



Department of
Primary Industries and
Regional Development



People of Peel

Human Capital Roadmap
2022-2027



The land upon which the Peel Development Commission (PDC) operates, is on Mandjoogoordap Boodja, part of the Bindjareb Noongar Boodja and Wilman Noongar Boodja, which is part of the Noongar Nation.

The Noongar Nation is part of the many different Aboriginal and Torres Strait Islander Nations in the Boodja we know as Australia. We acknowledge their 50,000 years of human existence on this boodja and acknowledge their continuing connection to the boodja (land), the gabi (waters), the worl (sky) and kaadadjan (knowledge).

We pay respect to their cultures and their Eldership – past, present and emerging.

Image: Dolphins Dreaming, Deborah Newenham



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Disclaimer

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The People of Peel Human Capital Roadmap was prepared by FAR Lane in partnership with the Peel Development Commission and Peel Capability Collaborative.

Introduction

The People of Peel Human Capital Roadmap (the Roadmap) sets out a framework to support and develop a skilled, adaptable and empowered workforce to drive a thriving regional society and economy. The Roadmap is an initiative of the Peel Development Commission and the Peel Capability Collaborative, drawing on research (see the People of [Peel Human Capital Insights Report](#)) and engagement with industry and key stakeholders to develop a pathway to prosperity through the development of talent, skills and knowledge (also known as “knowhow”) within the Peel’s economy.

Our goal

“The people of Peel are skilled, adaptable and empowered to drive a thriving regional society and economy”.

Roadmap pillars (our key action areas)



**Build capacity
at all ages**



**Link local capacity to
regional opportunities**



**Attract talent to
strategic industries**

How we got here

Researching and profiling the Peel’s economy and human capital (People of Peel Human Capital Insights Report)

Understanding future needs and opportunities for economic and human capital development

Talking to and hearing from industry and stakeholders

Drawing insights from other projects and investigations

Developing the People of Peel Human Capital Roadmap

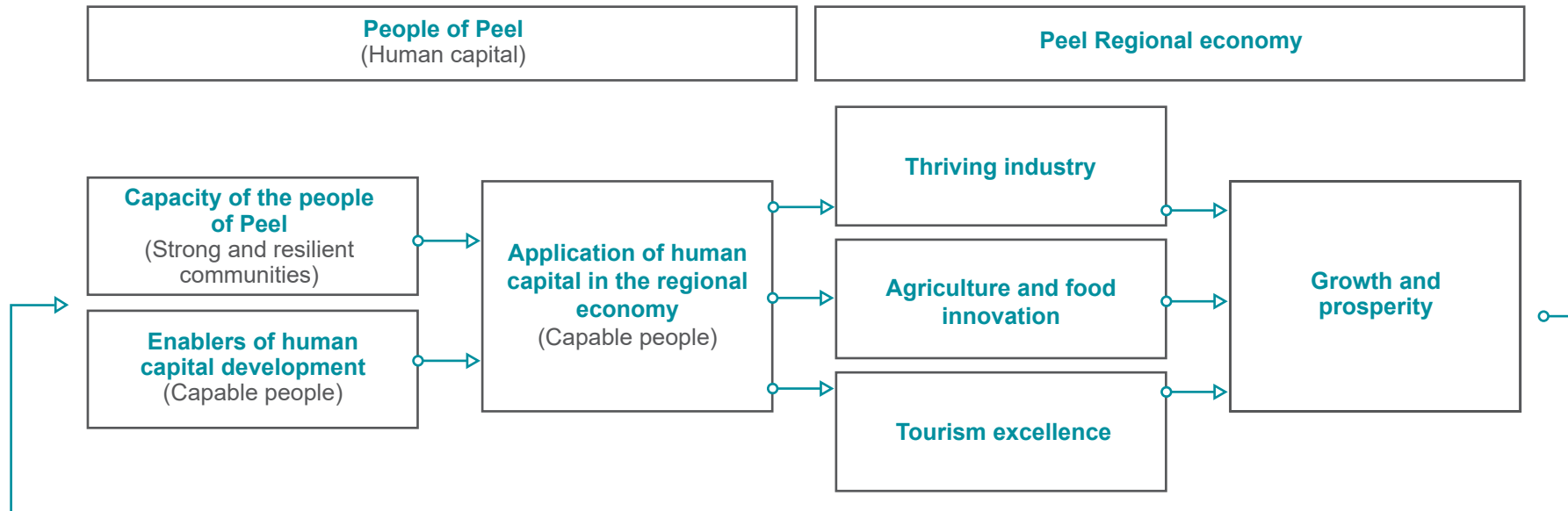


The Roadmap recognises that developing a high performing and empowered future workforce involves proactive planning, vision, and aspiration, as well as addressing the socioeconomic challenges facing the people living in the Peel. It is also critical that continued investment in the region’s emerging and future strategic industries results in benefits for the people of Peel, enabling and inspiring them to participate fully in their local economy and community. The Roadmap recommends key actions in the areas of human capital capacity, the enablers of human capital and how it is applied in the economy in order to achieve positive outcomes for strategic industry development and economic prosperity.



The Peel Regional Investment Framework – the current guiding economic development framework – has driven the theory of change the Roadmap is based on. The following aspirations of the Framework are embedded in the structure of the Roadmap:

- Thriving Industry:**
Peel’s industries and businesses are diverse and globally competitive and part of an economy that has raised incomes and living standards for all.
- Agriculture and Food Innovation:**
Peel’s agriculture and food production sectors will be enhanced through continued innovation, investment, and research.
- Tourism Excellence:**
Peel’s tourism industry and related businesses will be diverse, competitive, and sustainable creating economic growth and jobs through high-value products and services.
- Capable People:**
Peel’s workforce will be highly skilled and adaptable to structural and technological change to support an economy that is strong, diverse and high performing.
- Strong and Resilient Communities:**
Peel’s communities will be strong, vibrant, and resilient underpinned by best practice social services and infrastructure.



Why now?

The [People of Peel Human Capital Insights Report](#) explored Peel's current and future population and workforce to better understand and identify the challenges and opportunities of building a resilient and prosperous regional economy. To do this, the report looked at Peel's people through the lens of three elements of human capital, or 'know how':

Capacity: The socioeconomic characteristics of Peel's communities, for example, the number of people in the workforce, their education attainment rates, levels of employment and to what extent certain communities are experiencing disadvantage.

Enablers: The systems, infrastructure and services that support Peel's people to learn, develop their skills and engage in the workforce.

Application: How the people of Peel are working, in what industries, in what types of jobs, and how their skills are being applied in Peel's industries (particularly the strategic industries of tourism, food and agriculture).

Research produced the following insights, which drive the focus areas of this Roadmap:

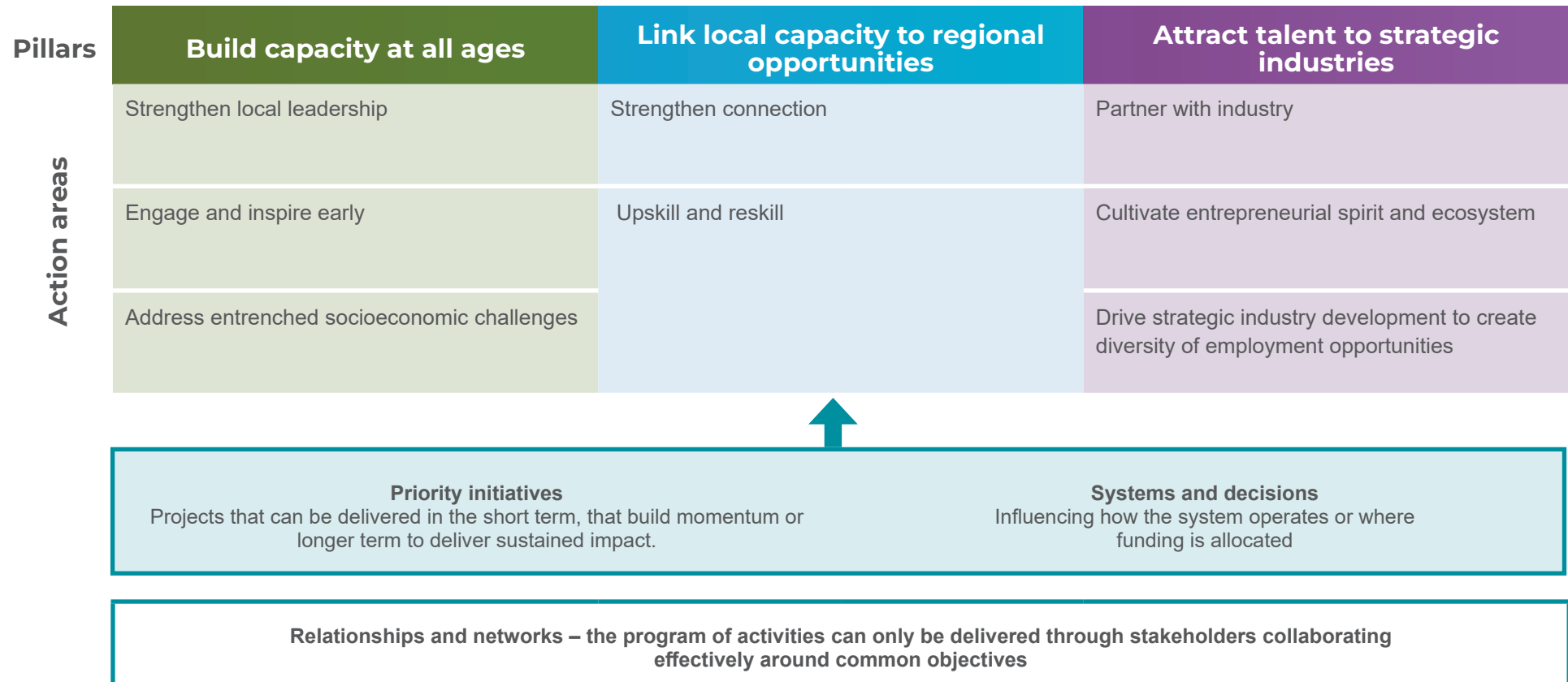
Knowhow capacity	Knowhow enablers	Knowhow application
<p>Peel's relatively disadvantaged and low skilled population is at risk of increased entrenchment and disadvantage cycles, leaving many out of participating meaningfully in the regional economy.</p> <p>The current social service delivery model is metro centric and not working, as indicators are not improving with current ratios.</p> <p>Peel people are not accessing the training that is available to create their pathway to higher level qualifications and skilled work.</p> <p>There is a perceived lack of opportunity for young people in Peel. They don't see a future for themselves in Peel, either because its not there, or its not visible to them.</p>	<p>The level and types of qualifications delivered in Peel do not match the aspirations of the region or the needs of industry.</p> <p>Industry can forecast what the needs will be, but there is a need for a more effective link to regional tertiary education providers.</p> <p>Women, people over 55 and people with a disability are under-utilised in the workforce and have skills and experience to contribute to the community and economy.</p>	<p>Investment attracted to strategic / traded industries is yet to transfer to human capital development.</p> <p>Peel struggles to attract the skills and experience required to service both strategic and population services, despite the affordable and positive lifestyle on offer.</p> <p>Key employing sectors of retail, social assistance and construction are often cyclical, casualised and low paid resulting in long term hardship.</p> <p>The high skilled jobs currently in the labour market are often filled by imported labour rather than through the local workforce.</p>

People of Peel Human Capital Roadmap

Our goal

“The people of Peel are skilled, adaptable and empowered to drive a thriving regional society and economy”.

How will we achieve it?





Build capacity at all ages

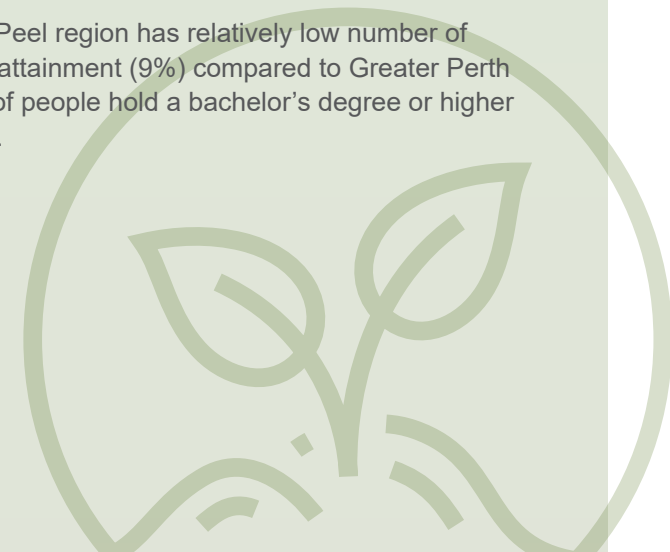
Industry development will deliver benefits to the communities of Peel – in turn they can provide an empowered future workforce.

A region's most powerful resource is its people. Building regional capacity is an investment in a region's future society and economy, giving it the adaptability and talent to not only survive uncertainty and challenge, but to thrive through positive disruption and innovation.

Complex and entrenched socioeconomic challenges are preventing some communities in the Peel from building their capacity. Addressing barriers to education and employment is only one part of the complex task of empowering communities. There is an interrelated framework of health and community support that is required to help lift families out of poverty and improve wellbeing. If nothing is done to address these chronic challenges, these communities will be left behind while regional industries advance, drawing on external human capital.

Data insights from People of Peel Human Capital Insights Report

- SEIFA: In 2016, Peel's SEIFA score was 983, which is below the national average of 1,000, indicating a level of disadvantage in the regional community (ABS, 2016).
- In September 2021, Peel's unemployment rate was 6.2%, compared to WA's overall rate of 5.4%. Mandurah, Murray and Waroona had the highest unemployment rates in the region (Department of Jobs and Small Business, 2021).
- Compared to the Western Australian average, the Peel region has a higher prevalence of mental health risk factors across all areas including general mental health, high or very high psychological distress, stress related issues, anxiety and depression (South Metropolitan Health Service, 2019).
- Data suggests that on average, primary schools within the Peel region are at a social-educational disadvantage compared to the Australian average (ACARA, 2021).
- Less than 50% of people aged over 15 living in Peel have completed Year 12 or equivalent in 2016, compared to 55% in Greater Perth (ABS, 2016).
- Overall, the Peel region has relatively low number of high tertiary attainment (9%) compared to Greater Perth where 23% of people hold a bachelor's degree or higher (ABS, 2016).



Action area

Why is it important?

Build leadership to drive change

Real social change requires strong leadership, long term vision and sustained action. A vehicle is required that brings together State Departments and local service providers to drive, coordinate and resource effective interventions.

Engage and inspire early

You can't be what you can't see. The Peel's young people must be engaged, feel connected to their community and see a bright and meaningful future for themselves in the region. This will require increasing investment in skills development in childhood to set children up with the life skills and resilience to empower them in the future.

Address entrenched socioeconomic challenges

Communities and individuals who are isolated or prevented by systems and entrenched cycles of disadvantage must not be left behind as the region seeks to realise its economic aspirations and potential. Access to health and community services, coordinated support for children and families and access to safe and affordable housing will be critical for building a strong future workforce that wants to stay, live and work in the region.

Image: Russell Ord Photography





Build capacity at all ages

Action plan

Area	Action / initiative	Type	Timeframe	Stakeholders
Strengthen local leadership	District Leadership Group – Establish a District Leadership Group for the Peel region to enable regional collaboration and coordination of effort and resources; provision of timely and accurate local information; and fostering partnerships to coordinate services, measure impact and share expertise.	Systems and decisions	6 months established & ongoing	Advocate: Peel Development Commission, Peel Community Development Group, WA Council of Social Services and Peel Alliance. Lead: Department of Communities
Engage and inspire early	Early development interventions – Targeted interventions throughout the Peel (focusing on low AECD areas) leveraging the Mandurah Early Years’s working group who are collecting data and intervening where required. Examples of projects already delivered are “Me@3 Passport” and a playgroup established at Halls Head.	Priority Initiative Systems and decisions	Ongoing	Lead: Parenting Connection WA Partner: Service providers, Department of Education, Local Government Authorities, Peel Community Development Group
	Primary School Career Engagement – Advocate for the delivery of age-appropriate career / aspirational programs in Peel primary schools. Help young children and parents to understand regional specific activities, groups and jobs to inspire passions and interests going into secondary school.	Priority Initiative Systems and decisions	18 months established & ongoing	Advocate: Peel Capability Collaborative Lead: Department of Education Partner: Schools, Jobs & Skills Centre, tertiary education and training providers.
	Gifted and Talented Programs – Advocate for increased access to programs that enable gifted and talented students in Peel to study in environments that challenge, inspire and empower them to excel.	Systems and decisions	Ongoing	Advocate: Peel Capability Collaborative Lead: Department of Education Partner: Peel schools

Area	Action / initiative	Type	Timeframe	Stakeholders
Address entrenched socioeconomic challenges	<p>Family Support Network – Fund and establish a Family Support Network in the region to develop a local network of high quality, integrated services that support families and young people at risk, assisting them to thrive in their community.</p>	Priority Initiative	12 months established & ongoing	<p>Advocate: Peel Development Commission</p> <p>Lead: Peel Community Development Group & Department of Communities</p> <p>Partner: Regional family and relationship services stakeholders</p>
	<p>Advocate for enhanced health and community services in Peel – Partner with health and community service providers and networks to advocate to State and Commonwealth Governments for transformative services and projects that will address socioeconomic challenges faced by Peel communities, including but not limited to:</p> <ul style="list-style-type: none"> • Increasing severity and complexity of mental health challenges; • Poor housing affordability and availability; • Increasing homelessness rates; • Increasing rates and severity of family, domestic and sexual violence; • Increasing number of people living with a disability; • High unemployment and reliance on benefit payments; • Low rates of tertiary education attainment; and • Lack of access to key services for isolated communities. 	Systems and decisions	5 Years & ongoing	<p>Advocate & Partner: Peel Development Commission, Peel Alliance, RDA Peel</p> <p>Lead: Peel Community Development Group</p>

Current or planned initiatives

Stakeholders in the Peel are already collaborating, investigating, and investing in initiatives that will help build the capacity at all ages.

Common Ground Project

Common Ground is a model of permanent, supportive housing in a purpose-built facility, for adults who have experienced homelessness or are low-income earners.

- Lead – Department of Communities
- (Funded & in development)
- **Address priority socioeconomic challenges**

Peel Away the Mask III

Longitudinal socioeconomic study of the Peel Region. 2021 project will include an Action Plan to guide advocacy for services in the region.

- Lead – Peel Community Development Group
- (Underway)
- **Address priority socioeconomic challenges**

Child Health and Wellbeing Project

Addressing the lack of services for primary school age children experiencing anxiety, bullying and family breakdown. Anticipated commencement February 2022.

- Lead -
- (Commenced)
- **Address priority socioeconomic challenges**
- **Engage and inspire early**

Byford Health Hub

Development of a combined health and social needs service centre in the centre of Byford to offer consumer and the community a single-entry point to coordinated services.

- Lead – East Metropolitan Health Services
- (Funded & in development)
- **Address priority socioeconomic challenges**

Dawesville Community Centre

A new multi-purpose community facility. The facility will deliver community activity and access to social services and infrastructure for a growing population.

- Lead – City of Mandurah
- (Funded & in development)
- **Address priority socioeconomic challenges**
- **Engage and inspire early**

Mandurah Early Years Action Plan

Addressing developmentally vulnerable children with proactive early childhood development programs and initiatives.

- Lead – City of Mandurah
- (Underway)
- **Address priority socioeconomic challenges**
- **Engage and inspire early**

Peel Mental Health Taskforce

The Peel Mental Health Taskforce was established in 2021 to provide a systematic way for providers to work together to coordinate and improve mental health service delivery across Mandurah, Murray and Waroona.

- Lead – South Metropolitan Health Service
- (Underway)
- **Address priority socioeconomic challenges**

Children's University Program

Currently operating in a small number of Peel schools there is an opportunity to expand the Children's University Program that nurtures the aspirations of young children and celebrates their learning beyond the classroom and commit to widening participation and supporting students from diverse backgrounds to access higher education.

- Lead – UWA
- (Underway)
- **Engage and inspire early**

Halls Head College – Big Picture Academy

The Big Picture education design is a highly personalised approach to learning that has been positively changing the lives of students, educators and communities in Australia over the past decade and at Halls Head College since 2012.

- The Academy provides students and families with carefully considered, personalised pathways that have culminated in positive outcomes such as vocational qualifications and pathways into employment, TAFE and University.
- Students are able to pursue their passions through interest-based learning, work portfolios, internships and meaningful project work in the community. Parents are required to contribute to the development of each student's learning plan.
- Lead – Halls Head College
 - (Underway)
 - **Engage and inspire early**





Case study

Caris, Speech Pathologist, Mandurah

Caris did not always know she wanted to be a speech pathologist. As a young person, she was passionate about theatre and singing. Speech pathology appeared on Caris's radar after graduating high school when she perused university course books trying to find her future in the glossy pages - "I read the description in the course handbook and saw that you could go into vocal coaching, and that there was a strand that specialises in working with people like singers who don't use their voices properly and develop vocal nodules". After completing her degree at Curtin University, which required her and many of her peers to commute from Mandurah, Caris discovered that the demand for this specialisation was very limited in Western Australia, and so she turned her skill set toward working with children which she continues to enjoy today. When Caris graduated from university, the market for speech pathologists in Mandurah was extremely limited,

"In Mandurah there were no jobs at all, except for at the community health centre, but the staff there were entrenched and unlikely to be leaving any time soon. People my age who were looking for those jobs, even in Perth, were looking for up to 6 months."

Seeing this shortage, Caris was forced to look outside of her home city and managed to secure employment in Bunbury, moving in with family who were closer to her new employer.

Now, in 2021, the situation is reversed. Caris has observed there are many jobs available for graduate speech pathologists and workers have greater job choice. This is particularly challenging for Mandurah, as they are experiencing a high demand for speech pathologists but cannot attract the necessary talent. Due to this shortage, Caris's own role has not been filled while she has been on parental leave, and her employer has simply gone without that resource, "People are choosing between driving 10 minutes around the corner to work in Perth, or 45 minutes to Mandurah", explains Caris, "there are not actually very many speech pathologists who live here". Looking forward, Caris does worry about access to health services. "I would like to see more growth in the coming years as a mother of a child. Right now, if I cancel an appointment with the child health nurse, it's two months before I can get another appointment." Due to this service lack, Caris and her partner have spent a lot of time travelling to and from Perth, "Our hospital is probably not equipped to manage emergency situations or high needs", Caris explains, "Our daughter was born premature, and they can't have premature babies there because there is no neonatal ward. We had to do lots of commuting to Fiona Stanley in the early days of her life, which was pretty stressful."

When thinking about young people in Mandurah today and their future, Caris feels there is more than can be done to engage and inspire youth, instilling them with a sense of positivity and drive about their future, particularly when it comes to careers. “Work placements are so important, but I think a lot of young people don’t take them seriously. They just find a placement at their parents’ work”, Caris explains, “I think we need to address empowerment and motivation when kids are little, not when they’re adolescents, I think it’s something that is engrained from a very young age”. Supporting parents is critical to this for Caris, “We need more support and activities around parenting, where parents can go to learn how to engage with their children, and to set those examples to foster imagination and creativity that will be really beneficial in the long term.”

Caris and her young family love living in Mandurah, but most of her peers from school have moved away, “the majority have either moved to Perth or gone into mining and FIFO, some have even gone to the Eastern States”, explains Caris. “We have not ruled out moving to Perth either, if its where my partner’s work needs to be. I currently work in Rockingham, so I can commute from here or Perth.” For now, Caris and her partner are enjoying raising their young family in Mandurah. Like many, a trip to Perth to catch a show leaves them glad to return to the relatively quiet Mandurah, leaving the city traffic and hustle bustle behind them,

“We love how Mandurah is so relaxed. We live really close to the beach, and it’s so much affordable here to get a substantial block. We are on a 650m² block, with a four by two house, and we’ve paid less than what some friends have paid in Perth for a little two by one duplex. We have space, the beach, a dog, and a backyard for our daughter which helps us build our emotional resilience and health, and that is really important to us.”





Link local capacity to regional opportunities

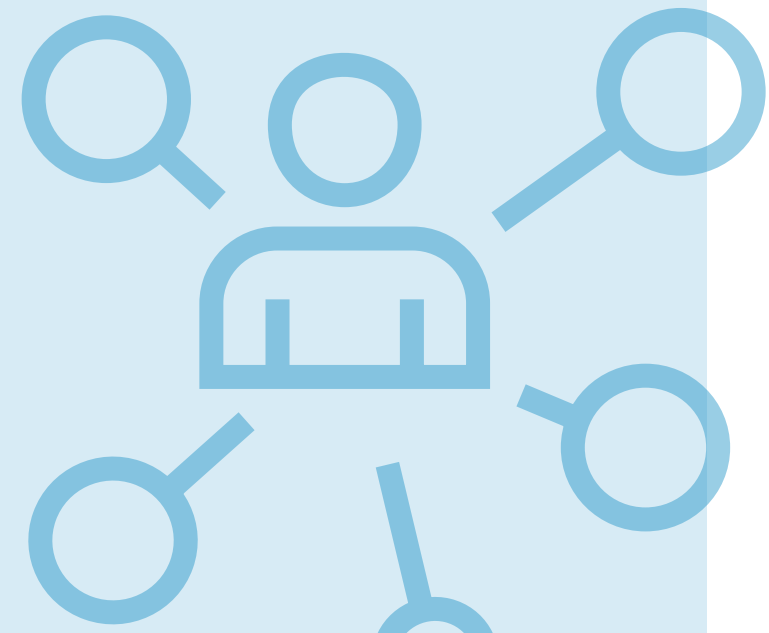
People will have access to training and education that connects them to local, meaningful and stable employment opportunities.

The Peel region will need skilled, talented and knowledgeable people across a range of industries in order to meet its economic development objectives. There is an opportunity to create a strong local workforce that will be a powerhouse resource in the future. In the Peel, lower average education attainment levels suggest that opportunities to develop human capital may be less compared to other regions. The earlier someone leaves the education system, the less chance they have to develop the skills required to enter the workforce and find a meaningful and fulfilling career or vocation.

Today, many young people are leaving the region to access education and employment opportunities that don't exist locally. For some, this means commuting to the metropolitan Perth area every day, and for others this means moving out of the region entirely. The consequences of the lack of local opportunities is that the region loses actual and potential talent to other areas. This talent is used to develop industries and communities outside the Peel, and the communities of Peel miss out on the benefits.

Data insights from People of Peel Human Capital Insights Report

- Only 9% of Peel residents have a Bachelors degree or higher (Greater Perth 23%) (ABS, 2016).
- Less than 50% of Peel's workforce completed Year 12 or equivalent. (Greater Perth 55%) (ABS, 2016).
- There are extremely limited tertiary education (bachelor or higher) opportunities locally relating to future strategic industries (i.e., manufacturing, professional services, food and community and health services).



Action area

Why is it important?

Strengthen connections

Matching skills to jobs is critical to keep talent in the region, and realise the investment made in building the capacity of Peel's people. To do this, there is an opportunity to utilise alternative delivery models to enhance access to engaging tertiary education and training options that are currently unavailable in Peel region. At the same time, there should be a focus on upskilling the existing trade base by matching employment skills development to the region's emerging strategic industries and incentivise training and professional development.

There is also a need and opportunity to build excitement and optimism around the current and future jobs in the Peel to help residents understand the value and potential of a life in the region, reducing the trend of talent leaking to Perth and the eastern States. Peel's skilled and semi-skilled residents who are working outside the region should also be actively encouraged to take up local training and work opportunities.

Upskill and reskill

Peel has underutilised human resources that can be targeted and empowered to re-engage in the workforce. Increasing opportunities for all People in Peel with a focus on women, Aboriginal people, people with disabilities, and people over the age of 55 to engage in skills development, will enable them to enter new areas of work and maintain their connection to employment, networks and the community.

Image: Peel Bright Minds Trailblazers 2022





Link local capacity to regional opportunities

Action plan

Area	Action / initiative	Type	Timeframe	Stakeholders
Strengthen connections	<p>Enhance training to industry pathways: Facilitate collaboration between Universities, TAFE, private RTOs, ITC's, industry, employment service providers, schools to plan and deliver pathways into emerging industries such as agriculture, care sector and manufacturing. Initiatives may include:</p> <ul style="list-style-type: none"> • Hosting pre-employment career tasters, recruitment roundtables, mini jobs fairs and other events to connect jobseekers with industry insights, basic skills and vacancies. • Linking the Peel Hospitality Training Centre students with the Murdoch University Bachelor of Science in Food Science and Nutrition delivery at Food Innovation Precinct WA and exposing students to opportunities in the food manufacturing industry. 	<p>Priority Initiative</p> <p>Systems and decisions</p>	6 months – 5 years	<p>Lead: Jobs and Skills Centre</p> <p>Partner: Perth South Local Jobs Program, employers, education and training providers, Peel Development Commission</p> <p>Engage: Industry, Peel CCI, Schools, Dept. of Training and Workforce Development, Private RTOs, Industry Training Councils, Universities, Dept of Education, Boosting the Local Care Workforce Program</p>
	<p>Enhance connections and aspirations to Peel career opportunities: Facilitate local career information and connection to industry inspiring people of all ages in the region to engage in the local workforce. Initiatives may include:</p> <ul style="list-style-type: none"> • Delivery of the Year 9 Career Taster Program (specific to Peel careers); • Introducing a Career Learning Toolkit for Year 8 & 9 students alongside meaningful encounters with the world of work; • Implementing Peel focused career information events and resources for students, parents and teachers; • Leveraging career counsellors in schools, connecting them regularly to local industry and pathways information; • Developing Peel Job Ready Programs combining formal training with real hands-on experience to meet local needs; • Promoting locally developed resources that enable exploration of local industry; and • Working with industry to promote employment opportunities. 	<p>Priority Initiative</p>	Ongoing	<p>Lead: Dept. of Education, Peel Jobs and Skills Centre, Perth South Local Jobs Program</p> <p>Partner: Employers, education and training providers, Peel Development Commission, Peel Bright Minds</p> <p>Engage: Industry, Peel CCI, Schools, Private RTOs, Industry Training Councils, Universities, Boosting the Local Care Workforce Program, Dept. of Training and Workforce Development</p>

Area	Action / initiative	Type	Timeframe	Stakeholders
Upskill and reskill	Short and accessible courses – Targeted at underrepresented jobseekers or people who are disengaged from the workforce to develop workforce readiness skills and understand work opportunities in variety of sectors. Focus on transferrable skills, diverse delivery formats, micro-credentialling, and short courses aligned to the region’s current or emerging strategic industries where workers are required.	Priority Initiative	Ongoing	Lead: Dept. of Training and Workforce Development and South Metro TAFE Partner: University sector
	Higher level courses and professional development – Targeted at existing workers seeking to upskill or reskill for a career change and to support lifelong learning. Focus on transferrable skills, diverse delivery formats, micro-credentialling, and short courses aligned to the region’s current or emerging strategic industries where workers are required.	Priority Initiative	12 months – ongoing	Lead: Murdoch University Partner: University sector, Dept. of Training & Workforce Development, South Metro TAFE, Dept. of Education, Skills & Empt.
	Targeted business capacity building – Advocate for programs that build the capacity of small business owners in targeted sectors to manage and grow their enterprise and people. Potential target sectors include: <ul style="list-style-type: none"> • Aboriginal enterprises; • Health and community services; • Manufacturing enterprises; • Eco-tourism enterprises; • Agriculture SME’s; and • Food production SMEs. 	Systems and decisions Priority Initiative	18 months – 5 years	Advocate: Peel Capability Collaborative Partner: Small Business Development Corporation, IPS Business Advisory, Peel CCI, Regional and State industry representative groups, Dept. JTSI, University sector, Food Innovation Precinct WA
	Education and training infrastructure – Identify and advocate for education and training infrastructure that enables capability development to cater for population growth, and is in alignment with current or emerging strategic industries.	Systems and decisions	Ongoing	Lead advocate: Peel Development Commission and RDA Peel Partner: University sector, Dept. of Training & Workforce Development, Dept. of Education, Dept. of Education, Skills & Employment.

Current, planned and potential initiatives

Stakeholders in the Peel are already investigating and investing in initiatives that will help link local training to regional opportunities.

Peel Hospitality & Personal Services Training Centre

Development of industry standard hospitality, personal services and tourism training facilities at the Mandurah Education Campus.

- Lead – Department of Training & Workforce Development & South Metropolitan TAFE
- (Funded & under development)
- **Strengthen connections**

Peel Bright Minds

Peel Bright Minds works with the community and partner organisations to communicate, coordinate and promote regional activities and events that:

- Promote STEM and connect the community, especially young people, to activities and opportunities in the region, including citizen science opportunities.
- Encourage an aspirant culture among people of all backgrounds, ages and abilities in the Peel, celebrating our unique regional strengths through STEM and the arts.

In 2022 Peel Bright Minds will focus on delivery of Trail Blazers, a six-month STEM mentorship program for youth ages 13-17 in the Peel who will participate in an intensive residential camp followed by six months of mentoring and networking.

- Lead – Regional Development Australia Peel
- (Current)
- **Strengthen connections**
- **Upskill & reskill**

ECU Regional Learning Hub / Potential relocation to Wotso Workspace (former Australian Sailing Museum)

Mandurah based space providing regional students with somewhere to study, connect, create and learn with the addition of an onsite learning support team to provide pastoral care. The ECU Learning Hub gives students access to support without them having to travel to Perth campuses. There is an opportunity into the future to expand this model in collaboration with other Perth based and online universities.

- (Current)
- **Upskill & reskill**

Small Business Advisory Services

Through a network of providers the State government provides free and confidential business advice to existing and aspiring small business owners.

- Lead - Peel Provider – IPS Business Advisory
- (Underway)
- **Upskill & reskill**

Local Content Program

Focused on maximising the participation of regional industry in regional supply or works contracting opportunities, the Local Content Program promotes supply opportunities and facilitates regional business capability and growth to engage in Government contracting.

- Lead – Local Content Advisory Network and Peel Development Commission
- (Underway)
- **Upskill & reskill**



Case study

Inspiration sets Mandurah student up for success

Inspiration and support from staff and peers can have a significant impact on a young person's aspirations and trajectory. Lara (name changed) moved to Mandurah as a child and attended a local school that delivered programs and support focused on engaging the students with new ideas, networks and peers that would encourage them to seek out their interests and apply themselves to their education.

Through dedicated programs delivered by caring staff, students had the opportunity to participate in academic camps, exclusive excursions, extension learning opportunities, Lego Robotics, mentoring by Murdoch University students and receive one-on-one support. Lara largely credits her teachers and school for notifying her about co-curricular activities she could participate in, as opportunities are typically limited in Mandurah due to its location and resources. "There wasn't much to do in Mandurah as a teenager. I can't sing the praises of my school and their programs enough."

Upon graduating, Lara knew she always wanted to study at a tertiary level and applied for the University of Western Australia (UWA). In her first year at UWA, she commuted to and from Mandurah but found it increasingly difficult as it was both time consuming and expensive. Her school friends that also went on to study at Perth universities had the same experience, "We all hate the commute, but we just grin and bear it because we know that's where the opportunities are." In her last two years of study, Lara made the choice to live on campus at UWA which made balancing university life considerably easier.

While studying, Lara interned with a large corporation in Perth and upon graduating was offered a full time position. Despite having a job in Perth, Lara decided to move back to Mandurah as she no longer wanted to live in a hustling and bustling city. She now commutes to Perth three days a week and her employer has provided her with the flexibility to work from home the remaining days. This allows Lara to follow her career aspirations while maintaining her connection to support and friendships in Mandurah, as well as the lifestyle she has grown to love and appreciate.

When thinking about what can be done in Mandurah to help young people achieve their goals, Lara wants to see an increase in local skill and trade centres to upskill people that don't want to go to university. She said she would also like to see more programs like the Inspire Academy to connect likeminded students and encourage them to achieve their academic aspirations, believing this would be particularly useful for Indigenous students.

Co-working hubs in Mandurah would also make a huge difference for young people like Lara who want to live in Mandurah. More co-working spaces would allow her to go to a professional environment where she can connect with people and create networks rather than working in isolation at home.





Attract talent to strategic industries

The Peel region will be a centre of excellence and innovation, attracting people who want to be a part of new industry development.

Peel has promising industry development potential in the traded industries of food innovation, agriculture and tourism, as well as population driven services such as construction, retail, health care and social assistance which are Peel's largest employers. This unique collection of specialisations should be leveraged to create an intersection of knowledge, talent and resources that cannot be replicated elsewhere.

The region has plenty to offer professionals who are seeking a different lifestyle to the Perth CBD, however the distance from Perth to Peel is often perceived as longer than the distance from Peel to Perth. To attract talent and investment into the region, there needs to be a promotion of its strengths and benefits, as well as an active effort to cultivate an environment that supports entrepreneurship and excellence around the region's strategic industries (current and emerging).

Data insights from People of Peel Human Capital Insights Report

- Professionals, technicians and trade workers are highest proportion of job types for which the labour force comes from outside Peel (REMLAN, 2019).
- Only 13% of Peel jobs are professional jobs (ABS, 2016).
- 56% of Peel's start-ups are based in Mandurah (ABR, 2021).
- Start-up and innovation support infrastructure is Mandurah centric.
- The Peel's largest employing industries are retail trade, health care, social assistance and construction – mostly in Mandurah (ABS, 2016).
- Most concentrated industries in the region are Metal Mining and Agriculture Inputs and Services – these are also industries related to lower start-up figures (ABR, 2021).



Action area

Why is it important?

Partner with industry	Industry are a vital partner for human capital development. By partnering with regional industry, Peel's training and education pathways will better align with the needs of the regional economy, providing local business with access to a relevant, highly skilled and available workforce.
Cultivate entrepreneurial spirit and ecosystem	Creativity, inspiration, culture – all are important elements to a productive and competitive economy. Economic development initiatives must encourage local enterprise creation and growth and identify and cultivate unique intersections of knowledge, talent and skills amongst the region's strategic industries that enhance the region's competitive advantages.
Drive strategic industry development	To attract exceptional talent, the Peel must continue to drive transformational economic development projects that position the region's industries as centres of excellence and innovation. At the same time, new and existing businesses should also be the focus of attraction, through the development of southern technical and strategic zones and job hubs.





Attract talent to strategic industries

Action plan

Area	Action / initiative	Type	Timeframe	Stakeholders
Partner with industry	<p>Targeted skills development and attraction – Partner with industry to identify urgent workforce needs and skills shortages in the region constraining strategic industry growth and engage to develop targeted initiatives to upskill, reskill, job-match and attract talent.</p>	<p>Priority initiative</p> <p>Systems and decisions</p>	6 months & Ongoing	<p>Lead: Peel Development Commission</p> <p>Engage: Employers, RDA Peel, Peel CCI, Dept Training and Workforce Development, Peel Jobs and Skills Centre, Perth South Local Jobs Program.</p>
	<p>Peel Regional Growth Summit</p> <p>Explore the feasibility of hosting a Regional Growth Summit in Peel:</p> <ul style="list-style-type: none"> • Themed summit focusing on strategic industries and emerging opportunities; • Delivering networking and specialist insights (through keynote speakers, experts and data) to benefit regional industry; • Identifies growth focused businesses; • Potential to deliver every two years. 	<p>Priority Initiative</p>	18 months & ongoing	<p>Lead: Peel Capability Collaborative</p> <p>Partner: Peel Development Commission, Dept. of JTSI, Peel CCI, RDA Peel, Peel Alliance, LGAs & Peel Jobs & Skills Centre</p> <p>Engage: Industry, State and Federal Governments</p>
Cultivate entrepreneurial spirit and ecosystem	<p>Industry and enterprise facilitation services – Improve access to and awareness of existing services that provide advice and mentoring to regional start-ups and SMEs around ideas development, resources, networks and funding and linking into existing local initiatives such as Start-up Huddle Mandurah.</p> <p>Investigate opportunities for innovation, industry development and human capital intersections with a focus on emerging sectors.</p>	<p>Priority initiative</p> <p>Systems and decisions</p>	Ongoing	<p>Lead: Peel Capability Collaborative</p> <p>Engage: Meshpoints, Dept. of Jobs, Tourism Science and Innovation, Regional co-working spaces, NEIS providers, Peel CCI, Entrepreneurship Facilitator, Small Business Advisory, AusIndustry, WA Food Innovation Precinct</p>

Area	Action / initiative	Type	Timeframe	Stakeholders
Drive strategic industry development	Demand and supply monitoring – Actively monitor overflows (demand and supply constraints) in strategic industries in Perth metropolitan areas and attract industries to the Peel region.	Priority initiative	Ongoing	Lead: Peel Development Commission Partner: Development WA, RDA Peel & LGAs
	Aged Care Centre of Excellence – Explore the feasibility of a Centre of Excellence in Aged Care & Telehealth. Shift perceptions of the Aged Care industry – raise profile of diversity of jobs, professionals, support services and skills required.	Priority initiative	18 months – 5 years	Lead: City of Mandurah in partnership with industry Engage: Aged care industry, RDA Peel, South Metro Health, Private RTOs, Murdoch University, South Metro TAFE, Boosting the Local Care Workforce Program
	Peel Organic Carbon Recycling Hub – Explore opportunity to leverage regional knowhow to develop an organic carbon recycling hub to meet the organic recycling needs of the South Metro and Peel regions. Development should consider the role that regional employment, infrastructure, enterprises and workforce may play in alleviating roadblocks to waste management.	Priority initiative	18 months – 5 years	Lead: C-Wise Partner – Peel Development Commission, LGAs, DWER, Federal Govt.
	Manufacturing industry development – Explore the development of a manufacturing cluster or industry alliance across the region to build capability and growth in this sector.	Priority initiative	12 – 24 months	Lead: Peel Development Commission Partner: RDA Peel, AusIndustry, METS WA Export Hub, Peel CCI, manufacturing industry
	Environmental services – Explore potential of Environmental Services as a Peel industry specialisation. Expertise should be developed and commercialised (i.e., through NRMs) as the service is transferable across WA and Australia (due to Peel's diverse natural environment).	Priority initiative	2 – 5 years	Lead: LGA partnership Partner: Peel Development Commission, NRM Groups, University sector, Peel Alliance, Peel Harvey Catchment Council

Current, planned and potential initiatives

The Peel region is already investigating and investing in initiatives that will help create regional opportunities.

Food Innovation Precinct WA (FIPWA)

The FIPWA, based in Nambeelup, is set to become the hub of agri-innovation in Western Australia. This development is linked to the Australian Government's National Manufacturing Priorities sector of Food and Beverage. Supporting engagement at the FIPWA the enterprise support program (ESP) is a competitive grant process providing up to \$600K in 1:1 co-funding for agri-businesses seeking to pursue business development and innovation opportunities, through the leading-edge research capability, incubation space and technologies available in the precinct. The ESP is available to small to medium agri-businesses, enterprises and entrepreneurs seeking opportunities to innovate, accelerate business development, commercialise research and to deliver projects.

- Lead – Shire of Murray
- (Current)
- **Cultivate entrepreneurial spirit and ecosystem**
- **Drive strategic industry development**

Competitive and comparative analysis of the Peel Equine industry

A competitive and comparative analysis of the Peel region has been undertaken outlining the comparative advantages of the region for the equine industry, such as land availability and affordability, ground water availability and well-defined soil topographies, horse registrations, and racing and non-racing facilities. This project is region-wide

- (Current)
- **Drive strategic industry development**

Transform Mandurah Program

The Transform Mandurah program is focused on developing a long-term economic plan for the Mandurah economy to overcome the challenges of structurally high unemployment, low labour market participation rates, low knowledge worker jobs and weak economic growth. The plan looks to drive strategic industry growth whilst investing in people, alongside industry, in order to build sustainable growth and prosperity.

- Lead – City of Mandurah and Peel Development Commission
- (Underway – research phase complete)
- **Cultivate entrepreneurial spirit and ecosystem**
- **Drive strategic industry development**
- **Partner with industry**

Peel Business Park Nambeelup

The Peel Business Park provides infrastructure for food manufacturing and processing industries, logistics enterprises and supporting commercial and light industrial activities.

- Lead - DevelopmentWA
- (Current)
- **Drive strategic industry development**
- **Partner with industry**

NERA Hydrogen Cluster

Exploration of potential to facilitate a Hydrogen industry in Peel. Hydrogen could potentially be used in areas of heavy transport, 'green' steel and aluminum manufacturing, off grid renewable energy supply, which would in turn, create new industry jobs and reduce green house gas emissions.

- Lead - Murdoch University
- (Potential)
- **Drive strategic industry development**

Regional Trails Development

Peel is progressing several significant trail infrastructure projects to attract more visitors to the region and create tourism jobs for locals:

Dwellingup Trails Project

Dwellingup features the first purpose built National Trails Centre, newly opened in 2020. The Dwellingup Adventure Trails project is well underway, with full completion of trails and associated infrastructure due by December 2022.

The Shire of Murray recently secured \$2.7M to fund the Dwellingup Gap project and has commenced works to bring Dwellingup trails up to the national level of 80km of purpose-built mountain bike trails, which will enable Dwellingup to be an accredited Mountain Bike Trails Town, and the associated marketing potential that accreditation will facilitate.

- Lead – Shire of Murray

Peel Regional Trails

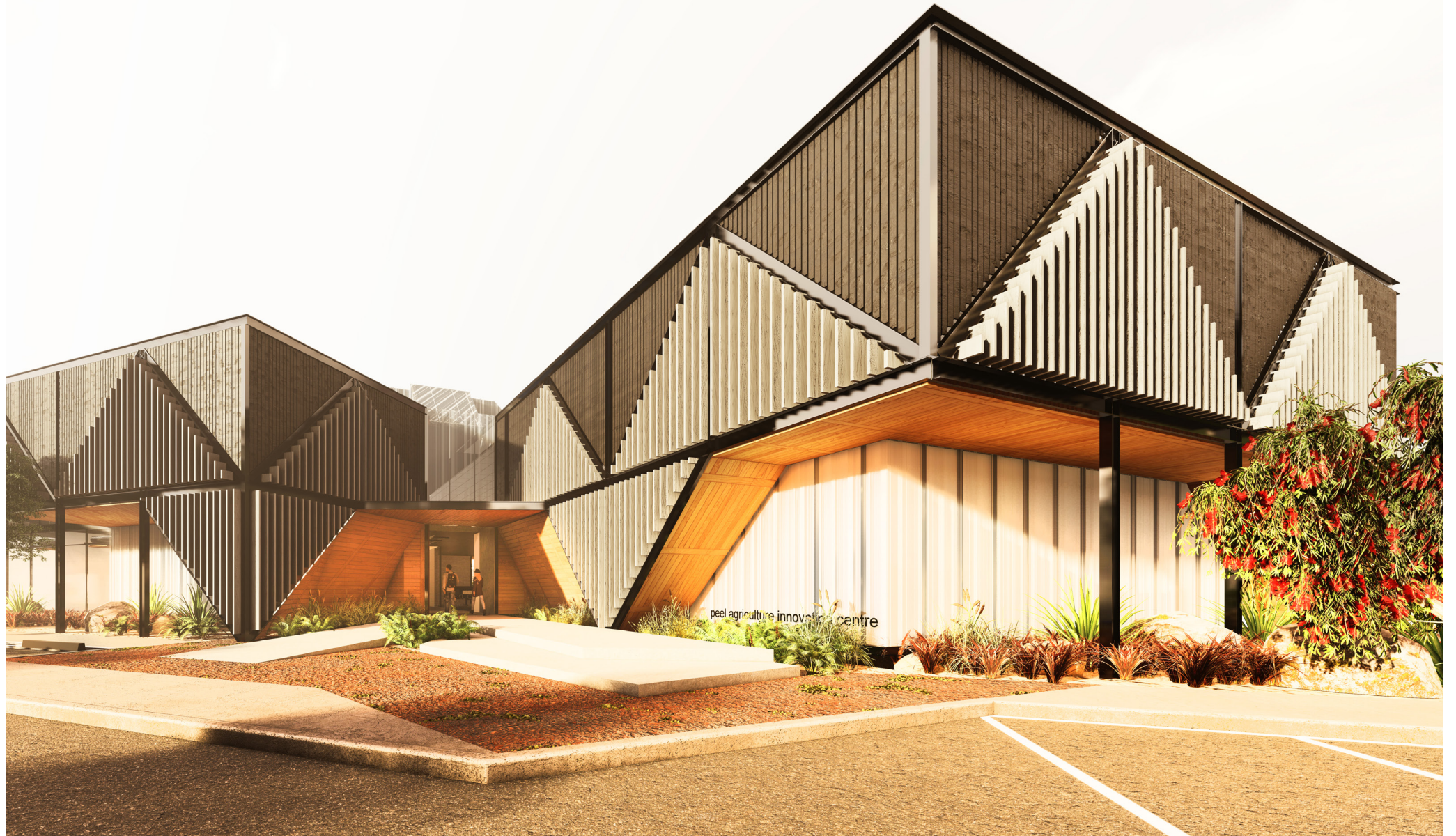
The State Government recently committed \$2m for Peel Regional Trails, encompassing development of the Drakesbrook Weir and Peel-Harvey Estuary Trails, commencing 2022, with various aspects completed through to 2024.

- Lead – Shire of Waroona, City of Mandurah, with DBCA.
- (Current)

Yalgorup National Park

The State government recently committed \$2m for the Yalgorup National Park Ecotourism Destination Development project, to be commenced in 2022 and complete in 2024.

- Lead – City of Mandurah, with DBCA.
- (Current)
- **Drive strategic industry development**



Case study

Kanyana Engineering, Mandurah

25 years ago, Sharon and Graham Dawe, a young couple from the Peel region, started their own business – Kanyana Engineering. “Graham and I married in 1997, started our business in 1997 and had a baby in 1997. There was also a recession, so it was hard time to start.” Amongst a recession and starting a new family, the couple chose a location on Hampton Street and got busy in the business of metal fabrication services in Mandurah. From humble beginnings, their business has grown to now employ 20 staff, including engineers, fabricators, CAD drawers, sales estimators, document controllers, administrators and managers. “There’s not just one thing that we do”, explains Sharon. “We work in mining, defence, commercial industrial and residential projects. We never really settled in one sector, which was a good thing, especially when the mining boom ended.”

Sharon loves owning a business in the Peel region. The strong sense of community and laid-back lifestyle of Mandurah make it a wonderful place to live, work and have a family. “We grew up here. Graham’s family always kept their roots here. I’m a Pinjarra girl. Graham was educated in Perth.” However, there have and continue to be, challenges for Kanyana and businesses like it in the region. Due to a lack of skilled staff available locally, Kanyana have had to rely heavily on investing in technology and machinery in order to meet the demand for their work and be able to grow their business. “Staff is our number one challenge,” says Sharon. “Trying to pull someone from Perth down to work in Mandurah is just impossible. I feel like people think it’s too far”. Finding someone with the right skills takes a long time. Sharon’s team have been trying to fill a particular role for almost 12 months and are having to look at finding someone with less skills and investing in training them up. “People need to be very proficient in AutoCAD 3D and 2D modelling and quoting. If you find someone with that skill in Mandurah, they will often already own their own business.” Delays in being able to source the people you need have major flow on effects for the business. For Kanyana, it impacts the teams’ ability to respond to quotes because they’re flat out.



By the time they can get around to responding to some quotes, the interested party has chosen another service. It also means the management team must work long hours to try and keep on top of the workloads.

Despite these challenges, Sharon feels that things have been moving in the right direction in terms of the training available to young people in the region, and the pathways into the engineering industry. About 10 years ago, Sharon noticed that young people were able to complete Certificate I and II courses in Year 11 and 12, helping them prepare for the workforce. “It’s the best thing that has changed in the region for kids coming into our industry,” says Sharon. “We won’t hire anyone who hasn’t completed an entry level vocational certificate. We know they’ve had a taste, they still want to do it, so they’re not wasting our time, or theirs. Back in the day, you’d have someone completely green standing around with a broom for 6 months.”

While Sharon feels that opportunities are improving for young people in Peel, especially when she compares it to when she was growing up in Pinjarra, young people, including her own kids, still have to travel outside of the region to access the education they want. In the engineering and metal fabrication industry, not having the right courses available locally means that young people travel outside of the region for education, which often leads to them finding work outside the region.

“I don’t know if kids really understand what opportunities are there for them within our industry. They don’t have to just stay on the floor, hands on for the rest of their life.” Ultimately, Sharon believes that there needs to be a mindset shift about Mandurah and the region. The notion of distance needs to be challenged. “We travel to Perth a number of times a week, and it’s not too far for us”, explains Sharon. “Mandurah is not just a holiday destination. There is a stigma that there is no work in Mandurah in this industry, and its not true”. Sharon would love to be able to support more young people enter the engineering industry, and to understand that there are fulfilling careers both on the workshop floor and in the office, and that there are pathways from one to the other.

“I don’t know if kids really understand what opportunities are there for them within our industry. They don’t have to just stay on the floor, hands on for the rest of their life. There is a stigma that there is no work in Mandurah in this industry, and its not true”

Sharon, Kanyana Engineering



Images: Kanyana Engineering, Mandurah

Governance

Implementation: The initiatives identified will be delivered via public and private sector partnerships and the innovation and drive of individual enterprises and communities. The Peel Development Commission and Peel Capability Collaborative will take a lead role supporting projects through:

- Six monthly check-in with lead stakeholders;
- Targeted advocacy that represents the Peel region's aspirations and potential;
- Supporting the identification of opportunities for cross industry and cross agency connection, collaboration, funding opportunities and partnerships; and
- Contributing to or enabling processes that drive initiatives and transformational projects to progress.

Evaluation and iteration: In partnership with the Peel Capability Collaborative, the Peel Development Commission will facilitate a review the Peel Human Capital Roadmap every two years in conjunction with the Peel Regional Investment Framework monitoring process. This will ensure the Roadmap is an iterative document that responds to evolving opportunities and challenges.

Indicators: The following indicators will be tracked to determine if Roadmap actions are having the intended impact on regional knowhow:

- Increased levels of education attainment.
- Increased levels of socioeconomic advantage.
- Increase in level and variety of tertiary and VET courses that are accessible to people across Peel.
- Improved education outcomes for primary and secondary school aged children.
- Improved early development outcomes in targeted areas.
- Increased local workforce participation rates.

- Decreased unemployment rate.
- Increase in number of professional, manager roles in Peel across industries.
- More youth, people over 55, women, Aboriginal people and people with a disability in the workforce.
- Increase in number of emerging industries and entrepreneurial opportunities in the Peel region.
- Increase in number and diversity of start-ups in the Peel region.
- Increase in diversity of job types available in the region.
- Decrease in leakage of talent, particularly youth, from the region.

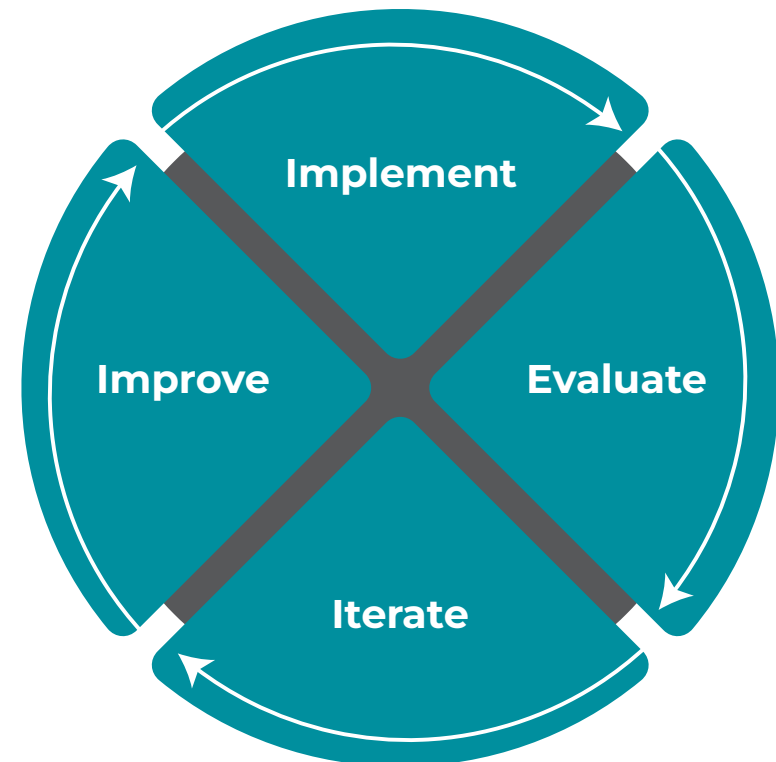






Image: Stephen Heath Photography

For more information about the People of Peel Human Capital Roadmap,
please contact the Peel Development Commission on 08 9535 4140.

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