

# Strategic Community Plan

**2017 - 2037**





## Acknowledgement of Country

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.

# Message from the Mayor and CEO

People and our community are at the heart of what drives the City of Mandurah.

We are very passionate about making Mandurah a thriving, healthy, safe and connected community.

The City of Mandurah continues to work towards the goals set out in our 20 Year Strategic Community Plan.

Our efforts are being put into delivering a number of exciting community projects, events, services and infrastructure, all aimed at making Mandurah a better place to live, work and play.

Our community plays a key role in shaping the city's future, as the community's vision, aspirations and needs are what ultimately determines the City's direction and operations.

We are required to review this plan every four years to ensure we are still meeting the community's expectations and aspirations. This plan is the result of a review of the 2013-2033 plan and follows two months of community consultation, undertaken between November 2016 and January 2017.

The Strategic Community Plan will assist the City in its planning by ensuring that the activities, infrastructure and services that the City delivers are prioritised in line with the expectations of our community. It will act as an enabler in terms of how our community contributes to the delivery of the plan, and will also provide other levels of government and the business community with a clear view of the Mandurah community's aspirations for its future.

The plan helps explain our vision to be a place where our community is proud, inspired, inclusive and innovative where we respect our connections to the past and create a great future.

We would like to thank our community for participating in the City's 20 Year Strategic Community Plan review, and look forward to continue our exciting journey towards a vibrant and sustainable Mandurah – a place we are proud to call home.



**Marina Vergone**  
Mayor, City of Mandurah



**Mark Newman**  
CEO, City of Mandurah

# Councillors

## East Ward



Cr. Darren Lee  
Deputy Mayor



Cr. Lynn Rodgers



Cr. Shane Jones

## Coastal Ward



Cr. Shannon Lawson



Cr. Tahlia Jones



Hon. Cr. Fred Riebling JP

## Town Ward



Cr. Peter Rogers



Cr. Jane Field



Cr. Dave Schumacher

## North Ward



Cr. Ron Wortley



Cr. Caroline Knight



Cr. Peter Jackson

# Our Vision and Values

## Vision

A place where our community is proud, inspired, inclusive and innovative where we respect our connections to the past and create a great future.

## Purpose

To create a vibrant and connected city that supports and improves the community for everyone.

## Principles

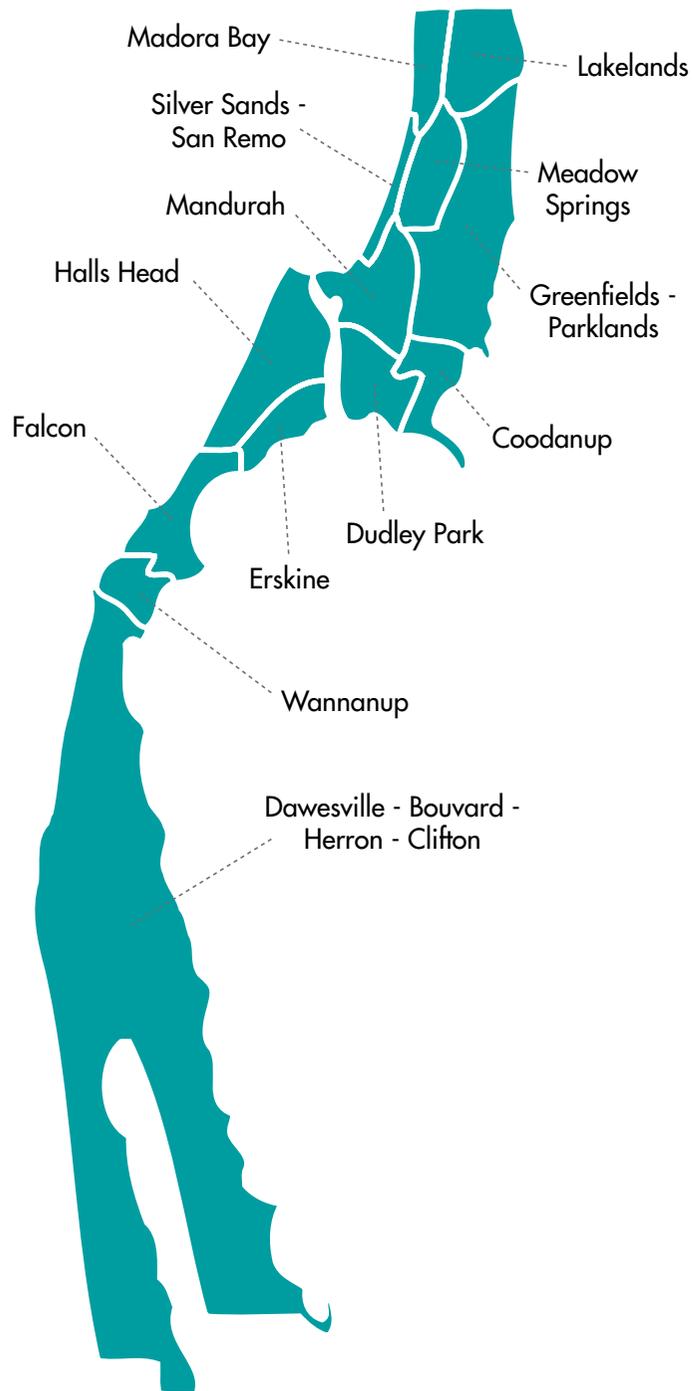
The City's progress towards its vision and purpose will be achieved by working with the following principles:

- Protecting environmental assets for future generations
- Ensuring social and economic wellbeing.
- Continuous improvement to achieve the best outcomes for the community

## Values

The City's corporate values are:  
Connected, Integrity, Excellence, Innovation, and Courage.





# Our History

The City of Mandurah covers an area of 173.5 square kilometres, and extends from Madora Bay and Lakelands in the north to Herron and Lake Clifton in the south. The Mandurah local government area is approximately 50km long, yet only 8km wide at its widest point.

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 able to build 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.

# Our City Today

Today, Mandurah is an emerging city, located 74km south of Perth. With the introduction of the Perth-Mandurah Railway in 2007, and the opening of the Perth-Bunbury Highway in 2009, Mandurah now only takes 48 minutes to reach by rail, or one hour by road.

Mandurah, until recently, was one of Australia's fastest growing cities. The city has experienced phenomenal long-term growth over the past half-century, growing from a seaside village

with less than 2000 residents in 1954 to a city with a population in excess of 85,000 in 2016. Mandurah has seen an average increase of around 2300 (1.7 percent) new residents each year over the past five years. Between 2016 and 2036, Mandurah's population is forecast to grow by more than 38,000, to reach over 123,000 by 2036. Mandurah is currently Western Australia's 10th largest local government in population terms, and is the largest regional city in Western Australia.

# Mandurah: a snapshot

## DEMOGRAPHICS

### EXPECTED CHANGE IN HOUSEHOLD TYPE 2016 - 2036

**CURRENT POPULATION: 83,099**

Children (0-9 yrs)



12.1%  
of the population

Youth (10-19 yrs)



11.9%  
of the population

Aged (65 and over)



22.7%  
of the population

### FORECAST POPULATION IN 2036: 123,402

Children (0-9 yrs)



12.6%  
of the population

Youth (10-19 yrs)



11.5%  
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

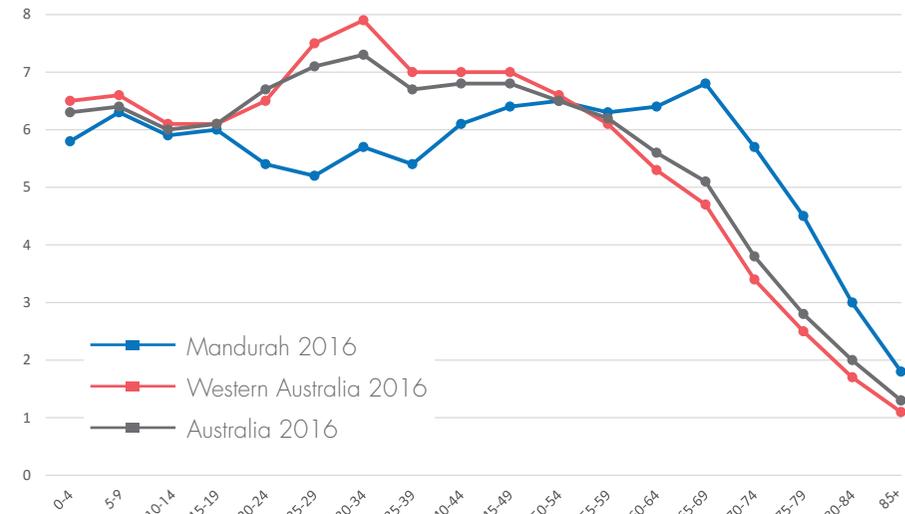


Lone person household\*  
25.6%



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\*



40.6%

Percentage of population with University or other Tertiary Qualification^



38.1%

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



8.8%

^ Australian Bureau of Statistics; 2011 Census

\* Australian Bureau of Statistics; 2016 Census

## DEMOGRAPHICS



Median weekly rent\*

\$320

Median monthly mortgage repayments\*

\$1,820



Number of private dwellings

2011\*:                      2036 (ID Forecast):

38,938                      57,910

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%

## EMPLOYMENT

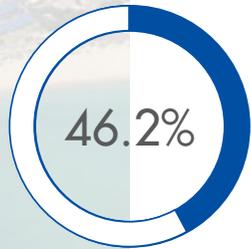


Labour Force\*\*

37,096

**NUMBER OF UNEMPLOYED: 4,028\*\***

**UNEMPLOYED RATE: 10.9%\*\***



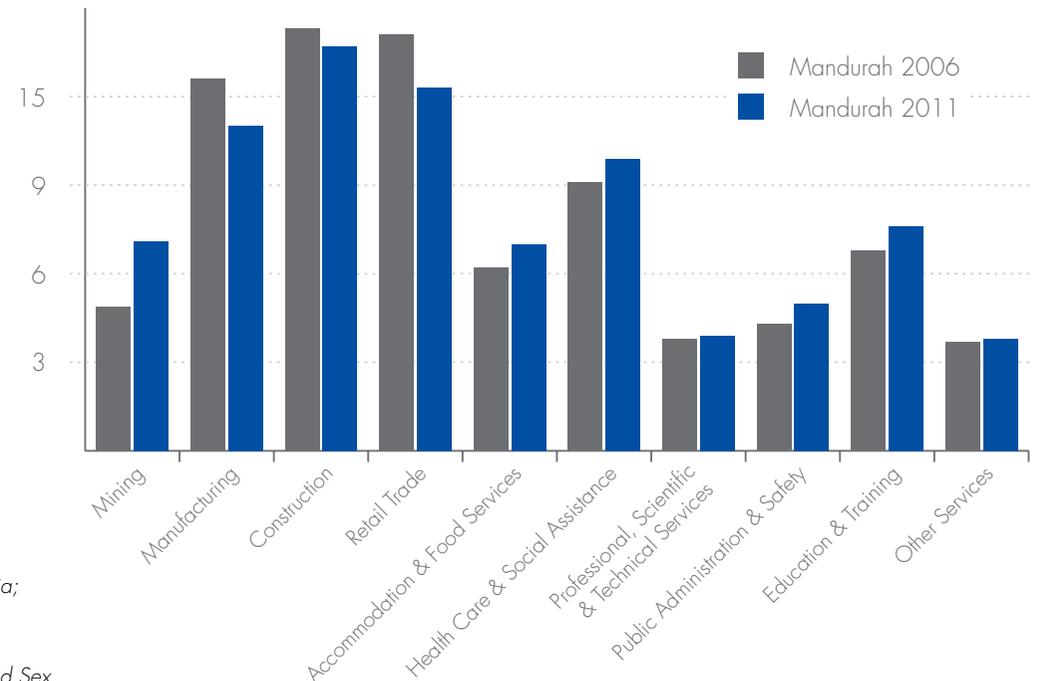
% of Mandurah resident workers employed in Mandurah (2011 Census):

\* Australian Bureau of Statistics; 2016 Census

\*\* Department of Employment; Small Area Labour Markets Australia; March quarter 2017

\*\*\* Australian Bureau of Statistics; 2006 and 2011 Census of Population and Housing; Industry of Employment by Age and Sex.

Mandurah's Main Employment Industries: 2006 and 2011\*\*\*



## BUSINESS



Number of local businesses\*  
4,584

Largest industry sector by  
number of employees

Retail Trade



Largest industry sector by business counts  
Construction

Gross Regional Product\*  
\$2.95 billion

## ENVIRONMENT



Waste diversion from landfill  
26%

% of clean energy used by the  
City of Mandurah



City's carbon foot print  
7,615 tonnes  
Co2e per year



7%  
(with geothermal this  
is expected to be  
approximately 20%)

## SPORTS AND RECREATION



Hectares of public open space\*\*  
2,240



Hectares of public open space per  
1000 people\*\*  
26

\* Australian Bureau of Statistics; 2016

\*\* October 2016





# External Influences and Challenges

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In addition to being a rapidly growing area, Mandurah has comparatively high numbers of older residents and low numbers of young adults. It also suffers from high unemployment. Mandurah's current unemployment rate is 10.1 percent (June 2016), which compares unfavourably with the WA average of 6.0 percent. Mandurah is currently the Peel Region's highest unemployment local government area, and is also among the highest unemployment areas within the Perth Greater Capital City Statistical Area.

As a result of rapid population growth and urbanisation, Mandurah faces a range of sustainability challenges, including:

- Creating jobs and improving access to local employment
- Improving education and training outcomes
- Growing and diversifying the regional economy
- Preserving the natural environment and waterways

- Reduction and/or more competition around funding opportunities
- Ensuring community health and wellbeing, safety and security
- Attracting and retaining young people
- Meeting community infrastructure needs
- Addressing social disadvantage, including affordable and crisis housing needs

## Risk Management

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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 Australian Standard for Risk Management - AS/NZS ISO 31000:2009.

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, integration of risk assessments into the City's annual business planning process, 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.

# Integrated Planning and Reporting Framework

As part of the Western Australian Government's ongoing local government reform program all Western Australian Councils were required to prepare and implement an Integrated Planning and Reporting Framework (IPRF) by 30 June 2013.

The IPRF is designed to improve local government strategic planning, and consists of a:

- **Strategic Community Plan** (10 years+) - links the community's priorities and aspirations with Council's vision and long-term strategy;
- **Corporate Business Plan** (four years) - incorporates existing Council plans and strategies with the Strategic Community Plan;
- **Operational Plan** (one year) - included within the Corporate Business Plan, the Operational Plan details major projects, actions and activities for the year, aligning with Council's annual budget process.

In order to ensure compliance with these requirements the City of Mandurah's Strategic Community Plan 2013-2033 was adopted in April 2013, and reviewed in the 2016/17 financial year. A desktop review was previously undertaken in June 2015, as part of IPRF requirements two years after adoption.

The community plays a key role in shaping the City's future, as the community's vision, aspirations and needs are what determines the City's direction and operations. The full review at the four-year period is a renewed long term visioning process, which therefore requires further community engagement.

In November 2016, the City of Mandurah called on the community to have their say on Mandurah's future, as part of its review of the City's 20 Year Strategic Community Plan.

The 20 Year Strategic Community Plan 2017-2037 is informed by a combination of community engagement priorities, Council's long-term vision, and a range of informing strategies. These include:

- **Asset Management Plan** - lists the City's physical assets, their condition, type and expected renewal requirements;
- **Workforce Plan** - shapes the City's workforce structure to ensure that it is capable of delivering organisational objectives now and in the future;
- **Long Term Financial Plan** - determines a local government's long-term financial sustainability, and allows early identification of financial issues and their longer term impacts.

Local government planning is also impacted by a range of external and internal strategies and plans, including those by Commonwealth and State Governments.

The 20 Year Strategic Community Plan is designed to reflect the Mandurah community's broad vision, values and aspirations for the future and will determine Council's strategic priorities for the next two decades.

Outcomes of the Strategic Community Plan will be incorporated into the City'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 Integrated Planning and Reporting Framework 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 consultation.

# Developing the Strategic Community Plan

To ensure the City is up to date on community aspirations and effectively delivers on our community's needs, the City's Strategic Community Plan is reviewed regularly. While an internal review is undertaken every second year after implementation, Community is consulted every fourth year for a major review of the plan.

The City of Mandurah's Strategic Community Plan 2013-2033 was adopted in April 2013, and was reviewed in the 2016/17 financial year.

Strategic planning occurs through a planned process of community engagement that captures input from diverse groups, ensuring that the City's vision, aspirations and objectives that are expressed, are representative of community views.

The City's Strategic Community Plan was developed through the following process:

- Community consultation undertaken via community

workshops, online forums and telephone survey

- Outcomes, objectives and strategies defined and Plan developed to achieve the overall vision
- Plan endorsed by Council prior to opening up for public comment
- Plan made available to public for comment over a two week period
- Final adjustments made and adopted by Council

## Research Approach

Following a desktop review of the Strategic Community Plan 2013 -2033 in 2015, the City undertook a detailed review of the plan, including extensive community engagement, in the 2016/2017 financial year. A summary of the approach is outlined below:

	1 Desktop Review	2 Community Workshops	3 Discussion Forum	4 Quantitative Research
<b>Objective</b> 	Review performance on key focus areas and identify new focus areas.	Understand community views on the focus areas for the future and if priorities have shifted.	Gain an in-depth understanding of community views on the key focus areas for the future.	Measure current performance on the identified focus areas.
<b>Method</b> 	Review of existing community engagement conducted by the City of Mandurah.	Six community workshops; one designated for each of the four wards, one youth workshop and one with the non-engaged.	Discussion forum with the City of Mandurah community, hosted on the Have Your Say website.	Telephone survey with City of Mandurah residents.
<b>Outcome</b> 	<ul style="list-style-type: none"> <li>• List of focus areas to be investigated in the qualitative research</li> <li>• An understanding of current performance across all key focus areas</li> </ul>	<ul style="list-style-type: none"> <li>• Identify new focus areas</li> <li>• Understand the community's views on current performance across all key focus areas</li> </ul>	<ul style="list-style-type: none"> <li>• Identify new focus areas</li> <li>• Understand the key issues underpinning each focus area</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritised list of focus areas to inform the Strategic Community Plan</li> <li>• Strategies for continued improvement on focus areas</li> </ul>

# Community Engagement Process

The City of Mandurah asked the community to have their say on Mandurah's future, during the period November 2016 – January 2017, using a range of community engagement methods, including:

- 4 local area workshops;
- A youth workshop;
- A workshop with community members who had previously not engaged with the City;
- an independent telephone survey;
- City's online community engagement portal, 'Have Your Say Mandurah';
- City's social media page

The City actively engaged with over 2000 local residents through the various channels, which let us know how the City has

performed against the Strategic Community Plan 2013 – 2033 and what their new expectations were.

The City was able to reach over 19,000 people on average with each question posted on the City's social media page which provided the opportunity for more people to respond.

Following the community consultation period, the consultants presented key findings highlighting the changed priorities of the Mandurah community. And these findings are a major component of the Strategic Community Plan 2017-2037.

The community is given a period of two weeks to comment on the draft Strategic Community Plan, prior to adoption by Council.



# The Community Priorities

The community outlined the following issues as most important to shaping Mandurah's future:

- Ensuring community safety and security;
- Creating more local jobs; and
- Providing quality healthcare services and facilities.

## Issues most important to shaping Mandurah's future



<sup>~</sup> Increase from 2013

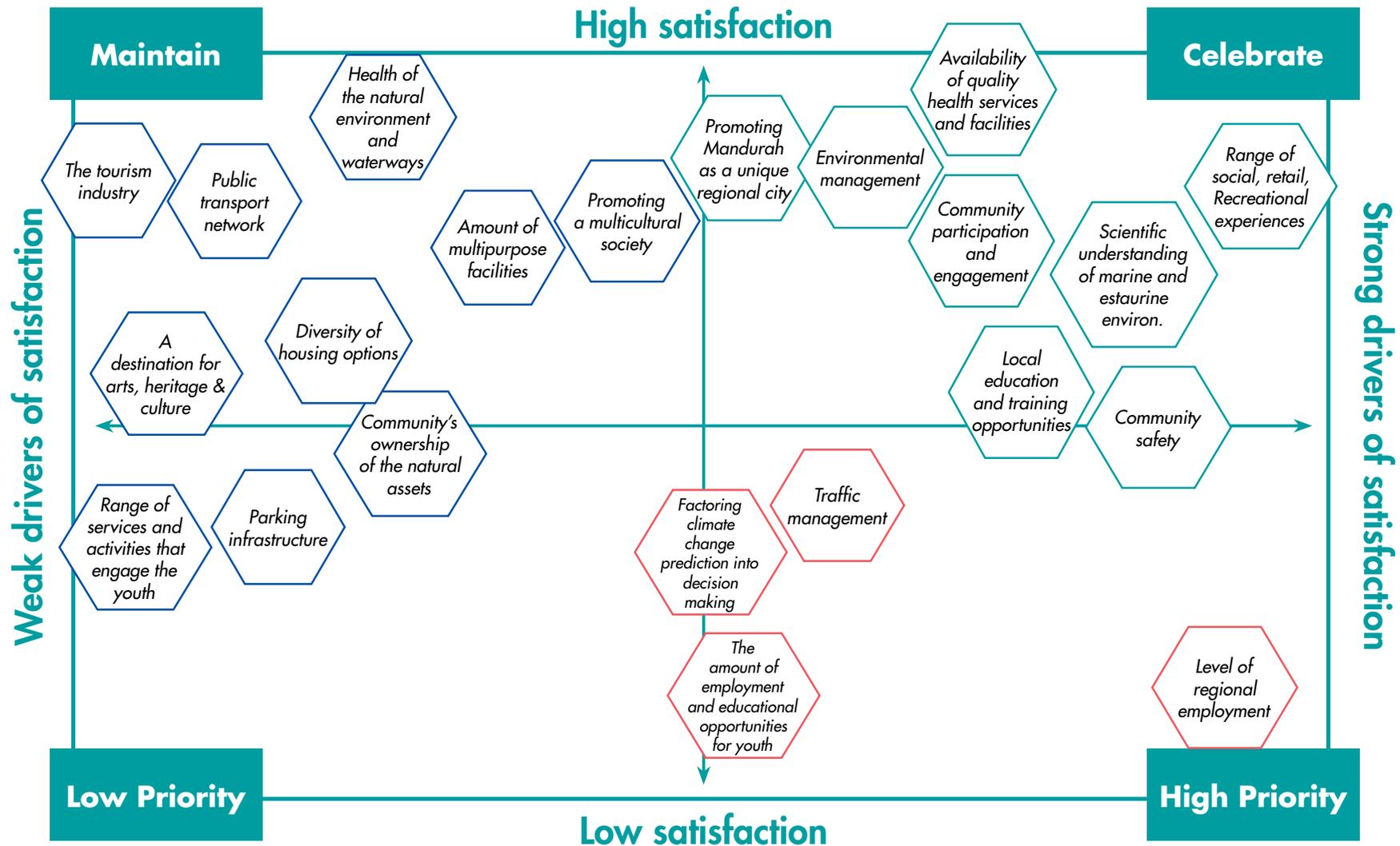
<sup>~</sup> Decrease from 2013

Metrix, 2016/2017

# Balancing Strategies and Satisfaction

Analysing responses received from the community through various channels, and understanding what drives community satisfaction and how satisfied the community is with the City's performance in relevant areas, Metrix Consulting mapped the balance between priorities and satisfaction as shown in the diagram below.

Priority improvement areas are those that are strong drivers of satisfaction with low performance. Therefore, the level of regional employment will be the City's highest priority followed by traffic management, the amount of employment and educational opportunities for youth and factoring climate change prediction into decision making.





# City Response

## Information into the process

- Emerging trends
- External influences
  - Government
  - Regulatory
  - Competitive
- Community Perceptions Survey
- Planning documents
  - Long Term Financial Plans
  - Workforce Plan
  - Asset Management Plans
- Performance results

Corporate Priorities	Community/Regional Priorities	Council Priorities
<ul style="list-style-type: none"> <li>• Issues and prioritisation</li> <li>• Scenario planning</li> <li>• Strategic planning</li> <li>• Financial imperatives</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Community Plan</li> <li>• Local &amp; Regional Planning Strategies</li> <li>• Economic Strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reviews</li> <li>• Strategic planning</li> </ul>

**20 YEAR STRATEGIC COMMUNITY PLAN:** outlines the community's aspirations and the City's vision

Environment	Social	Economic	Infrastructure	Identity
Protecting our environment	Creating a better community	Growing our economy	Meeting our infrastructure needs	Defining who we are and who we want to be

### Underpinned by

Organisational Excellence

Continue being a high performing organisation

**4 YEAR CORPORATE BUSINESS PLAN:** describes how the City will implement the vision

### MANAGEMENT AND IMPLEMENTATION

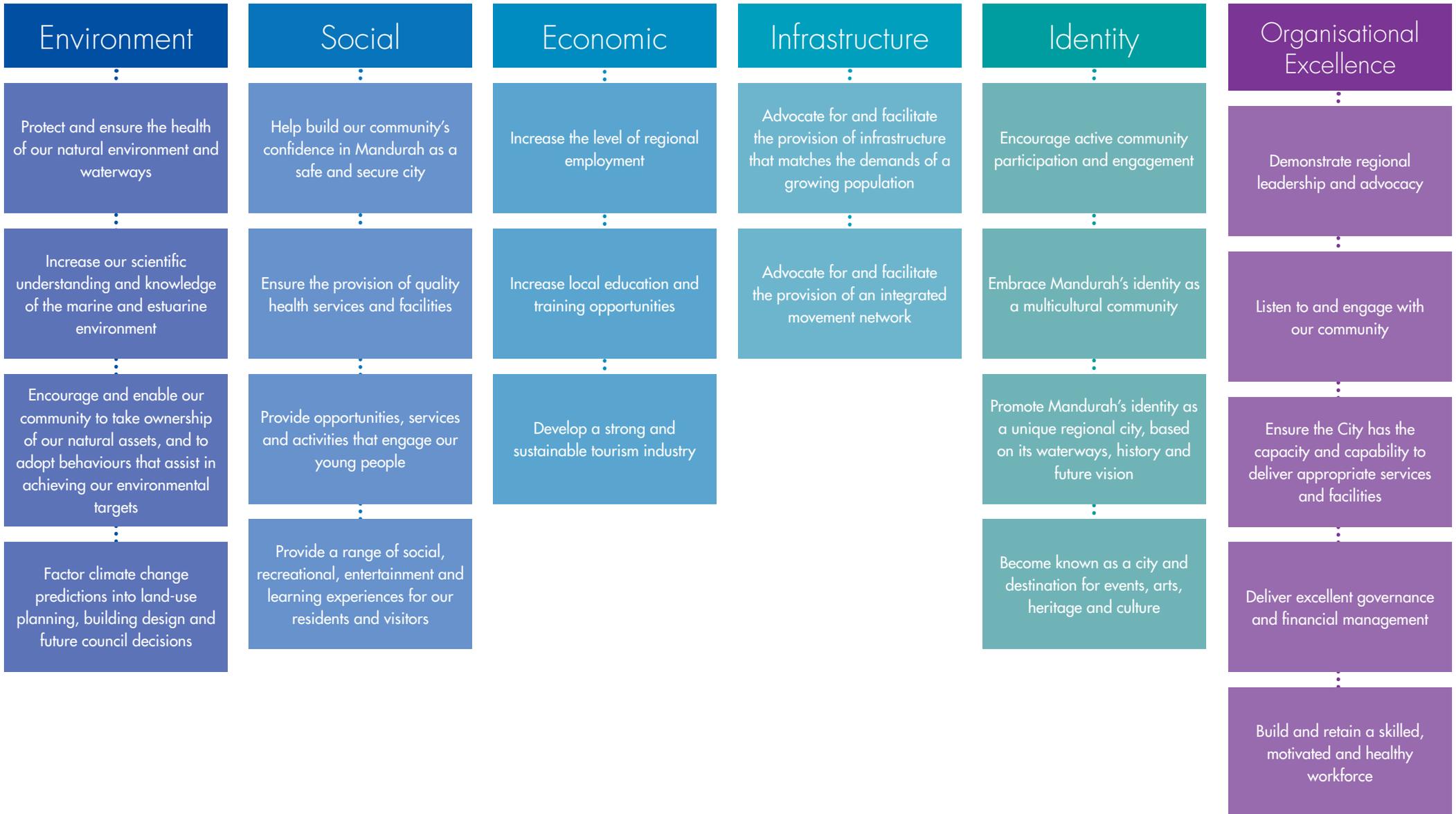
1 Year Operational Plans	Annual Budgets	Performance Measurement Framework
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### DELIVERY OF SERVICES AND PROGRAMS

- Measuring
- Reporting
- Performance

## Council Strategies

# Strategic Direction



# 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, an Asset Management Plan and a Long Term Financial plan.

The City regularly reviews each of its major asset

categories, such as 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. 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.

## How will we deliver our Strategic Community Plan?

The City 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 annual budget process.

The detailed actions will be incorporated in the City's Four Year Corporate Business Plan and One Year Operational Plan, which will indicate how projects and actions will be resourced, and when we will deliver results. The measures identified in the Strategic Community Plan will each have specific Performance

Indicators which would be measured quarterly to ensure that the City delivers on what we have planned. These results will be published in the City's Annual Reports.

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.

The City's Strategic Community Plan will be reviewed every four years, and the Corporate Business Plan will be reviewed annually.



# Environment

<b>Aspirational Statement</b>	<b>A community that is a leader in proactive and innovative environmental management</b>			
<b>Objectives</b>	Protect and ensure the health of our natural environment and waterways	Increase our scientific understanding and knowledge of the marine and estuarine environment	Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets	Factor climate change predictions into land-use planning, building design and future Council decisions
<b>Strategies</b>	Ensure appropriate strategies and programs are in place to maintain Mandurah's Biodiversity	Engage in collaborative research partnerships with the education sector and other stakeholders	Provide information and events that enable people to understand and care for the environment	Ensure strategies are in place for climate change adaptation including greening of the City
	Support the development of a clear governance structure for Peel waterways management	Lobby State Government to ensure the sustainability of fish and crustacean stocks and habitats	Reduce waste-to-landfill	Increase dwelling density around activity centres and key transport links
	Ensure appropriate strategies and actions are in place for Mandurah's coast and waterways	Respond to environmental challenges based on scientific evidence	Assist our community to reduce energy use and adopt clean energy technologies	Reduce the City's carbon footprint
	Integrate the protection of waterways and bushland into land-use planning		Assist our community to reduce water consumption	
	Proactively manage storm water to reduce the impact on the natural environment		Promote and encourage the development of environmentally sensitive built form	
	Reduce the City's water consumption			

## **Our City's progress will be monitored by:**

- Percentage of waste diverted to landfill
- Community perception of the City's shared management of the environment
- Reduction in our City's carbon footprint
- City's use of scheme water



# Social

<b>Aspirational Statement</b>	<b>A community that is safe, resilient, healthy and engaged</b>			
<b>Objectives</b>	Help build our community's confidence in Mandurah as a safe and secure city	Ensure the provision of quality health services and facilities	Provide opportunities, services and activities that engage our young people	Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors
<b>Strategies</b>	Put in place strategies and actions that make people feel safe	Advocate to ensure that Mandurah's health care needs are met including the provision of a significant regional hospital	Provide facilities, events and spaces that meet the needs of young people	Improve the retail and entertainment experience in Mandurah, focusing on enhancing the city centre with a vibrant and safe evening and night economy
	Advocate to ensure appropriate levels of community policing including the re-establishment of a regional police presence	Continue partnerships to ensure the delivery of best-practice mosquito control	Connect young people to information, people, programs and education that allows them to achieve their life goals	Recognise the importance of open spaces for community wellbeing
	Ensure that the City's planning, design and infrastructure provision enhances community safety by embracing Crime Prevention Through Environmental Design principles	Ensure City services and facilities are accessible to all	Develop strategies and actions that ensure that people are given the best start in life from early childhood	Increase the capacity of Mandurah's community, recreation and volunteer organisations
	Continue to promote Mandurah as a great place to live	Implement strategies and actions that meet the needs of seniors within our community	Support the development of Mandurah's future community leaders	Provide people with the infrastructure, skills and knowledge to effectively participate in the digital age
				Encourage wellbeing through healthy lifestyle, sports, social and recreational activities

## Our City's progress will be monitored by:

- Satisfaction with the City's role in Community Safety
- Satisfaction with Sport and Recreation facilities
- Satisfaction with services for youth, people with disabilities and seniors
- Improvement in SEIFA (Socio-Economic Indexes for Areas) Score

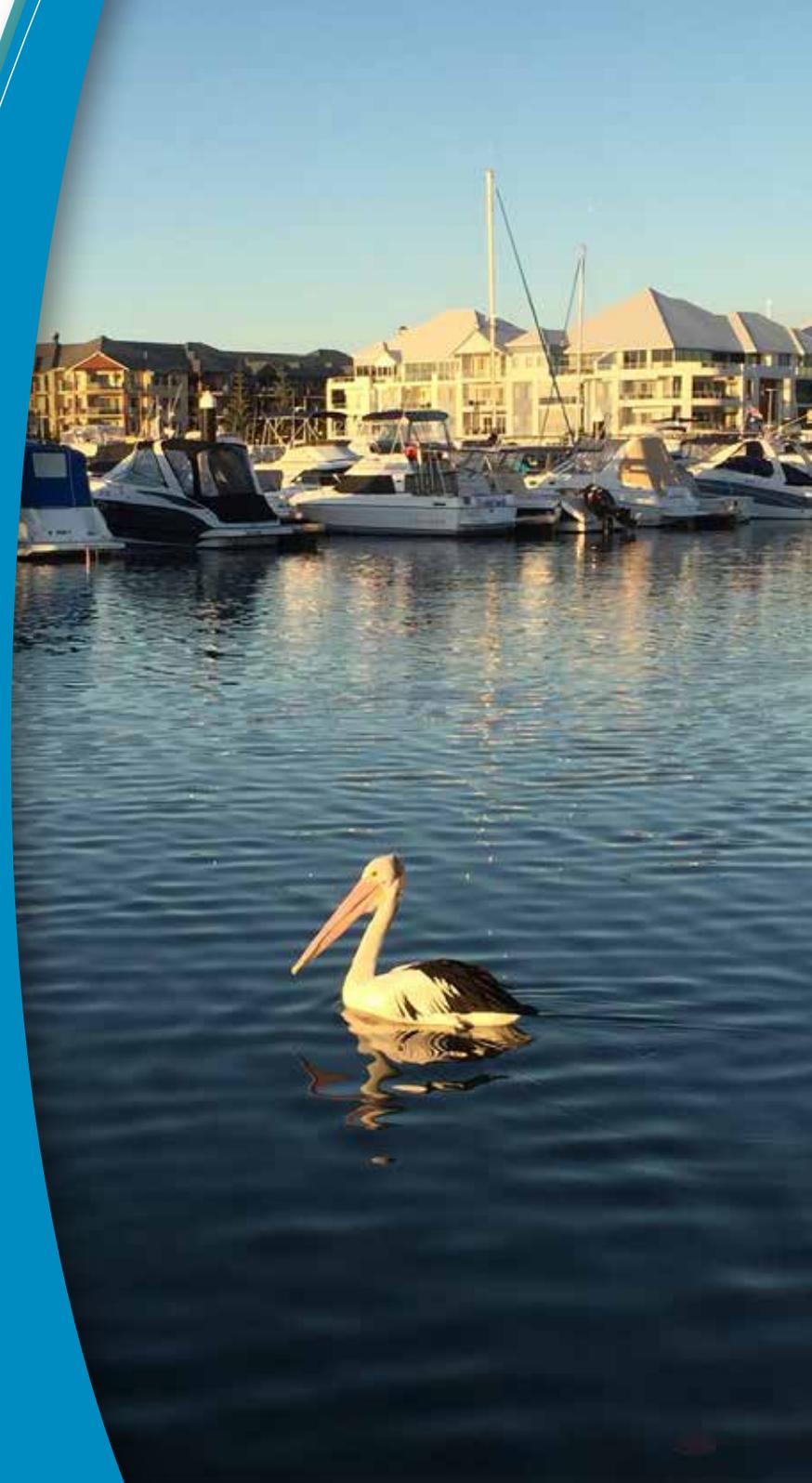


# Economic

<b>Aspirational Statement</b>	<b>A prosperous community with a skilled workforce that has accessible education and employment opportunities</b>		
<b>Objectives</b>	Increase the level of regional employment	Increase local education and training opportunities	Develop a strong and sustainable tourism industry
<b>Strategies</b>	Develop and implement a Mandurah Murray Growth Plan with our regional partners	Advocate to ensure improved education and training opportunities are provided in Mandurah	Continue to support and fund the Mandurah and Peel Tourism Organisation (MAPTO)
	Engage, advocate and collaborate with regional partners to ensure the delivery of 'Transform Peel'	Actively pursue partnerships in the delivery of educational and research and development programs	Ensure infrastructure is in place and maintained to support both domestic and international tourism
	Advocate for and facilitate the technological infrastructure necessary for business growth, and educational and training opportunities	Provide opportunities for the community to participate in lifelong learning	Promote Mandurah as a place for and facilitate the delivery of events that achieve positive local economic outcomes
	Ensure that our land-use planning framework facilitates the development of high-quality commercial office and major retail developments within the Mandurah City Centre	Develop a creative and entrepreneurial community	
	Support local business growth and development		
	Ensure Council regulations and procurement activities support local economic growth where possible		

## Our City's progress will be monitored by:

- Gross Regional Product
- Size of both the Regional and Mandurah workforce
- Number of trading businesses in Mandurah
- Satisfaction with the City Centre
- Increase in visitor numbers



# Infrastructure

<b>Aspirational Statement</b>	<b>A place where the infrastructure matches the demands of a growing regional City</b>	
<b>Objectives</b>	Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population	Advocate for and facilitate the provision of an integrated movement network
<b>Strategies</b>	Ensure a strategy is in place for the delivery of social and recreational infrastructure	Ensure that access to the Mandurah city centre caters for all forms of transport
	Provide and activate localised places and spaces that encourage social interaction and activity	Plan and advocate for Mandurah's long term traffic needs, including improved pedestrian and bicycle connections
	Ensure infrastructure assets are managed and maintained for future generations	Work with key partners to ensure transport options efficiently link people to jobs, services, recreational and sporting activities
	Ensure strategies are in place to provide for affordable and crisis housing in Mandurah	

## Our City's progress will be monitored by:

- Satisfaction with City Centre Footpaths and Cycleways, Roads and Community buildings
- Satisfaction with ease of moving around the area – Traffic and Parking



# Identity

<b>Aspirational Statement</b>	<b>Mandurah is recognized as the Waterfront Capital of the Peel Region</b>			
<b>Objectives</b>	Encourage active community participation and engagement	Embrace Mandurah's identity as a multicultural community	Promote Mandurah's identity as a unique regional city, based on its waterways, history and future vision	Become known as a city and destination for events, arts, heritage and culture
<b>Strategies</b>	Build on the community's strong sense of pride and purpose	Implement and review the Reconciliation Action Plan 2018 - 2020	Continue to work with regional stakeholders on issues of regional significance	Ensure strategies and programs are in place that enhance the City's arts, heritage and culture
	Identify, engage and promote community champions and high achievers as mentors within the community	Ensure the City's planning and service provision embraces and encourages Mandurah's culturally and linguistically diverse community	Promote and advocate for formal recognition of Mandurah's Regional City status	Continue to promote the development of local arts, culture, heritage, music and creative activity
	Leverage arts, heritage and culture to build a more cohesive community	Continue to promote Mandurah as a dual-language (English and Indigenous) location	Advocate for restoration of the Regional Service Delivery model to Mandurah and the Peel Region	
	Provide programs that embrace diversity	Celebrate and promote our natural, indigenous and European history	Review the City's brand to ensure it is consistent with the aims and aspirations of the Community	
	Ensure the City's procurement practices are inclusive			

## Our City's progress will be monitored by:

- Satisfaction with City festivals and events including Arts and Culture
- Recognised as Western Australia's major regional City
- Recognised as a vibrant arts, culture and heritage destination
- Increase in visitor numbers



# Organisational Excellence

<b>Aspirational Statement</b>	<b>An organisation that, thinks regionally and acts locally</b>				
<b>Objectives</b>	Demonstrate regional leadership and advocacy	Listen to and engage with our community	Ensure the City has the capacity and capability to deliver appropriate services and facilities	Deliver excellent governance and financial management	Build and retain a skilled, motivated and healthy workforce
<b>Strategies</b>	Build strong leadership capabilities within Council	Have a community that actively engages with the City and its decision making	Develop and deliver appropriate services and associated quality of service to serve the needs of the community	Continually improve business practices to remove barriers and ensure quality matches the needs of the community	Develop a flexible, capable and engaged workforce that meets the changing needs of the community
	Work collaboratively with Peel Councils and other stakeholders to achieve sustainable regional growth	Communicate with our community and partners in mediums that suit their needs	Use technology to support transformation within Council and proactively address community needs	Meet all governance standards and legislative requirements	Build strong leadership capabilities within the City of Mandurah
	Advocate on behalf of the community		Embrace sustainable asset management practices for managing the built environment	Ensure long term sustainability through good financial practices, resource planning, land use planning, sound business planning and asset management	Provide a safe working environment by implementing an Occupational Safety and Health Plan
				Ensure community accountability through transparent and accessible reporting	Develop a shared focus on accountability and performance
				Manage the organisation's risks	

## Our City's progress will be monitored by:

- Overall satisfaction with Council
- Satisfaction with customer service and community engagement
- Financial sustainability
- Occupational Safety and Health results



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This document can be made available in alternative formats on request.

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