Transport Strategy • Vulnerable Communities Plan • Advertising in Road Reserves Council Policy 				

¹ aged 16 years and over

² BMI of 30+ = obese

³ Diagnosed by a doctor with a stress related problem, depression, anxiety or any other mental health problem in the last 12 months.

Focus Area 4: Environment

Community Outcomes	<ul style="list-style-type: none"> • Nature having a voice at the table in all decisions • A beautiful, clean, and sustainable environment for all • Preserving and celebrating the waterways - our greatest asset • Protecting the natural environment for generations to come • Deep engagement and respect for the environment 				
Objectives As a community we:	4.1. Advocate for and partner with key stakeholders to ensure environmental impacts are considered in all planning, strategy development and decision making	4.2. Protect and manage our local natural environment ensuring our actions don't adversely impact our waterways	4.3. Create opportunities for the community to promote and preserve our local natural environment	4.4. Educate and provide leadership on environmental and climate change related issues	4.5. Partner and engage with our community to deliver environmental sustainability outcomes
Measures of Success	<ol style="list-style-type: none"> 1. Community Perceptions Survey Result (Conservation and environmental management) 2. Community Perceptions Survey Result (The management of coastal and estuary areas) 3. Phosphorus load reduction in estuary 4. Growth in tree canopy coverage (%) 5. Reduction in the City's Annual scheme water consumption 6. Reduction in the City's Annual energy use 				
Supporting Strategies	<ul style="list-style-type: none"> • Biodiversity Strategy • Climate change adaptation strategy • Environmental Planning Strategy - Clearing Permits and Environmental offset • Bushfire Risk Management Plan • Greening Mandurah Framework • Environmental Strategy • Solar Plan • Bushland buy back scheme • CHRMAP • Local Planning Strategy 				



Underpinned by
Focus Area 5: Organisational Excellence (This is what the City of Mandurah commits, to support delivery)

<p>Community Outcomes</p>	<p>An organisation that:</p> <ul style="list-style-type: none"> • makes a difference through questioning, challenging and building resilience (COURAGE) • engages the community through collaboration, understanding and inclusiveness (CONNECTED) • embraces ideas and opportunities to shape an inspiring, diverse and dynamic community (INNOVATIVE) • upholds and protects our community through honesty, fairness and empathy (INTEGRITY) • delivers on its commitments to make a difference in our community (EXCELLENCE) 				
<p>Objectives As a city we:</p>	<p>5.1. Demonstrate regional leadership and advocate for the needs of our community</p>	<p>5.2. Provide professional customer service, and engage our community in the decision making process</p>	<p>5.3. Build and retain a skilled, agile, motivated and healthy workforce</p>	<p>5.4. Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices</p>	<p>5.5. Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values</p>
<p>Measures of Success</p>	<ol style="list-style-type: none"> 1. Debt Service Cover Ratio 2. Operating Surplus Ratio 3. Community Perceptions Survey Result (How the community is consulted about local issues) 4. Community Perceptions Survey Result (Council’s leadership Performance) 5. Community Perceptions Survey Result (Customer service) 6. Community Perceptions Survey Result (The City has developed and communicated a clear vision for the area) 7. Asset Sustainability Ratio 				
<p>Supporting Strategies</p>	<ul style="list-style-type: none"> • Strategic Community Plan • Corporate Business Plan • Long term financial plan • Asset Management Strategy • Workforce Plan • Local Planning Strategy • Customer Service Strategy • Digital Strategy • Mobility Strategy • Reconciliation Action Plan • Community Engagement strategy • Local Emergency Management Arrangements • Risk Management Framework • Codes of Conduct • Project Management Framework 				

Resource Capacity and Capability

In a dynamic community such as Mandurah, where population growth continues and demographics change, it is essential that the City has the resource capacity and capability to deliver a wide range of services and community infrastructure. This would ensure that Mandurah continues to be a great place to live and work. In order to understand its forward requirements, the City has developed, and continuously reviews, a Workforce Plan, Asset Management Plans and a Long Term Financial plan.

The City regularly reviews each of its major asset categories, such as buildings, roads, and parks and reserves, and plans the future resources required to maintain them in good condition. These asset plans inform the City's long term financial planning and provide an essential input into the direction of revenue and expenditure policies. In conjunction with other plans which identify the need to provide new community infrastructure and expanded services to meet the demands of a growing community, the City's long term financial plan also provides an assessment of the extent to which the City can meet its future financial challenges.

The key financial issue for Mandurah is managing the competing resource requirements between funding the management of its existing stock of assets and meeting the demand for new community infrastructure and expanding services along with input from the community. The long term plan helps the City identify and provide for the priorities which help achieve a balance between these two issues. It is important, however, that there is a regular review of financial plans as the City continues to grow and demand priorities change.

Risk Management

The City recognises that as a public authority, it is exposed to a broad range of risks which, if not properly managed, could adversely impact on the organisation. In response, the City has implemented a risk management framework to identify and address areas of potential risk to the City. The system adopted is consistent with the International Standard ISO 31000:2018 risk management guidelines.

A range of activities have been implemented to embed risk management principles into the organisation, including risk management awareness training for all staff, utilisation of the Risk Register, and improving the quality of risk management plans for major events, projects and grant funding submissions.

Regular updates are provided to Council on the City's risk management and occupational health and safety performance.

Emergency Management

The City aims to mitigate and minimise the impact of disruptive and disaster events through an ongoing commitment to emergency prevention, preparedness, response and recovery.

A shared responsibility is encouraged between the City of Mandurah, Emergency Services, providers and the community.

Through preparing, planning and exercising for disruptive events, the City will be better placed to respond and recover, minimising impact to the City and our community.



How will we deliver our Strategic Community Plan?



The Mandurah Strategic Community Plan 2020-2040 requires everyone to play their role in delivering the desired outcomes from Government (Federal, State, local) to businesses, not for profit organisations and the broader community.

The City of Mandurah will use its business planning process to transform the community's priorities outlined in the 20 Year Strategic Community Plan to detailed projects, activities and actions that will be prioritised and delivered through the long term financial plan. These will be reflected in the City's Four-Year Corporate Business Plan along with indications of how projects and actions will be resourced, and when we will deliver results.

Actions set out in the corporate Business Plan will be monitored quarterly to ensure that the City delivers on what we have planned, and the identified performance measures will be monitored and reported on annually.

The City's role in delivering the Strategic Community Plan is to ensure that it provides strong leadership to the broader community, and that the City itself is a high performing organisation.

As we work towards a shared vision, in the process of achieving community outcomes, the City of Mandurah, other government agencies, private institutions and/or community members may at any time undertake any of the following;

- **Provide:** responsible for the planning and delivery of a service (this will include but not be limited to terms such as create, build, deliver, engage, demonstrate, ensure, foster, educate, encourage, leverage etc.)
- **Partner with:** formally engage with other organisation(s) to deliver a service
- **Fund:** provide funds to other organisations to deliver a service e.g. Grants
- **Facilitate:** bring interested parties together to deliver a service
- **Advocate:** promote the interests of the community to other decision-making organisations - e.g. State and Federal Government

The Strategic Community Plan will be reviewed every two years (a minor/desktop review will be undertaken two years from adoption and a major review, including community engagement, will be undertaken four years from adoption), and the Corporate Business Plan will be reviewed annually.



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