

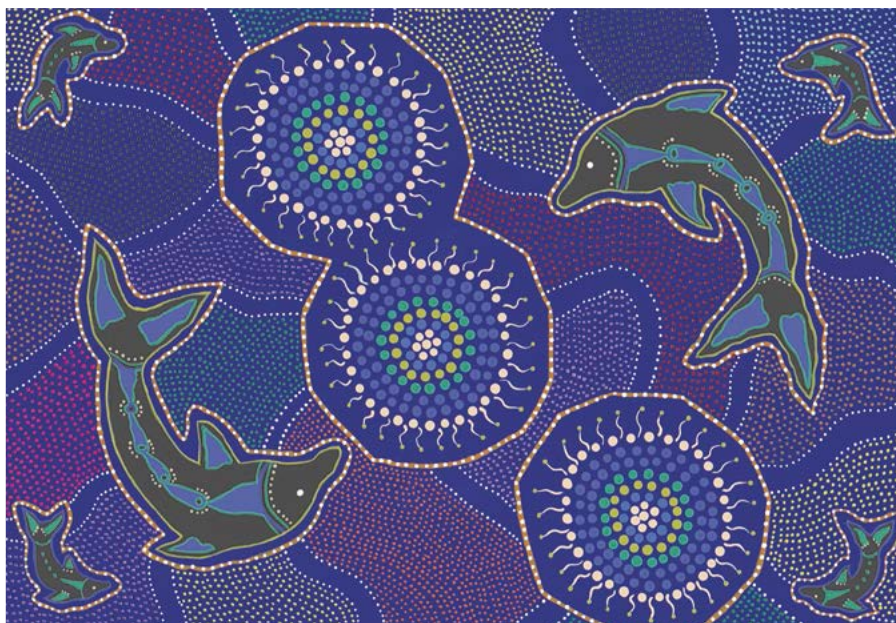


PEEL

DEVELOPMENT COMMISSION

STRATEGIC PLAN 2023–2025





Dolphins Dreaming by Noongar Aboriginal artist, Deborah Newenham.

Acknowledgement of Country

The Peel Development Commission would like to acknowledge the Bindjareb, Wilman, and Wadjuk people the traditional custodians of this lands on which we operate 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 region.

Kaya wer Wandjoo baalap, ngaalang Bindjareb, Wilman wer Waadjak baalap, nidja koorliny Noongar boodja koora Nyittingy yey.

Hello and Greetings people, our Bindjareb, Wilman and Waadjak people have been living here in the Southwest of Western Australia for over 50,000 years ago.

Ngalang Bindjareb, Wilman wer Waadjak kaadadjan-wonga, nidja boodja wer gabi, nidja baalap, nidja worl, wer ngalang Woggaal kaadadjan Wonga.

Our Bindjareb, Wilman and Waadjak knowledge story is about the land and waterways, the people, the sky and our Woggaal Belief System Story.

Ngalak baariny dandjoo.
We're walking together.

December 2022

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Peel Development Commission's *Strategic Plan* is available as a PDF download from peel.wa.gov.au and is available in alternative formats upon request.

Disclaimer

This document has been prepared using a range of evidence to provide stakeholders with a clear understanding of the Peel Development Commission's approach to delivering a progressive, prosperous and dynamic region with a culture of care by 2050. All information is provided to the best of our ability and within the limits of our knowledge and resources. All proposals resulting from this document will be further detailed and agreed to by relevant parties.

Chair Foreword

The Peel Development Commission's (Commission) *Strategic Plan 2023–2025* reflects our commitment to delivering the best future for the Peel region.

Our Strategic Plan is based on the Commission's knowledge of the region's aspirations for the future, our application of best practice in regional development, and our focus on delivering outcomes today that will position the region for the strongest possible future. It aims to illustrate the Peel Development Commission's objectives and role in facilitating, advocating and activating initiatives that grow and develop our region.

The Commission's strategic direction is enabled by the *Regional Development Commissions Act 1993*, guided by the objectives of the Western Australia government's Royalties for Regions Program and articulated in its vision for the region through the Peel Regional Investment Framework (Framework).

Peel Development Commission's *Strategic Plan 2023–2025* identifies the range of goals, objectives and deliverables that will be progressed over the next three years to deliver outcomes against the goals of the Framework.

These goals, objectives and deliverables focus on:

- building strong, resilient and vibrant communities underpinned by opportunities for meaningful and satisfying participation
- developing a highly skilled and diverse workforce that is adaptable to structural and technological change
- broadening and diversifying the region's industry base to boost the depth and breadth of jobs and occupations across the Peel
- enhancing the Peel's agri-innovation and food production sectors through continued investment and research
- growing the Peel's tourism industry and related businesses to be diverse, competitive and sustainable

In addition, the strategic plan includes a focus of 'Organisational Excellence' which identifies strategies and initiatives to ensure the Peel Development Commission has a high performing board, capable staff, and effective processes to facilitate organisational success over the next three years.

We are proud of our accomplishments and our track record of delivering positive impacts and outcomes for the Peel region and its communities. We are committed to the ongoing delivery of excellence in everything we do and understand that achieving this is not possible without collaboration or a long-term vision.

The Commission's key partnerships with local government, industry, sister agencies and community organisations epitomise both collaboration and vision, and the Strategic Plan gives us a pathway for achieving both, reflecting our continued commitment to our partnerships and the outcomes they facilitate. It outlines our focus, priorities and deliverables to achieve our goals and provides the strategic foundation for a vibrant/resilient and prosperous future for the Peel region.



David Doepel
Chair



CEO Foreword

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The Peel Development Commission's *Strategic Plan 2023–2025* identifies the range of strategies and initiatives that will be progressed over the next three years to deliver outcomes against the Peel Regional Investment Framework, and deliver against the five strategic themes set for all regional Commissions noted within the Western Australian Regional Development Portfolio Plan.

These strategic themes provide the foundation for building a stronger, brighter and more prosperous future with a focus on growing and developing alternative industries, improving regional living standards, improving aboriginal economic development and exemplifying organisational excellence.

The Commission's Strategic Plan aims to operationalise our objectives and capacities into a practical, long range agenda for action where collaboration will be fundamentally key to creating regional prosperity. Our vision of Peel as a progressive, prosperous and dynamic region with a culture of care. The Commission has a clear sense of purpose to guide its work and is progressively positioning itself to be influential in the key regional processes that will shape the future of the Peel region.

Our role in connecting communities and industry helps to make our region prosper and our regional economy stronger. A strong economy and regional prosperity requires the creation of more jobs and one of the ways we can do that is by ensuring more local content in State Government purchasing contracts and on building and construction projects.

Helping to facilitate regional economic development, state grants also contribute to the local economy through agriculture, tourism and manufacturing projects and operations. Funding opportunities such as these helps stimulate co-contribution from industry and helps local businesses leverage the opportunities before them.

The Commission works closely with all levels of Government as evidenced by our work on the:

- Transform Peel Project
- Food Innovation Precinct Western Australia within the Peel Business Park and
- Transform Mandurah initiative.

Over the next three years additional initiative focus areas include workforce development opportunities, tourism activation projects, care sector projects, manufacturing sector enhancements as well as several high priority water initiatives.

I would like to acknowledge the contribution of knowledge, experience and strategic direction provided by our Board and also recognise the Commission's staff who are to be commended on their continued professionalism and commitment to working towards better outcomes and a brighter future for the region.

A stylized, handwritten signature in black ink, appearing to read 'Andrew Ward'.

Andrew Ward
Chief Executive Officer

Our role and values

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Our vision

Our vision for the Peel is a progressive, prosperous, and dynamic region with a culture of care.

Our mission

Connecting communities, the environment and industry to generate innovative solutions and promote sustainable economic and social development.

The purpose of the Peel Development Commission is to coordinate and promote the economic and social development of the region.

The Peel Development Commission is one of nine independent Regional Development Commissions and is part of the Regional Development Portfolio that aims to measurably improve regional development in Western Australia.

Our purpose is to coordinate and promote the economic and social development of the Peel. We work to make Peel an even better place to live, work and invest by partnering with government, communities, business and industry to identify and support project that benefit the region.

Our core values help us achieve our function

Our core values are:



Leadership

We lead by example through our courage, integrity and a vision that inspires and motivates.



Collaboration

Collaboration is the primary way in which we operate, working respectfully with each other and our stakeholders.



Integrity

We act with openness, honesty and integrity.



Innovation

We value and learn from the past to build the future, actively seeking opportunities to generate creative and sustainable solutions.

We demonstrate our values in all of our interactions with our communities, stakeholders, partners and co-workers. We do this knowing that it is our responsibility to make decisions for the future, not just for today.



Successful regional development is a collaborative endeavour

Regional development is most effective when it focusses on important opportunities and barriers to development both at a regional level and at a state-wide level. The Peel Development Commission, as part of the Regional Development Portfolio, works closely with our local stakeholders, other Regional Development Commissions and the Department of Primary Industries and Regional Development to progress strategic initiatives for regional West Australia.

The Peel Development Commission provides critical input into the Regional Development Portfolio priorities and ensures strong on-the-ground connection and alignment to the work of the Portfolio.

There are several levers we use to drive regional economic development

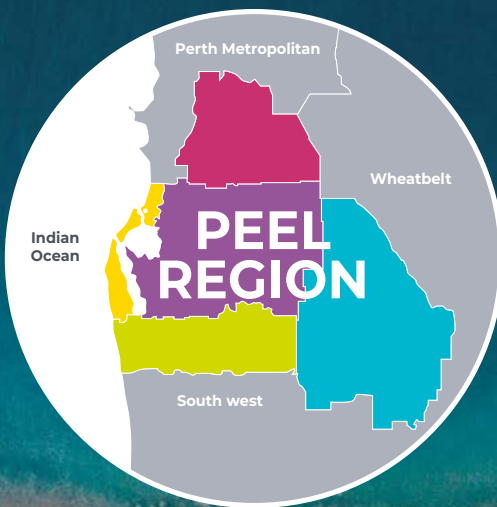
Regional Development Commissions are critical on-the-ground connectors, advocates, and influencers for regional development. While the Regional Development Commissions have limited implementation roles, they play a critical role in identifying and supporting development opportunities and coordinating across government agencies.

The levers described here are the main tools the Regional Development Commissions use to drive change. The levers include:

- Advocacy/Facilitation
- Stakeholder engagement and relationship development
- Policy Regulation and Reform
- Enabling infrastructure
- Building capability and capacity



Our location



Local government areas

- City of Mandurah
- Shire of Waroona
- Shire of Boddington
- Shire of Murray
- Shire of Serpentine Jarrahdale



The Peel covers an area of 5,648km², including 137km² of inland waterways.

Our strategic context

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The Peel is bordered by the Indian Ocean, Perth Metropolitan Region, Wheatbelt and South West regions. As such, it forms a key strategic element of the State's plans for urban and peri urban growth and economic development.

The Peel covers an area of 5,648 square kilometres including 137 square kilometres of inland waterways. The region has a population of 146,486 across five local government areas; the City of Mandurah and the Shires of Boddington, Murray, Serpentine-Jarrahdale and Waroona¹.

Peel's landscape is varied and is made up of urban, agricultural and horticultural land, a forested escarpment and 50 kilometres of coastline. The Peel is the number one daytrip destination from Perth, with an estuary twice the size of Sydney Harbour and offers a variety of attractions including beautiful beaches and many inland attractions.

Our population is diverse in employment opportunities and educational attainment resulting in socioeconomic challenges for sections of the population. 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 people of Peel, enabling and inspiring them to participate in their local community and economy. Human capital represents both a future challenge and potential opportunity for the Peel region.

Growing population

The Peel has grown rapidly over the past fifteen years. Between 2011 and 2021, there has been a 36.13 per cent growth. In the last five years the Peel has had an average annual growth rate of 3.61 per cent compared to WA's 1.87 per cent. The Peel's population is diverse in terms of geographical distribution and age. The majority of the Peel's population is located in the City of Mandurah (62%), followed by the shires of Serpentine-Jarrahdale (22%), Murray (12%), Waroona (3%) and Boddington (1%).

By 2050, the Peel is expected to be one of the most populated regions outside of Perth, with a projected population of 444,000². To support a population of this size, the Peel will build an economy that incorporates many industries, adopts an innovative approach to business and develops a highly skilled and high performing workforce. It is estimated that 89,000 jobs will need to be created by 2050 to support this population growth.



¹ Australian Bureau of Statistics, 2022. 2021 Census of Population and Housing, Time Series Profile.

² WA Planning Commission, 2015. Perth and Peel @ 3.5 million.



Economy

The Peel has experienced consistent economic growth in recent years with an average increase rate in Gross Regional Product (GRP) of 2.8% since 2010–11 (\$7.085 billion in 2021 value). The estimated value of GRP for the Peel was \$9.13 billion in 2020–21 with mining having the largest industry share at 22.2 per cent³. At the 2021 ABS Census, 6.1 per cent of regional employment was attributed to mining related activity⁴.

The Peel's minerals sector produces alumina, gold, copper and mineral sands. The key resource companies operating regionally include Alcoa (Pinjarra and Wagerup), South 32, Newmont (Boddington), and Doral (Keysbrook). The region is complemented by stable manufacturing and construction service industries, agriculture, health services, tourism and retail trades.



³ Remplan (2022) – Overview, Economy Profile, GRP Profile (2021).

⁴ Australian Bureau of Statistics, 2022. 2021 Census Working Population Profile.

Employment

Employment in the region is high in population driven service industries such as healthcare and social assistance (6,071 jobs), retail (5,338 jobs), education and training (4,518 jobs) and accommodation and food services (3,772 jobs). Manufacturing (3,765 jobs), construction (3,418 jobs), and mining (2,601 jobs) sectors are also strong employers in the region aligning with economic output.

The Peel reports a falling self-sufficiency rate, from 78% to 72% of the jobs in the Peel filled by local residents. However, the number of jobs available locally are inadequate to cater for the local working population with approximately 25,900 residents leaving the region each day to work⁵.

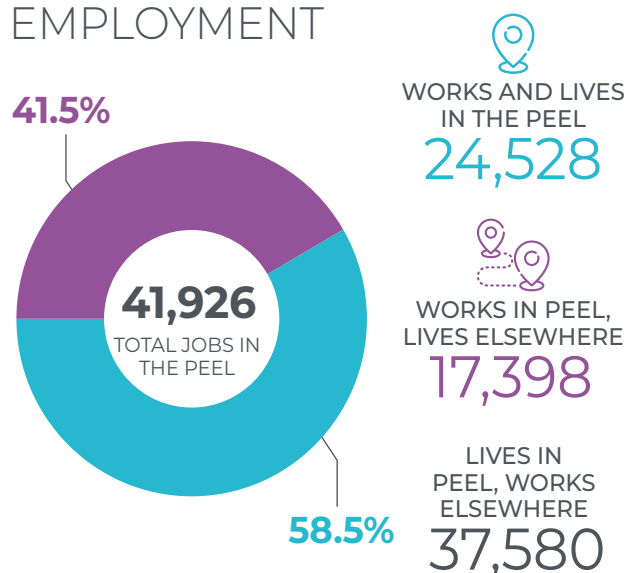
The region has reported lower labour force participation and higher rates of unemployment compared to State averages over a long period, in part influenced by an ageing demographic. Peel's unemployment is currently 4.67% compared to the State 3.5% in March 2022⁶.

Education

Of the workforce (people aged over 15) living in the Peel region, 43% completed Year 12 or equivalent in 2021. This is lower than the State proportion, where 58% of the workforce completed year 12 in 2021. Waroona and Murray had the lowest proportion (33% and 37% respectively) of residents that completed secondary education. In contrast, Serpentine-Jarrahdale had the highest proportion of residents that completed high school (49%), following Mandurah (44%) and Boddington (39%)⁷.

The Peel region has relatively low numbers of tertiary attainment (9%) compared to Greater Perth, where 23% of people had a bachelor's degree or higher⁸.

EMPLOYMENT



5 Australian Bureau of Statistics, 2022. 2021 Census Working Population Profile.

6 Department of Education, Skills & Employment – Small Area Labour Market Estimates – LGA (March 2022)

7 Australian Bureau of Statistics, 2022. 2021 Census Community Profile.

8 Australian Bureau of Statistics, 2017. 2016 Census Working Population Profile.



PEEL REGION ECONOMIC SNAPSHOT



OCTOBER 2022

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GROSS REGIONAL
PRODUCT
(2020-21)¹

\$9.130 BILLION



UNEMPLOYMENT²

4.67%
(MARCH 2022)



JOBS¹

42,007
(CENSUS 2021)



BUSINESSES³

8,093
(JUNE 2021)



AVERAGE ANNUAL
VISITORS⁴

673,000
(2020-21 AVERAGE)

MAJOR INDUSTRIES¹ OUTPUT

| | | |
|---|--|--|
| MANUFACTURING \$6.14b 3,765 JOBS | MINING \$5.86b 2,601 JOBS | CONSTRUCTION \$2.76b 3,418 JOBS |
| HEALTHCARE \$842m 6,071 JOBS | EDUCATION \$645m 4,518 JOBS | AGRICULTURE \$486m 1,029 JOBS |

EMPLOYERS¹ TOP 3

| |
|--|
| HEALTHCARE & SOCIAL ASSISTANCE 14.88% |
| RETAIL 13.09% |
| EDUCATION & TRAINING 11.08% |

MAJOR COMMODITIES⁵⁻⁸ VALUE

**ALUMINA
& BAUXITE**
\$6.70b

**BEEF
& DAIRY**
\$36.87m

**GOLD, SILVER &
COPPER**
\$2.29b

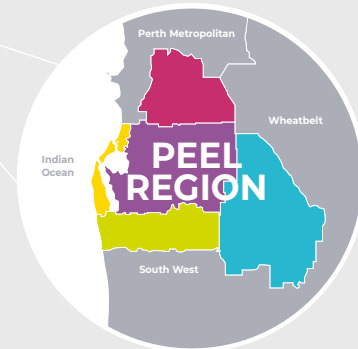
PROGRESSIVE | PROSPEROUS | DYNAMIC

Our strategic context (cont.)

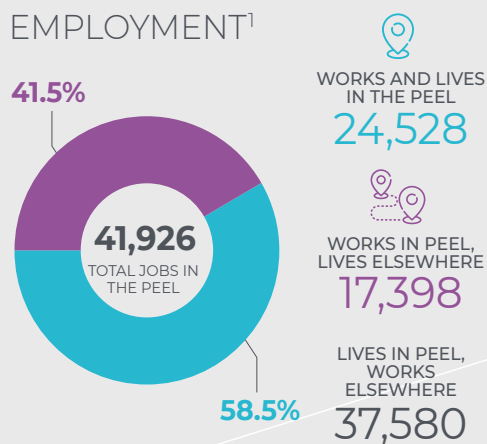
PEEL REGION ECONOMIC SNAPSHOT

LOCAL GOVERNMENT PROFILES^{1,8}

| | POPULATION | GRP (\$ billion) | JOBS |
|--------------------------------|------------|------------------|--------|
| SHIRE OF BODDINGTON | 1,707 | 1.118 | 2,410 |
| CITY OF MANDURAH | 90,306 | 4.649 | 24,617 |
| SHIRE OF MURRAY | 18,065 | 1.502 | 6,257 |
| SHIRE OF SERPENTINE JARRAHDALE | 32,171 | 1.209 | 6,393 |
| SHIRE OF WAROONA | 4,234 | 0.652 | 2,330 |



EMPLOYMENT¹



HOUSING⁹⁻¹¹

| | | |
|---------------------------|----------------------------|---------------------|
| BUILDING APPROVALS | # OF RESIDENTIAL APPROVALS | 1,612 |
| 2021-22 financial year | | |
| HOUSE SALES | # OF SALES | 4,209 |
| | MEDIAN PRICE | \$432,241-\$508,366 |
| | % PRICE CHANGE | 7.02% |
| 12 months to 30 May 2022 | | |
| RENTALS | # OF RENTALS | 1,837 |
| | MEDIAN PRICE PER WEEK | \$423.64 |
| | % PRICE CHANGE | 15.46% |
| 12 months to 30 May 2022 | | |

COMMUNITY PROFILE (2021 CENSUS)¹



Peel Development Commission

www.facebook.com/peeldevelopmentcommission

www.linkedin.com/company/peel-development-commission

www.peel.wa.gov.au



PROGRESSIVE | PROSPEROUS | DYNAMIC

DATA SOURCES: 1. Remplan (2022) — Overview, Economy Profile, Output Profile, GRP Profile (2021 & 2022). 2. Department of Education, Skills & Employment — Small Area Labour Market Estimates — LGA (March 2022). 3. Australian Bureau Of Statistics (2021) — Business Counts Entries & Exits (June 2021). 4. Tourism WA — Regional Development Commission Tourism Profile (2021). 5. Forest & Wood Products Australia — Socio-Economic Impacts Of The Forest Industry WA (2017). 6. Australian Bureau Of Statistics (2021) — Value Of Agricultural Commodities Produced. 7. Department of Mines, Industry Regulation & Safety — Value Of Regional Commodities (2021-22). 8. ABS Census Data (2021). 9. CoreLogic Data & Insights Derived By RDC On CoreLogic Data — Market Trends Report As At 30/5/2022. 10. Australian Bureau Of Statistics (2021) — Building Approvals (Detailed). 11. Department of Planning, Lands and Heritage — State Lot Activity (Conditional Approvals — June 2022).

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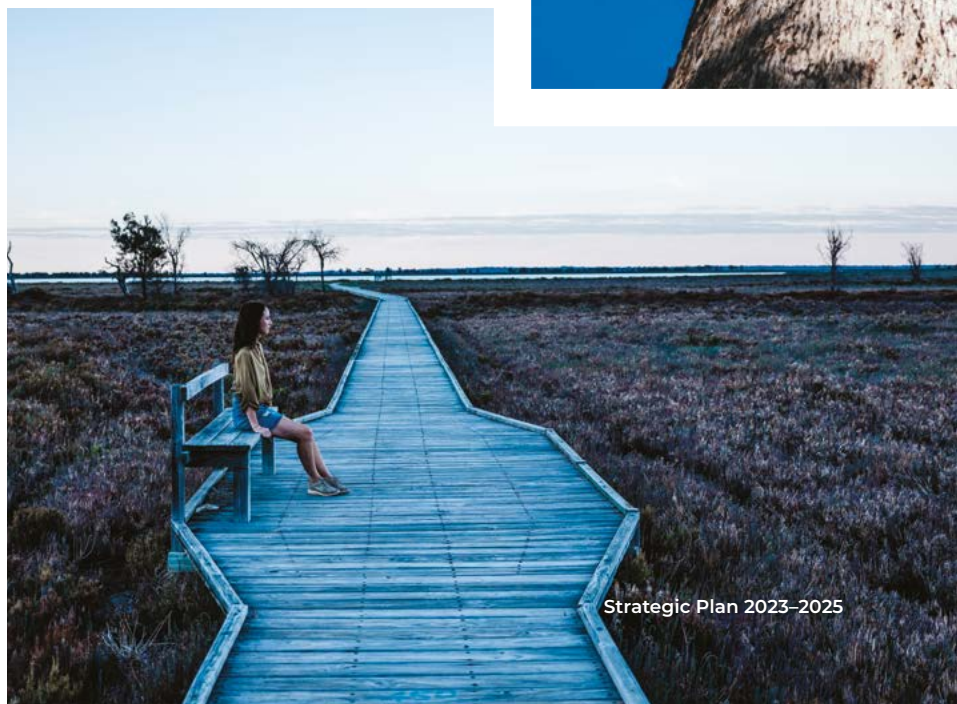
Comparative advantage creates opportunities for Peel

The Peel's potential for economic development and growth is substantial and arguably unique in the Western Australian context. Our comparative advantages include the following:

- **Proximity** — close to the Perth metropolitan and South West regions with good connectivity, presenting opportunities for tourism, residential, commercial and industrial expansion.
- **Strong infrastructure base** — well developed transport systems; available commercial and industrial land; access to strategic infrastructure, such as natural gas, electricity, digital connectivity; and potential for recycled water and carbon dioxide from industry.
- **Liveability and natural assets** — high standards of liveability and unique biodiversity such as the internationally significant Peel-Yalgorup Ramsar wetland system. The strong and diverse natural resource base requires careful management and protection but holds significant new opportunity in areas such as research, learning, water resource development and renewable energy.
- **Growing population** — Peel will play a key role in the growth of the Perth metropolitan region presenting opportunities for expanding and deepening business and commerce and creating new markets. Opportunity to leverage Peel's labour force through increasing skills, workplace participation and employment.
- **Strong relationships** — existing cross-sectoral and inter-governmental alliances who work collaboratively to advance regional objectives.

Strategic industry sectors where a State imperative has been established and where the region has a potential comparative advantage include:

- Intensive food production and agri innovation, with Australian produce being recognised in the marketplace, both nationally and internationally, for its safety and high quality.
- Enhancing the role that tourism and hospitality plays in the regional economy.
- Professional worker and business establishment, with the region being recognised for its liveability and workplace amenity.
- A diverse range of renewable energy opportunities situated close to major customers and existing transmission infrastructure.
- A strong existing manufacturing industry.
- Excellence in care catering to the growing population.



Strategic initiatives

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The tables below outline Peel Development Commission's key strategic priorities in alignment with the Regional Development Portfolio Plan across the five strategic themes. The Portfolio has adopted a three tiered approach to implementation shown below accounting for differences in the approach depending on the nature of the opportunity.

| Collaborate | Coordinate | Align |
|--|---|---|
| A Portfolio-wide commitment to a small number of actions or issues where implementation is through collective effort | A Portfolio-wide commitment to actions or issues where implementation is through individual member effort | Region specific actions or issues that may not relate to the Portfolio Plan's strategic initiatives |
| Implemented by the Portfolio as a whole collaboratively. One member may lead the collaborative effort or leadership. | Implemented by the Portfolio as a whole, with each member responsible for their region or remit. Implementation is coordinated centrally. | Implemented by each member of the Portfolio individually. Alignment ensures consistency of approach and seeks synergies within the Portfolio if they exist. |

1.0 Grow existing, and find and develop new, non-renewable resource and related industries

Goal — Attract and develop Peel non-renewable industries and businesses that are diverse and globally competitive, contributing to a strong and diverse economy.

| Strategic initiatives | Key actions | Approach |
|--|---|-------------|
| 1.1 Advocate for policies that leverage the non-renewable resource sector's social license obligations and ensures practical fulfillment (Portfolio Plan 1.2) | a. Promote and engage non-renewable industries as active and responsible stakeholders in the Peel to maximise regional benefit. | Collaborate |
| | b. Promote opportunities for non-renewable industries to make the low carbon transition to achieve net-zero emissions by 2050. | Collaborate |
| 1.2 Support the diversification of the non-renewable resource sector (Portfolio Plan 1.3) | a. Drive the establishment and sustainability of stakeholder partnerships to support the implementation of transformational initiatives for regional benefit. | Align |
| 1.3 Maximise local content outcomes within the non-renewable sector (Portfolio Plan 1.4) | a. Actively expand local content initiatives that assist regional businesses to become suppliers to the non-renewable sector. | Collaborate |

Measures of success:

- Diversification initiatives and projects within the Peel region
- Deliver clear and impactful statements, justification and research to government decision makers
- Local content advisory service and support of SME capability in Peel is maintained

2.0 Grow existing, and find and develop new, other alternative industries

Goal — Develop Peel industries, businesses and people that are diverse and globally competitive.

| Strategic initiatives | Key actions | Approach |
|--|--|-------------|
| 2.1 Facilitate investment in digital infrastructure to develop and sustain remote, highly skilled businesses and workforces (Portfolio Plan 2.1) | a. Identify and advocate for a fit-for-purpose regional digital infrastructure that enables Peel to host the industries and workers of the future. | Collaborate |
| 2.2 Capture opportunities from the new low carbon economy (Portfolio Plan 2.3) | a. Encourage and attract businesses to the region that support industry (including the non-renewable sector) to achieve net zero emissions by 2050. | Collaborate |
| | b. Advocate for large scale renewable energy projects to be based in the region to support diversification of industry and workforce. | Align |
| 2.3 Streamlined land use planning/ industrial land assembly to reduce start-up costs, incentivise regional investment, and attract new industries (Portfolio Plan 2.4) | a. Advocate across statutory authorities to support priority/ strategic developments or investment into the Peel. | Align |
| | b. Investigate investment attraction mechanisms (financial and non-financial) for tenure in priority economic precincts including built infrastructure, freehold or longer-term leases including the development and promotion of funding available to businesses in the Peel. | Coordinate |
| 2.4 Identify and support water solutions that reduce the costs and carbon footprint of these key inputs (Portfolio Plan 2.6) | a. Explore sustainable and cost-effective infrastructure options to deliver water (potable and non-potable) to support industry, liveability, ecosystem balance and population growth. | Coordinate |
| 2.5 Inform government policies that enable/lead to regional investment (Portfolio Plan 2.7) | a. Contribute regional intelligence into State Government policy development and facilitate local participation in State-wide investment opportunities. | Coordinate |
| 2.6 Drive economic and workforce diversification in the region in priority sectors. | a. Conduct economic and market analysis around opportunities to grow Peel's priority sectors and inform development and expansion into new sectors. | Align |
| | b. Drive the establishment and sustainability of stakeholder partnerships. Through these partnerships drive the development and implementation of transformational strategies and initiatives. | Align |
| | c. Actively expand local content initiatives that assist regional businesses to become suppliers to Government and the private sector. | Collaborate |
| | d. Facilitate implementation of the People of Peel Roadmap to enable a skilled, adaptable and empowered regional workforce. | Align |

Measures of success:

- Investment in infrastructure
- Diversification initiatives and projects within the Peel
- Economic and market analysis is undertaken
- Local content advisory is maintained

- RED Grant objectives met
- Investment, business growth and GRP increased in priority sectors
- Feasibility studies and business cases for investment developed in priority sectors

- Improvement in key indicators identified in the *People of Peel Roadmap 2022–25*
- Participate and advocate for the Transform Mandurah program
- Advocate to increase numbers of skilled migrants

Strategic initiatives (cont.)

3.0 Normalise regional living standards

Goal — Develop a strong, vibrant and resilient community underpinned by best practice social services and infrastructure.

| Strategic initiatives | Key actions | Approach |
|--|---|------------|
| 3.1 Advocate for end user service levels in regions to be comparable to the metropolitan area (Portfolio Plan 3.1) | a. Investigate and advocate for alternative and collaborative models of care within the region. | Coordinate |
| | b. Redesign place-based service provision supported by policies that encourage regional populations to deliver services to their own community. | Coordinate |
| | c. Work with stakeholders to identify service gaps and advocate for initiatives that address the region's entrenched socioeconomic challenges. | Align |
| | d. In partnership, build education and training pathways aligned to strategic growth sectors. | Align |
| 3.2 Improve liveability in regional WA (Portfolio Plan 3.2) | a. Attract public and private investment into social capital and community infrastructure, including housing. | Coordinate |
| | b. Monitor improvements in and promote the region's liveability and lifestyle. | Coordinate |

Measures of success:

- Improvement in key indicators identified in the *People of Peel Roadmap 2022–25*
- Workforce and social indicators published
- Investment in community infrastructure and improved service delivery projects
- Service gaps identified and improvements identified

4.0 Increase the economic participation of Aboriginal people

Goal — Fuller participation of Aboriginal people in Peel's social & economic life working with Government and Aboriginal-led organisations to achieve this outcome.

| Strategic initiatives | Key actions | Approach |
|---|--|-------------|
| 4.1 Foster genuine co-design of and participation by Aboriginal people in business, economic and service delivery initiatives, and opportunities (Portfolio Plan 4.1) | a. Identify, attract and promote programs that assist Aboriginal to participate in the economy at a range of points including entering the workforce, career progression and owning businesses. | Collaborate |
| 4.2 Support the identification and capture of economic opportunities from native title (Portfolio Plan 4.2) | a. Support the realisation of the economic development opportunities from government and industry native title agreements and negotiations (South West Native Title), in partnership with relevant government agencies, community, and industry. | Collaborate |
| 4.3 Activate Aboriginal capital held through interests in land, culture and skills into the mainstream economy (Portfolio Plan 4.3) | a. Identifying projects that deliver job opportunities and economic development 'on Country'. | Align |
| | b. Develop and maintain strong collaborative relationships with all Traditional Custodian groups in the region and ensure timely sharing of information about the Commission's strategic intent, new projects and participation opportunities. | Align |
| 4.4 Integration of Aboriginal procurement strategies with support programs to build capacity and capability (Portfolio Plan 4.4) | a. Recognise and promote businesses and employers with exceptional track records in Aboriginal outcomes. | Collaborate |
| | b. Assist Aboriginal businesses to maximise their capability and capacity to competitively deliver on government contracts. | Collaborate |
| 4.5 Support for Aboriginal people in mainstream businesses (Portfolio Plan 4.5) | a. Support Aboriginal business by providing opportunities for business growth, mentorship and entrepreneurship. | Coordinate |

Measures of success:

- Engagement of local Aboriginal people in the SWNT processes
- Sponsorship of Aboriginal people to attend business development activities to improve business outcomes
- Promotion of local Aboriginal businesses through the Peel magazine and other publications
- Representation of Aboriginal people in Peel Development Commission projects and working groups
- Increase in the number of Aboriginal people in Peel engaging in education, training, employment and business ownership
- Ensure that economic participation of Aboriginal people is transitioned into and across all elements of the strategic plan

Strategic initiatives (cont.)

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5.0 Organisational excellence

Goal – Build an organisation that is recognised for outstanding governance and innovation in delivering regional development outcomes.

| Strategic initiatives | Key actions | Approach |
|---|---|------------|
| 5.1 Create a unified Portfolio voice on key regional development objectives (Portfolio Plan 5.1) | a. Contribute to the implementation of the <i>Regional Development Partnership Framework</i> . | Coordinate |
| | b. Lead, develop and regularly produce consistent and co-branded economic data/snapshots that are consistent across the portfolio and inform policy development. | Coordinate |
| 5.2 Build collaborative and trusted partnerships across government, community, private sector, and Aboriginal people (Portfolio Plan 5.2) | a. Develop and maintain effective relationships and partnerships through the provision of accurate and timely regional intelligence to support government and stakeholder priorities. | Coordinate |
| | b. Leverage collaborative relationships in government, industry, and community to drive regional economic development outcomes and ensure the Portfolio is the preferred partner in regional development. | Coordinate |
| | c. Support the Minister for Regional Development and other Ministers through providing timely information, advice, regional visits and events. | Coordinate |
| 5.3 Build and retain a capable, determined and healthy workforce | a. Build organisational capacity to understand and innovate regional development policy and practices to improve and diversify workforce skills and retention. | Align |
| | b. Build organisational understanding of Aboriginal culture. | Align |
| | c. Grow organisational resources to support delivery of Commission activities. | Align |
| 5.4 Deliver high quality services | a. Implement relevant and innovative organisational processes and effective use of resources. | Align |
| | b. Implement strategies to ensure ongoing and timely consultation and communication with stakeholders, clients and the community. | Align |
| 5.5 Embed appropriate governance practices across our operations | a. Meet legislative and governance requirements. | Align |
| | b. Build effective implementation, monitoring and review processes that drive strategy implementation across all levels of the organisation. | Coordinate |

Measures of success:

- Active engagement in Regional Development portfolio activities
- Regular economic, workforce and social indicators published
- Meet annual client satisfaction survey results and financial indicators
- Deliver organisational workforce development plan
- No major audit findings
- Rate of staff turnover



Implementation, monitoring and evaluation

The Board of the Commission is accountable for the delivery of the activities within this strategy and delegates responsibility for them to the CEO and Commission staff. The outcomes we are seeking from the plan are a shared responsibility with key stakeholders across the region. We are committed to building connections and collaborating with our stakeholders to ensure the outputs and outcomes are delivered to meet our vision of the Peel as a progressive, prosperous, and dynamic region with a culture of care.

Key stakeholders to engage with while implementing strategic initiatives will vary but are likely to include:

- Local governments
- Business and industry
- Peak bodies
- Not-for-profit organisations
- State and Federal Government agencies
- Government Trading Enterprises

It is important for the Commission to measure and evaluate its progress in relation to goals, strategies and actions. Measures of success are included throughout the Plan against each of the strategic themes. Internal monitoring mechanisms of these measures and our progress will be facilitated through the Annual Business Planning process, reported regularly to the Board and annually to stakeholders via the Commission's Annual Report.

In addition, the Commission's performance is monitored and evaluated by an annual client satisfaction survey and both internal and external audits of its governance arrangements.

As an important adjunct to its role in regional leadership, the Commission is committed to producing regular reports to the Board and where appropriate, the public, industry and community groups to help inform policy, monitor progress and set the focus for future work.



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