



**CITY OF  
MANDURAH**

# **Transform Mandurah Framework**





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## Goal of Transform Mandurah

*To tackle targeted economic, social, and environmental issues, fostering a sustainable and thriving future for the Mandurah community.*



# What is Transform Mandurah?

Transform Mandurah is a portfolio of projects that aim to have the most significant and transformative impacts for the City in achieving the vision and outcomes of the Strategic Community Plan. Transform Mandurah projects are designed to enhance Mandurah's economy, environment, community and infrastructure by maximising the benefit of this growth, while mitigating the risks of the adverse consequences.

## The Framework

The Framework is the process by which new projects or initiatives are assessed for inclusion in the Transform Mandurah portfolio.

Project ideas that align with the aspirational objectives of the Transform Mandurah program are identified and assessed, and then presented to Council for consideration. Projects that are supported by Council are prioritised in the City's Long Term Financial Plan and approved through the Annual Budget and Corporate Business Plan.



# Background

The City of Mandurah has grown substantially over the past 20 years. The population has almost doubled from 52,000 in 2003 to 99,000 in 2023. This is expected to increase further to 120,000 during the next decade.

This growth poses both challenges and opportunities for the city. Research highlights that poorly managed urban intensification can lead to geographic disparities within local government areas and more unequal socio-economic conditions. Growing demand for services the City administers is also likely to require additional resources, while local businesses and community groups are likely to benefit from new opportunities that a larger population brings.

Analysis undertaken as part of the Transform Mandurah Phase 2 project shows that unemployment rates in Central Mandurah are twice the City's average, while 67% of school age children in Central Mandurah were found to be developmentally on track, compared to 85% in the Greater Perth region. The data varies across the LGA, with 90% of the children in Falcon being developmentally on track.

A coordinated, strategic approach to managing this growth is essential for the City to realise the community's vision of Mandurah as a place: "Woven by waterways; a city that is thriving and connected to its people and nature", and realise the goals of the strategic community plan.

The City, with the support of the Peel Development Commission, commissioned the Transform Mandurah Stage 2 Mandurah's Economic Opportunities Report (June 2022). This report identified eight opportunities that are existing economic advantages and disadvantages as well as drivers of change that are likely to occur or have a significant impact for Mandurah. These eight opportunities are summarised below:

## **1. Capitalise on Mandurah's lifestyle offering:**

Mandurah offers highly appealing lifestyle opportunities, combining proximity to the coast and waterways, open and green spaces, and relatively affordable living. Under this opportunity, Mandurah becomes the location of choice within Western Australia for people determining their place of residence and work based on lifestyle factors. Already a popular location for older cohorts to retire to, this opportunity would involve appealing to a wider demographic – including professionals and working families.

## **2. Develop Mandurah into a world-class Hospitality Precinct:**

Almost nine-in-10 of the next billion middle-class consumers across the globe are forecast to reside in China, India, and the remainder of south and south-east Asia. The Australian hospitality industry is set to reap the benefits. Under this opportunity, Mandurah becomes home to a hub of world-class training and education providers in the hospitality sector, leveraging the new South Metropolitan TAFE Hospitality facility, its existing workforce and tourism assets to train locally, as well as coordinating applied learning and skills development across the hospitality sectors of the Peel, Perth, and South West regions.

## **3. Build the capacity of the aged-care workforce:**

Nearly 27 per cent of Australia's population (8.1 million people) are expected to be aged over 60 years by 2040, representing a rise of 46 per cent from 2020 – or 2.6 million more people. Under this opportunity, Mandurah takes a leading role in expanded training to address significant forecast shortages of skilled labour in the aged care sector, both within the region but also elsewhere in WA and across Australia.



#### **4. Make Mandurah a hub for 'blue collar tech' training and industries:**

As the resources sector accelerates its adoption of technology, there is a growing need for 'Blue Collar Tech' or Digital Trades workers and related service providers. Under this opportunity, Mandurah positions itself as a hub for 'Blue Collar Tech' businesses and training opportunities, leveraging both its large existing labour pool of technicians, trades workers, and machinery operators and the significant presence of engineering and manufacturing businesses in the Mandurah region.

#### **5. Innovation in healthcare delivery:**

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

#### **6. Innovative social interventions:**

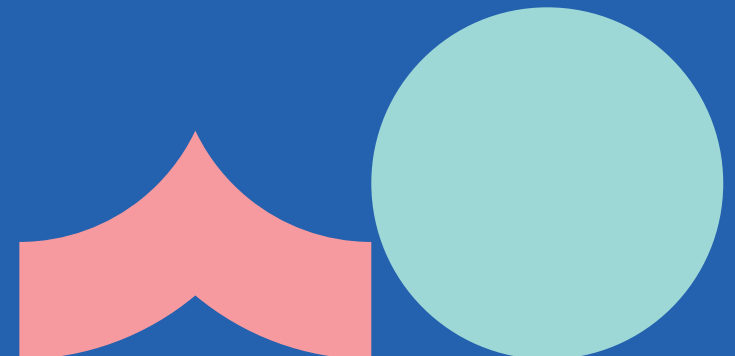
Inequality of wealth, power, and opportunity – and the effects these have on community, economy, and politics – is highly prevalent in society today. Innovative social interventions can be utilised in Mandurah to improve employment and life outcomes for disadvantaged residents. Under this opportunity,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

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

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

#### **8. Develop a strong base of professional workers in Mandurah:**

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



# Integration with the Corporate Business Plan

The delivery of the Transform Mandurah program is prioritised within the City's Corporate planning process. The City's Corporate Business Plan sets out the activities the City undertakes each year under each focus area within the Strategic Community Plan: Economy, Community, Environment and Leadership. There are a number of priority projects within the plan that are expected to have a significant impact on the trajectory of the City, and future outcomes.

These priority projects are grouped together under the *Transform Mandurah* program.





# Measures of success

The projects within the program are intended to deliver a demonstrable improvement in the following measures, drawn from the City's strategy documents:

## 1. Reduction in structural unemployment in Mandurah:

Mandurah's unemployment rate has been 2-3 percentage points higher than the WA on average over the past 20 years. This difference reflects a structural level of disadvantage that exists beyond the ups and downs created by economic cycles. A reduction in the gap between rates, sustained over time, would reflect a notable improvement in Mandurah's economy, and the opportunities available for the community.

### Measures:

- Mandurah's 12 month rolling average unemployment rate equal to or less than that of the Greater Perth area.
- Reduction in the percentage of Mandurah residents receiving Federal Government social support payments.

## 2. Increase in labour market participation toward the WA average:

Participation rates reflect the proportion of the population who are either already employed or are unemployed but actively looking for, and able to start work. Low participation rates within the working age population often reflect a high incidence of other factors within an individual's life such as long-term illness, caring responsibilities. An improvement in the participation rate can often represent improvement in an individual's personal circumstances that enable them to rejoin the labour market. Mandurah's participation rate among those aged between 15-54, although volatile, remains consistently below the Greater Perth average over the past 20 years.

### Measures:

- Reduction of the gap in labour force participation rates between Mandurah and Greater Perth area for those of working age, women and young people.

## 3. Improved early childhood development and education:

Early childhood development provides a key indicator of lifetime outcomes. A child's brain develops connections faster between ages 0-5 than any other time during their lifetime. Developmental indicators vary significantly across Mandurah, but a reduction in the gap with Greater Perth will help to reduce later life disparities.

### Measures:

- Reduction in the percentage of children developmentally vulnerable or at risk.
- Improvement in Mandurah's Primary School (Year 3 & Year 5) NAPLAN results.

## 4. Increased participation in secondary school pathways leading to university studies and other post-secondary education:

Data shows that around one third of students in their final year of schooling undertook an ATAR pathway, a choice limited by the availability of this option among schools and local destinations to study for university qualifications. The available supply of locally qualified graduates can limit the attractiveness for businesses to establish in the region, particularly when higher skilled or knowledge workers are required. Improving both options available to the local students is likely to not only improve lifetime

outcomes, but also the sustainability of the City for knowledge based businesses.

#### Measures:

- Increase in the percentage of high school children achieving their OLN and WACE.
- Increase in the percentage of working age Mandurah residents with a bachelor's degree or above.

### 5. Improved local access to essential health and social support services:

Access to high quality public services are a key contributor to maintaining a good quality of life. The distance between Perth and Mandurah can often make the effective regional delivery of the services difficult, limiting the range of services available, despite the growth in the population. Through advocacy work with the State and Federal government, improved public services will better support the existing population and new migrants to integrate into the local community.

#### Measures:

- Increase in the number of local specialist services available.
- Reduction in appointment wait times for specialist services.

### 6. Preservation of the natural environment:

Mandurah's environment is a highly prized feature of the City among the local community. The city's waterways, foreshore, beaches and coastline were the most highly valued aspects of the local area in the 2020 community scorecard exercise. The city's natural environment serves a key attractor for new migrants, and as such, the preservation of environmental values.

#### Measures:

- Protection of the identified coastal values.
- No. of certified Fisheries in the Estuary
- Population stability of locally occurring priority native species.
- Change in the percentage of tree canopy coverage in Mandurah.









# Transform Mandurah project selection

The need for a framework to guide the process and define how individual projects are identified, assessed and approved, has been recognised as the Transform Mandurah initiative and has evolved over the last 12 months.

The Transform Mandurah Framework has been developed as a mechanism to filter the long list of important Council initiatives into a small number of select projects that will be prioritised for planning and delivery in respect to the allocation of the City's available resources. These projects are often resource intensive, and therefore the City will only have capacity to service a finite number of Transform Mandurah projects (no more than 10) at any given point in time. Transform Mandurah projects will, in most cases, take multiple years to plan and deliver. As such, it is anticipated that only a small number of new projects will be identified, assessed and recommended for approval each year.

An overview of the Transform Mandurah Framework is detailed below:

## 1. Project identification

Project ideas are initially identified and assessed to ensure alignment to one or more of the eight © Transform Mandurah economic opportunities. Using a multi-criteria assessment, the idea or concept is analysed to determine how the project outcomes may influence factors such as, to reduce the structural unemployment rate gap between Mandurah and Greater Perth, increase labour participation rates, attract private investment, improve tertiary attainment, or improve Mandurah's SEIFA index.

The Multi Criteria Assessment (MCA) tool allows potential projects to be scored by how well they meet the needs and aspirations of the community, their likely economic impact and the likelihood that the project can be delivered within a meaningful timeframe.

### Multi Criteria Assessment Tool:

Project proposals are assessed across the following criteria:

#### *Theme 1: Level of Investment*

- Is the project of a significant size / scale that it could change the investment case for Mandurah?
- Does the project have potential to attract significant public funding?
- Does the project have potential to attract private investment?

#### *Theme 2: Fostering Capable People*

- Will the project improve the education pathways for residents and/or attract skilled knowledge workers?
- Will the project create opportunity for local people

#### *Theme 3: Industry Diversification*

- Does the project build on a comparative advantage?
- Does the project attract new industry?
- Will the project have a sustainable impact on the environment and our people?

#### *Theme 4: Ease of Delivery*

- Does the project currently have funding?
- Can the project be delivered in 12-18 months?
- Are partners adequately incentivised to deliver the project?
- Is the project a State Government priority?



## 2. Project assessment

If a project idea is assessed as having potential for high impact and a high probability of being successfully delivered, it progresses through to Stage 2 of the Transform Mandurah Framework.

In Stage 2, the project idea is inputted into the City's Project Lifecycle Management (PLM) system where it moves from a high-level concept into a detailed proposal. It is at this point that the project definition is refined, and a detailed scope is developed. All projects that are entered into the Project Lifecycle Management system are assessed against the PLM scoring matrix as part of preparations for the annual review of the Long-Term Financial Plan.

This process is used to identify those projects with the highest potential impact for prioritisation, which can then be presented to Council to consider for inclusion in the forthcoming Long Term Financial Plan and Annual Budget.

### 2.1 Project Lifecycle Management Scoring Matrix

Project proposals are assessed across the following criteria:

#### *Theme 1: Strategic Alignment*

- In what way does this project support the Strategic Community Plan?
- Is the project clearly identified within an endorsed Council strategy?
- Is the project included on the City's advocacy priorities under the advocacy framework?
- Is this project addressing a regulatory, legal or statutory requirement?

#### *Theme 2: Community Outcomes - Economic, Environment, Social*

- Which area of the environment does this project positively impact?
- In what area/s does the project support the social responsibility of the City's service delivery?
- In what ways does the project provide economic benefits?
- Where will the project primarily be delivered?
- What is the likely impact of the City undertaking this project?
- Is this project necessary to deliver an existing level of operational service (normal Council activity)?

#### *Theme 3: Risk*

- What level of urgency or criticality applies to this project in relation to delivery of the city's normal service operations?
- What is the level of reputational risk that exists when considering delivery of this project?
- What is the financial risk of delivering the project, particularly when considering cost uncertainties and likelihood of securing external funding?
- What level of resourcing risk (City staff and other resources) does the project pose?
- What is the level of risk that could be incurred from a legal, compliance, data, records or statutory level if the project is completed?
- What is the level of risk that could be incurred from a safety related incident?

### 3. Project approval

As part of the annual review of the Long Term Financial Plan, Council is provided with a list of new potential projects for consideration and inclusion. This list will include a summary of the PLM scoring and assessment carried out by City officers for each project and specific recommendations for any new projects.

New Transform Mandurah projects that are supported by Council through the Long Term Financial Plan review process will then be included in the City's Annual Budget and Corporate Business Plan for approval. A summary of the process is provided below:

### Transform Mandurah Framework

**Goal:** To tackle targeted economic, social and environmental issues, fostering a sustainable and thriving future for the community.

#### Project identification

- Identified projects to be aligned to one or more of the eight Transform Mandurah Economic Opportunities
- Project appraisal undertaken against the Multi Criteria Assessment

#### Project assessment

- Project definition and scope developed in line with the Project Lifecycle Management (PLM) process
- Project assessment conducted against PLM Scoring Matrix

#### Project approval

- Projects presented to Council for consideration
- Council approve projects through the Long Term Financial Plan and Budget
- Approved projects incorporated into the 4-year Corporate Business Plan and the City's Advocacy Plan



# Transform Mandurah project management

The projects within the Transform Mandurah portfolio are highlighted as the priority projects and services for the City. Projects within the Transform Mandurah portfolio receive:

## 1. CEO as project sponsor:

The role of the project sponsor within the City's project management framework is to provide high level leadership, resourcing and accountability for the project. The CEO serves as project sponsor for all Transform Mandurah projects.

## 2. Mayor and Council serve as champions for projects:

Elected members will receive additional officer briefings and media support where required to take active roles as champions for the projects.

## 3. Priority resourcing:

Projects within the Transform Mandurah portfolio will receive priority focus and resourcing within the program approved by Council in the Long-Term Financial Plan.

## 4. Specific reporting within the CEO's KPI's, and updates provided to Council:

Elected Members will receive quarterly progress updates on the Transform Mandurah projects at briefing sessions throughout the year.



# Projects currently underway 2024/25

## Project name and description

### **Waterfront Redevelopment**

Delivery of the Eastern Foreshore North and Central Redevelopment including play space, landscaping and car park upgrades.

### **Western Foreshore Leisure Precinct**

Planning, design and commence implementation of the Western Foreshore Leisure Precinct Master Plan.

### **Yalgorup National Park**

Partner with key stakeholders (including DBCA) to develop sustainable eco-tourism opportunities and product in Yalgorup National Park and adjacent areas.

### **Aged Care Centre of Innovation**

Facilitate the planning and development for an Aged Care Training Centre of Innovation to be based in Mandurah.

### **Mandurah Library and Learning Hub**

Undertake a needs analysis and business case for the development of a new central Library and Learning Hub.

### **Rushton Park Master Plan**

Develop a Master Plan for Rushton Park to guide future investment in the development of community facilities for the precinct.





## Project name and description

### **Literacy Strategy**

Develop a Literacy Strategy to guide advocacy and investment in improved learning outcomes for Mandurah.

### **Mandurah Health Precinct Structure Plan**

Undertake a review of the Mandurah East Structure Plan, including land uses and transport networks, to guide future development of the Health Precinct.

### **Restoration of the Peel Harvey Estuary and Waterways**

Advocate and support the Peel Harvey Catchment Council in environmental restoration activities to improve the water quality and health of the Peel Harvey waterways.

### **State and Federal Funding Requests for 2025 Election**

Develop Advocacy Plans for priority City of Mandurah projects to seek government funding support for Regional Netball and multi-use Sporting Facility, Mandurah Aquatic and Recreation Centre upgrade and Permanent Sand Bypassing. These projects guide future investment in the development of community facilities.



If you need help to speak or listen you can use the National Relay Service on 1300 555 727.  
For more information visit [relayservice.gov.au](https://relayservice.gov.au).

*Alternate formats of the Transform Mandurah Framework are available upon request.*



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