



An Australian Government Initiative



Regional
Development
Australia

PEEL

Strategic Plan

1st July 2021 - 30th June 2025

Revised December 2023

Local people developing local solutions rda.gov.au

Table of Contents

Acknowledgement of Traditional Owners	3
Message from the RDA Chair	4
Executive Summary	5
Purpose of this Plan	6
Regional Profile	7
People	8
Places	12
Industries & Local Economies	14
Services	16
Applying Local Context to Global Megatrends	18
Urbanisation & Energy	19
People & Society	21
Education & Skills	23
Climate Sensitivity	25
Resource Security, Depletion & Extinction	28
Technology & the Workplace	29
Manufacturing Shift	31
Economic Powerhouses	32
Identifying Strategic Priorities	33
Stakeholder Roles in Implementing This Plan	36

Acknowledgement of Traditional Owners

RDA Peel acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of the region and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.



Message from the RDA Chair

Key agencies across the region acknowledge the need to diversify the industry base. The narrow economic and industry base of the region makes it more vulnerable to external factors – international exchange rates and reduced national and international demand may threaten the mining industry; inflationary and interest rate pressures and pandemics can adversely affect the retail, hospitality, manufacturing and construction sectors.

The Peel region has good transport links, a large, ready and willing workforce, easy access to Perth and external markets and an enviable lifestyle that is helping drive its prolonged high population growth.

The intent of the RDA Peel Strategic Plan 2021-2025 is to provide Governments, stakeholders, potential investors and policy and decision makers with a better understanding of the region, its issues and its strategic priorities that will drive development and growth in a sustainable way.

This plan was developed through consultation with key stakeholders through individual and collective forums and meetings, and aligns the prescribed strategies and initiatives with the Australian Government's regional priorities.

RDA Peel has developed a comprehensive process to identify, develop and advocate for the region's strategic priorities, each of which will be



**RDA Peel Deputy Chair Jade Creevey(L)
and Chair John Erren (R)**

underpinned by the provision of a robust evidence base to demonstrate its importance to improving the quality of life in the region.

The region has developed its internal governance structure to maximise collaboration among stakeholders and recognises that cooperation between them is the key to attaining its goals.

This plan sets out what the region sees as important to secure our future and measures to achieve a sustainable and diverse economic base.

Executive Summary

The RDA Peel Strategic Plan 2021-2025 has been developed to guide the Peel region towards attaining its vision: The Peel is a progressive, prosperous and dynamic region with a culture of care.

Building on this vision and the objectives and goals of the Peel Regional Investment Blueprint to 2050 developed by the Peel Development Commission this plan takes account of Australian, State/Territory and Local Government plans and aligns its actions to the Australian Government's Regional Investment Framework.

A continued high level of population growth and dealing with the impact of that in environmentally sensitive areas that are already impacted by mining operations and other commercial industrial and recreational activity is a difficult challenge, but one not beyond solution through the concerted and collaborative efforts of the region's leadership.

Water security is the underlying critical issue for the region to safeguard and provide sustainable access to adequate quantities of acceptable quality water for sustaining livelihoods, socio-economic development and preserving ecosystems. Globally, more than 3 out of 4 jobs depend on the supply of sufficient water. It is essential to creating a diversified economy and thereby address the employment needs of our communities.

A distinct opportunity exists for the Peel region to develop its extensive trails network to take advantage of the over 2 million potential visitors on our northern border. The region's competitive advantage as WA's future centre for equine based activities, currently under development pressures in their current metropolitan locations, is also an opportunity to be grasped.

The infrastructure needs of the region's current and future residents, including the need for increased infrastructure and services in the areas of health, education and recreation, should take advantage of and respect the Peel's unique and sensitive cultural and environmental assets, which are under considerable pressure.

This Plan will assist the region to grow, enhance and diversify the region's communities and economy in a sustainable manner by providing a wide range of stakeholders, potential investors and policymakers with a better understanding of the region, its strengths, challenges, needs and opportunities.

The Peel's key stakeholders will continue to take a collaborative approach to developing and implementing these proposed solutions in partnership with Governments and the private sector.

Purpose of this Plan

This Strategic Plan sets out to provide Governments, stakeholders, potential investors and policy and decision makers with a better understanding of the region, its issues and its strategic priorities that will drive development and growth leading to a sustainable future.

This plan's identified priorities and accompanying strategies and activities are aligned to the Australian Government's Regional Investment Framework, which is in line with a commitment to deliver responsible investments that make a real and lasting difference in the regions.

The guiding principles of the Regional Investment Framework are:

- Realising the Government's ambition of 'no one held back and no one left behind' requires specific regional investment across portfolios.
- Australia's regions and their economies are diverse, with each having unique strength and challenges.
- Delivering on the potential of regional Australia requires building on each regions' unique strengths, including helping regions undergoing significant economic change to transition or adapt to specific structural challenges.
- Place-based decision making that draws on the experience of local government alongside regional bodies must guide investment in our regions.

The priorities of this plan align to the Priority Focus Areas of the Regional Investment Framework:

- ✓ Meeting the needs of, and providing opportunities for First Nations People.
- ✓ Supporting the transformation to a net zero economy and decarbonisation.
- ✓ Achieving gender equality.

Investing in People	Investing in Places	Investing in Services	Investing in Industries & Local Economies
✓ Listening to local voices and partnering with communities.	✓ Supporting adaptive, accessible, sustainable and liveable regions.	✓ Enhancing connectivity, accessibility and equity of services.	✓ Investment to help activate economic and industry growth.
✓ Targeted investment in skills, education, training and local leadership capacity.	✓ Delivering infrastructure where and when it is needed.	✓ Investment including across communications, health, water, and transport.	✓ Supporting the conditions needed for regional industries to diversify and grow.

Regional Profile

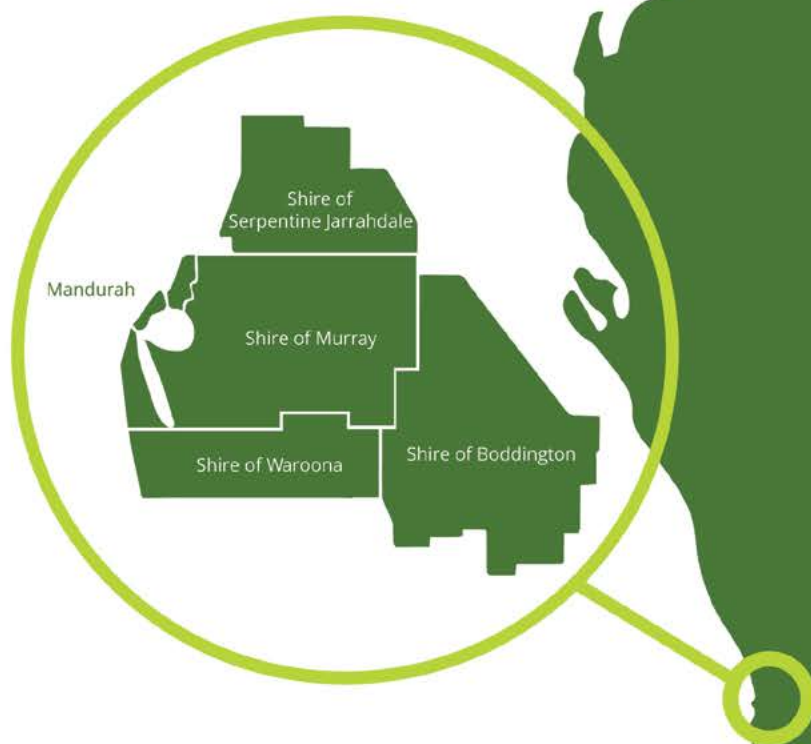
Located 75km south of Perth, the Peel is Western Australia's smallest region geographically, but one of the state's fastest growing population centres, presenting opportunities for innovation in workforce skills, industry growth and economic diversification.

By 2050, Peel is expected to rival the South West as one of the most populated regions outside of Perth with a projected population of 444,000, bringing vibrancy and prosperity, as well as challenges for the community.

The Peel Region encompasses the five local government areas of Boddington, Murray, Serpentine- Jarrahdale, Waroona shires and the City of Mandurah. Mandurah is the second fastest growing regional city in Australia.

The Peel has a diverse landscape incorporating 50 kilometres of pristine coastline and urban, agricultural and horticultural land.

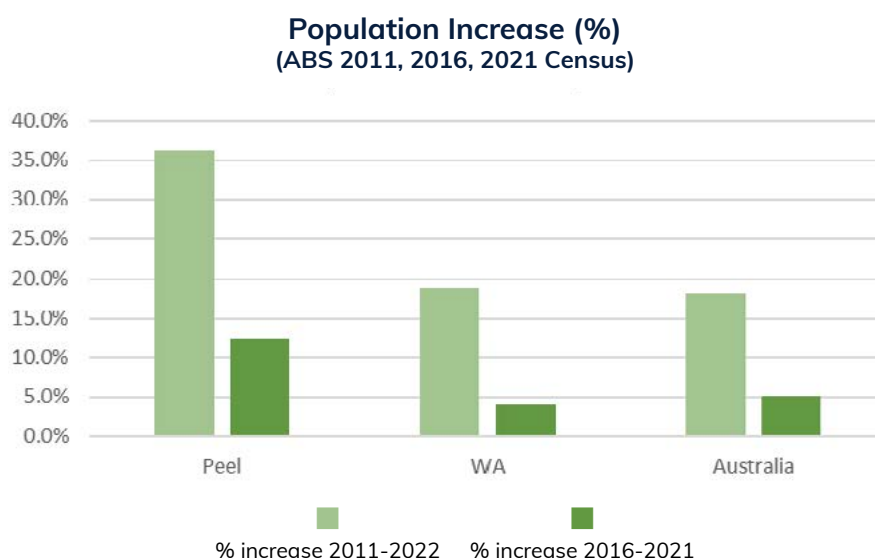
With a coastal plain bordered inland by the Darling Scarp, the Peel region is situated amongst the highest rainfall areas of South Western Australia. This climate, along with 23 rivers, streams and creeks, provides an extensive wetland system that is of international and national significance, supporting diverse and unique flora and fauna.



People

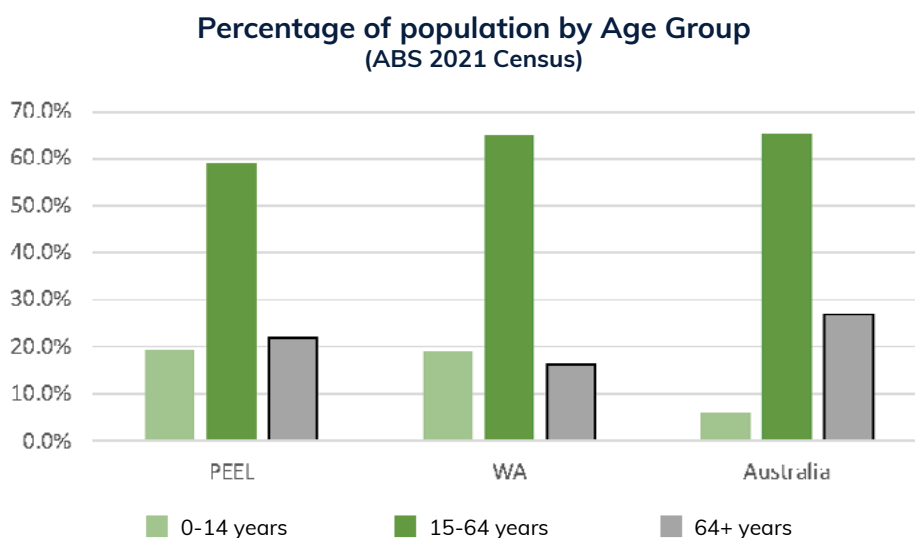
Based on an aggregation of population forecasts for each LGA, the total population of Peel is expected to grow to approximately 212,000 by 2031, corresponding to an increase of around 80,000 residents from 2016.

The population of Peel continues to grow at approximately twice the rate of that for WA and Australia, driven by the region's enviable lifestyle, strong transport connections to Perth and comparative affordability of housing.

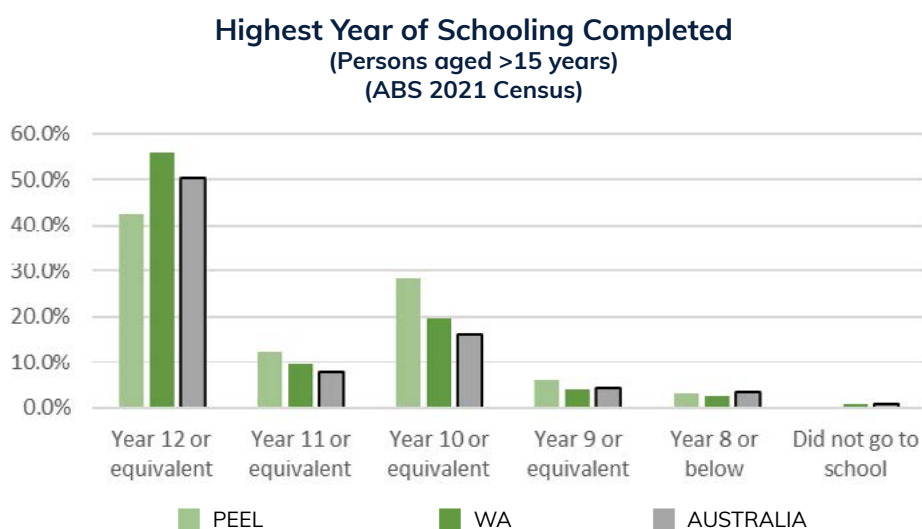
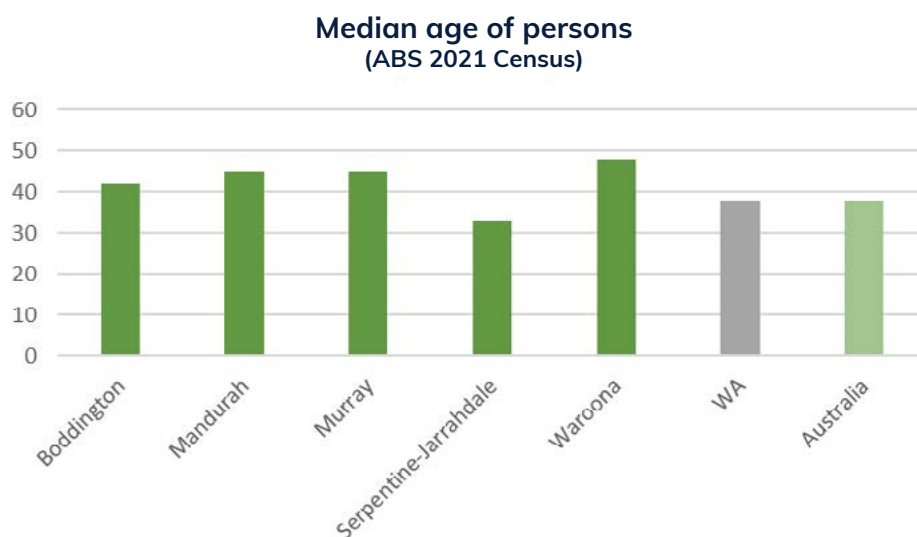


There is expected to be large increases in the total population across all age groups within Peel. This equates to a 64% increase in children (0-14 years), 59% increase in the working age population (15-64 years) and a 63% increase in over 65s, between 2016 and 2031.

In particular there is forecasted to be large percentage increases in the 80-84 age group, and over 85s with resident populations forecasted to increase by 96% (2980 residents) and 88% (2324 residents) respectively.



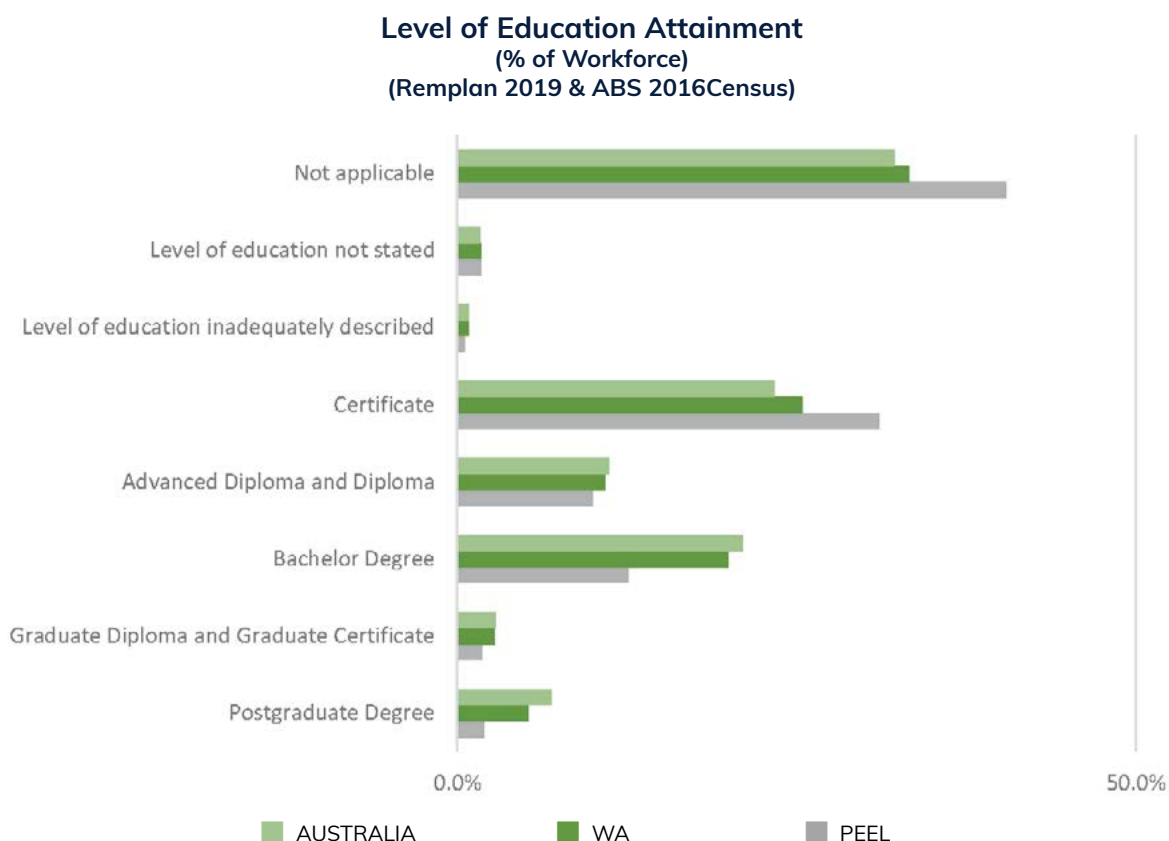
Population changes across all these age groups are likely to result in demand for population driven goods and services including aged care, childcare, healthcare, education/schooling, as well as a range of service-based industries (hospitality, convenience, retail etc).



The Peel Region's population has a significantly lower completion rate for Year 12 studies. Levels of completed post school qualifications at Advanced Diploma Level and above are significantly lower than those of WA and Australia.

Higher levels of qualifications at Certificate Level reflect the higher proportion of people employed in the mining and construction industries.

Note that ABS 2021 Census data for this category is not available until October 2022.



The Peel Away the Mask III Report (PCDG, 2022) seeks to understand how the challenges and opportunities facing the Region's communities have evolved since the last PATM report (2012) as well as the context in which health and community service providers are operating.

Key findings across the Education Quality of Life Indicator were:

- Early childhood development outcomes are improving across most LGAs (2021).
- Primary and secondary school socio-educational advantage shows improvement in some LGAs only (2020).
- Proportion of population with a tertiary level education is increasing (2016).
- The number of people commencing traineeships and apprenticeships is decreasing (2019).

Insights from consultation conducted to develop the report were:

- Teachers and schools are challenged with supporting increasingly complex mental health issues amongst students, particularly those with unstable home environments.
- Children and young people are increasingly at risk of disengagement from the education system and have limited access to life skills development.
- Limited public transport options creates additional barriers for students who are already disengaged or becoming increasingly disengaged from education.
- Schools are faced with fast population growth, putting a strain on teaching and student support resources.

Key findings across the Safety and Security Quality of Life Indicator were:

- Regional reported crime rate was stable (2020/21).
- Prevalence of family, domestic and sexual violence was increasing in number and complexity (2021).

Insights from consultation conducted to develop the report were:

- Compared to other LGAs, people living in Mandurah reported feeling the least safe walking around their neighbourhood at night.
- Service providers have noted a significant increase in the number and complexity of family, domestic and sexual violence in the Region and are extremely challenged to meet the demand for their services, and to provide preventive programs to the community.

Selected Medians (ABS 2021 Census)

	Boddington	Mandurah	Murray	Serpentine-Jarrahdale	Waroona	WA	Australia
Median total personal income (\$/weekly)	834	631	629	909	620	848	805
Median total family income (\$/weekly)	2131	1651	1742	2242	1701	2214	2120
Median mortgage repayment (\$/monthly)	1760	1273	1368	2097	1312	1815	1746
Median mortgage repayment (\$/monthly)	1690	1733	1750	1972	1625	1842	1863
Median rent (\$/weekly)(a)	280	300	300	380	260	340	375
Average number of persons per bedroom	0.7	0.7	0.7	0.8	0.7	0.8	0.8
Average household size	2.5	2.4	2.5	3	2.4	2.5	2.5

Places

Each Local Government in the region develops a Strategic Community Plan which outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other local government plans, information and resourcing capabilities. The plan is not static. A full review is required every four years with a desktop review every two years.

The Strategic Community Plan:

- Establishes the community's vision for the local government's future, including aspirations and service expectations.
- Drives the development of local government area/place/regional plans, resourcing and other informing strategies, for example workforce, asset management and services, and
- Will ultimately be a driver for all other planning.

Strategic Community Plans can be viewed at:

- Shire of Boddington: <https://www.boddington.wa.gov.au/documents/2154/attachment-863a-community-strategic-plan>.
- City of Mandurah: <https://www.mandurah.wa.gov.au/-/media/files/com/downloads/learn/strategies-and-plans/strategic-community-plan-2020-2040.pdf>.
- Shire of Murray: <https://www.murray.wa.gov.au/documents/83/council-plan-2023-2033>.
- Shire of Serpentine-Jarrahdale: https://www.sjshire.wa.gov.au/Profiles/sj/Assets/ClientData/Document-Centre/Plans_and_Publications_/Strategic-Community-Plan-2017-2027-Updated-June-2019.pdf.
- Shire of Waroona: https://www.waroona.wa.gov.au/Profiles/waroona/Assets/ClientData/Document-Centre/Community-Strategic-Plan/Strategic_Community_Plan_-_Final_for_Website.pdf.

Current projects being developed and implemented across the Peel Region can be viewed at

- <https://www.rdapeel.org.au/peel-projects/>.

Although the Peel reports a strong self-sufficiency rate, with 75.5% of the jobs in the Peel filled by local residents, the number of jobs available locally is inadequate to cater for the growing local working population with approximately 25,900 residents leaving the region each day to work.

The importance of leadership as a precursor for sustainable, resilient and vibrant regional growth centres has been identified in numerous studies and reports from organisations including Committee for the Economic Development of Australia (CEDA) and the Productivity Commission.

While effective youth leadership programs are conducted in the Peel region there is a real gap between young leaders exiting these programs and then having the opportunity to present their views and vision as members of committees and boards.

A large number of organisations lack diversity in the makeup of their boards, denying robust discussion around the development future of the Peel region.

The region's environmental assets are a major driver of its sustained high population growth and high visitation rates, contributing to the enviable lifestyle afforded to residents and visitors.

The Peel-Harvey region, Binjareb Boodja, is one of seven Natural Resource Management (NRM) regions in Western Australia recognised by the Australian and WA governments. It is 1 173 620 ha and covers the entire surface water catchment of the Peel-Harvey estuarine system.

The Peel-Yalgorup System, located adjacent to the City of Mandurah, is recognised by international treaty as a Ramsar site. It is a large and diverse system of shallow estuaries, coastal saline lakes and freshwater marshes. The site includes the Peel Inlet, Harvey Estuary, Lake McLarty, Lake Mealup and ten Yalgorup National Park wetlands.

The site includes:

- The largest and most diverse estuarine complex in south-western Australia and particularly good examples of coastal saline lakes and freshwater marshes;
- Lake Clifton, which is part of the Peel-Yalgorup wetland Ramsar site, is one of the few locations in the world where living thrombolites occur in inland, hyposaline waters;
- The most important area for waterbirds in south-western Australia, supporting in excess of 20,000 waterbirds annually. At one time (February 1977) greater than 150,000 individual waterbirds were recorded;
- Over 1% of the world population of several waterbird species including the Red-necked Avocet, Red-necked Stint, Red-capped Plover, Banded Stilt and Fairy Tern, regularly use the Peel- Yalgorup for the services the wetland provides such as food, shelter, nesting and moulting sites.

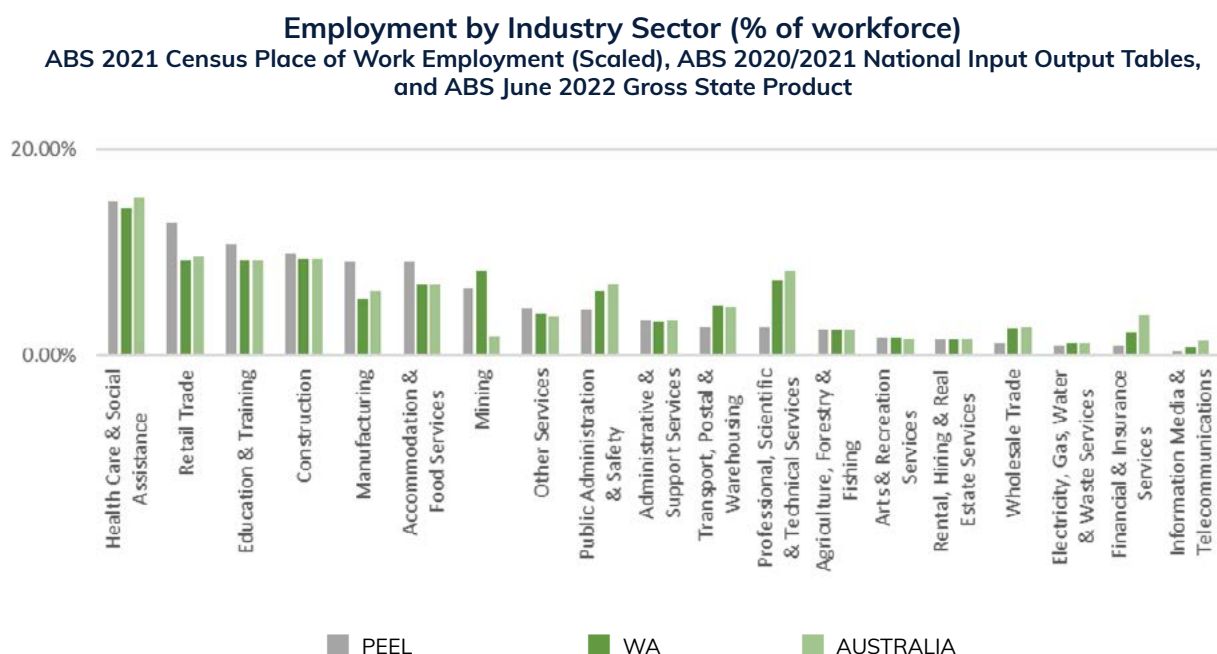
The March 2023 Economic Evaluation of Peel Harvey Waterways (PDC, PHCC March 2023) assessed the total estimated economic asset value of the waterways was estimated at equivalent to \$20.8 billion dollars. Annually, the economic contribution of the Peel Harvey Waterways was estimated at approximated \$605.7 million, which supports over 2,000 full time equivalent jobs within the WA economy. This represents a considerable proportion (7%) of the Peel region's Gross Regional Product which was \$8.9 billion in 2021 (REMPPLAN).

The Peel-Harvey Catchment Council (PHCC) is the leading Natural Resource Management organisation that promotes an integrated approach to catchment management and the way we protect and restore the environment within the Peel-Harvey catchment.

Industries & Local Economies

Local industry employment profiles reflect the population profiles:

- An older demographic requiring increased needs for Health Care and Social Assistance;
- The younger demographic requiring higher education and training needs;
- High levels of Certificate qualified workers reflected in levels of employment in the construction and manufacturing sectors;
- High levels of tourism activity reflected in the Accommodation and Food Services Sector;
- Lower levels of post school qualified people reflected by the lack of opportunities in the Professional, Scientific & Technical Services, Financial & Insurance Services and Information Media & Telecommunications sectors.



The Peel's business market is characterised by a high number of small businesses who are owner operators (62%) and a further 26% who employ between one and four staff, with the largest employing industries being retail, healthcare and social assistance followed by construction.

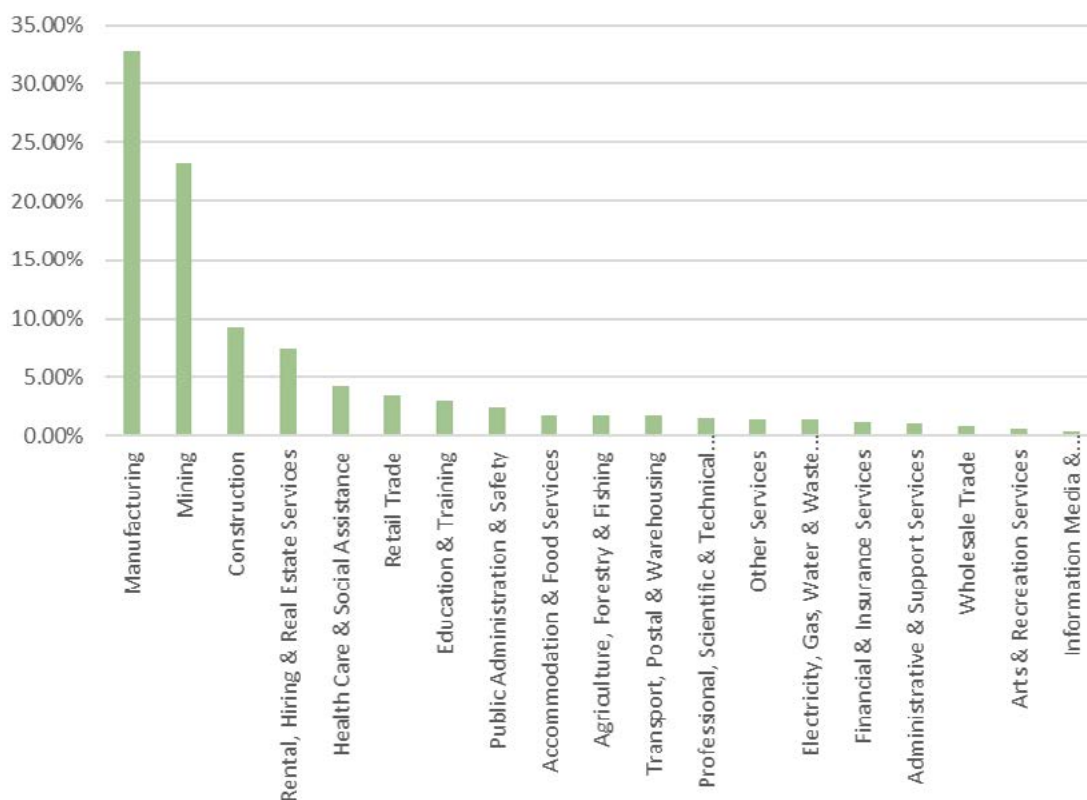
Peel Region Real GRP (June 2021 Prices)

ABS 2021 Census Place of Work Employment (Scaled), ABS 2020/2021 National Input Output Tables, and ABS June 2022 Gross State Product



Peel Region Output by Industry Sector

ABS 2021 Census Place of Work Employment (Scaled), ABS 2020/2021 National Input Output Tables, and ABS June 2022 Gross State Product



Services

The Peel region is relatively well provided for with digital communications infrastructure. The National Broadband Network services the region through a mix of technologies with fibre to the premises services available in Mandurah and Pinjarra.

Future freight, road and public transport corridors have been set out in the WA Government's Perth & Peel @ 3.5 million planning and infrastructure frameworks. This can be viewed at https://www.transport.wa.gov.au/mediaFiles/projects/PROJ_P_Perth_Peel_3.5million_TransportNetwork.pdf

By 2050, the Kwinana Freeway and Tonkin Highway will provide the main network for north-south road movement within the framework area. Also, the sections of Roe Highway (east of the Kwinana Freeway) within the framework area will form part of the network for the broader Perth and Peel regions, including minor westward extension from the Kwinana Freeway to connect to the Murdoch activity centre.

There will be more emphasis on providing high-quality, safe and comfortable pedestrian and cycling infrastructure, especially around activity centres. In addition, there will be more travel choices available to encourage increased use of public transport, walking and cycling. Many new offroad shared paths have been planned as part of the bicycle network and safe active streets will provide a safer way for cyclists to travel on the roads.

The Peel Away the Mask III Report (PCDG, 2022) seeks to understand how the challenges and opportunities facing the Region's communities have evolved since the last PATM report (2012) as well as the context in which health and community service providers are operating.

Key findings across the Health & Community Services Quality of Life Indicator were:

- Prevalence of physiological health risk factors is higher than the WA average (2019).
- Prevalence of mental health risk factors is higher than the WA average (2019).
- Number of people living with a disability was increasing in most LGAs (2018).

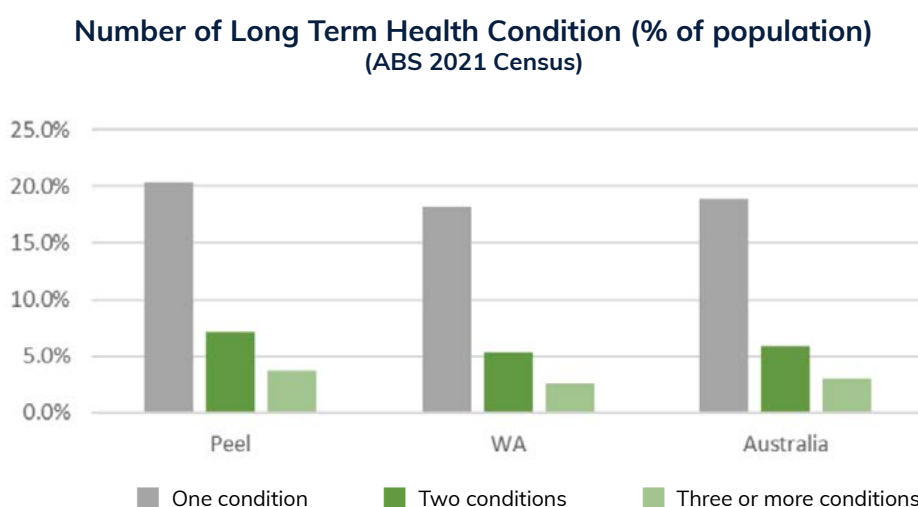
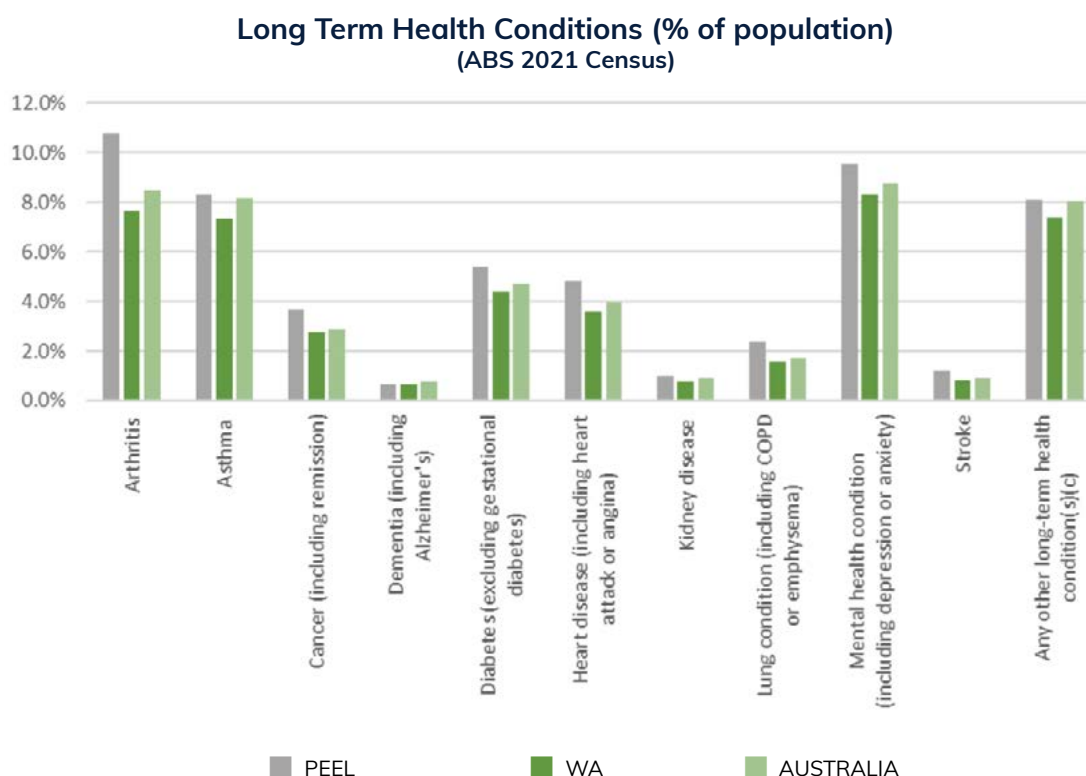
Insights from consultation conducted to develop the report were:

- Accessing health and community services continues to be a challenge for people living in the Region, particularly those in more physically isolated communities.
- High costs associated with delivering outreach constrain services from reaching those in more isolated areas, and also impact on the ability to provide a region-wide coordinated care model, which has been identified as critical to ensuring service delivery that achieves real outcomes for people.
- There is a shortage of skilled and experienced professionals across the health and community sector. Service providers are challenged to attract people to live and work in the Region and are burdened with high levels of training requirements to up-skill the local workforce.

In late 2020 the WA Government announced that full operation of the Peel Health Campus (PHC) would transfer to South Metropolitan Health Service (SMHS) on the completion of the current contract with existing private operator Ramsay Health Care (RHC).

As part of this decision, the State Government also announced its intention to expand the public hospital at PHC. Options to co-locate a new private hospital on the same site, with the potential to share services between the public and private hospitals, will also be explored.

The following charts demonstrate the need for expanded health services across the region.



FURTHER DETAILED REGIONAL DATA IS AVAILABLE AT <https://www.rdaapeel.org.au/regional-profile/>

Applying Local Context to Global Megatrends

Megatrends are large, transformative processes with global reach, broad scope, and a fundamental and dramatic impact which could throw companies, individuals and societies into freefall. Megatrends are interlinked and involve a significant shift in environmental, societal and economic conditions.

It is important for the Peel region's stakeholders to note they are not immune from the impacts of these global trends.

Australia's population growth was affected by the COVID-19 pandemic and the measures taken to limit the spread of the disease. Following the easing of international border restrictions and the return of overseas migration in late 2021, Australia's population growth recovered to 1.2% in 2021–22, from a historical low of 0.1% in 2020–21.

Australia's population is estimated to be around 4 per cent smaller (1.1 million fewer people) by 30 June 2031 than it would have been in the absence of COVID-19. The population will also be older as a result of reduced net overseas migration and fewer births. Despite COVID-19, Australia's population is still growing and is expected to reach 28 million during 2028–29, three years later than estimated in the absence of COVID-19.

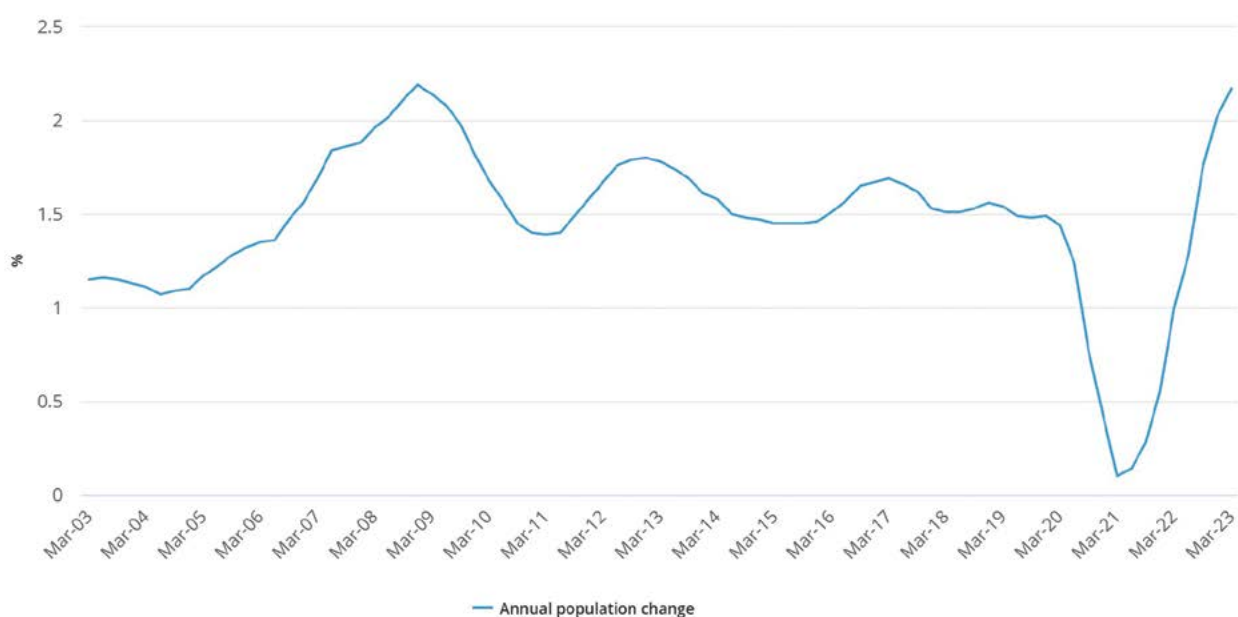
COVID-19 is projected to slow population growth across all geographic areas analysed, with the

duration and magnitude linked to the importance of net overseas migration to different parts of the country.

Capital cities are projected to bear the heaviest impacts, with total population across capital cities estimated to be around 5 per cent lower by 30 June 2031 than in the absence of COVID-19. By contrast, population outside the capital cities is estimated to be around 2 per cent smaller than it would otherwise have been.

The number of people migrating interstate is projected to fall by 12 per cent in 2020–21. This would be the largest year-on-year drop in interstate migration in 40 years and would lead to the lowest rate of interstate migration as a proportion of the population on record.

Annual population growth rate(a)(b)



Source: Australian Bureau of Statistics, National, state and territory population March 2023

Urbanisation & Energy

City dwelling has just passed the 50% mark. Urbanisation will not stop with predictions that 68% of the world's population will live in cities by 2050. This pressure alongside disruptive technologies such as electronic vehicles will remap cities.

Solid waste management will dominate municipal budgets in lower and middle income countries.

While cities are attractors, it is predicted that talent will leave behind megacities for smaller cities.

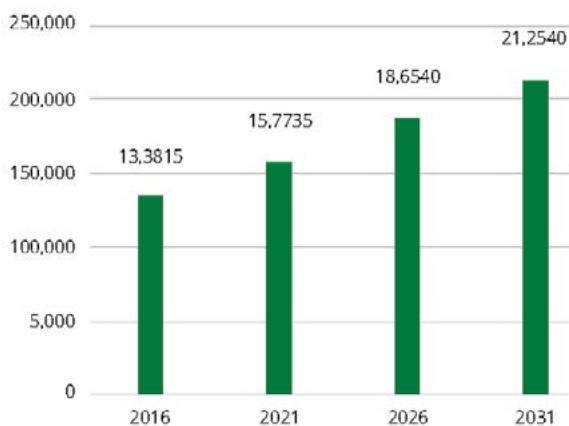
Urbanisation and a growing middle class in emerging economies will mean more people have

disposable income. This will lead to increased consumerism and a consequent demand for energy. The consequence will increase the push for energy efficiency and renewables as traditional energy generation adds carbon to the atmosphere.

In the Peel region we have seen the conurbation of City of Mandurah and the northern parts of the Shire of Serpentine-Jarrahdale.

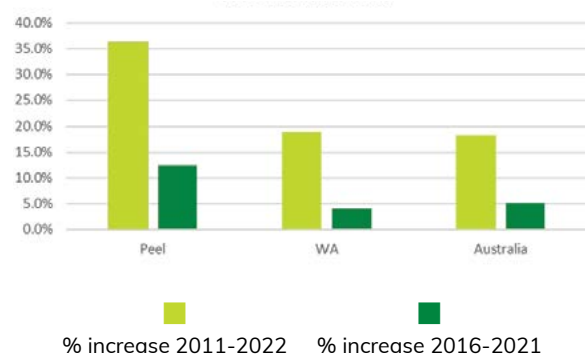
Both of these areas have led the population growth phenomenon in Peel.

Population Forecasts Peel 2016 - 2031



Source: WA Tomorrow 2016-2031, FAR Lane 2019

Population Increase (%)
(ABS 2011, 2016, 2021 Census)



The WA Government's Perth and Peel@3.5million frameworks aim to accommodate 3.5 million people by 2050 by creating vibrant communities within a compact and connected city; making best use of existing and proposed infrastructure; and protecting important environmental assets.

Its South Metropolitan Peel Sub-regional Planning Framework comprises the cities of Armadale, Cockburn, Gosnells, Kwinana, Mandurah and Rockingham, as well as the shires of Murray, Serpentine-Jarrahdale and Waroona. The framework provides strategic guidance to government agencies and local governments on all aspects of land use and infrastructure provision in the South Metropolitan Peel sub-region.

It is important to recognise the reciprocal relationship between transport and urbanisation. Urban growth and population cause an increase in travel demand and thereby an increase in the requirement for transport infrastructure. As urban centres grow, cities will become more complex and difficult to optimise from a mobility point of view.

The associated Transport Plan (Main Roads WA, 2020) of the Perth and Peel@3.5million frameworks proposes a public transport network for the South Metropolitan Peel sub-region which includes an integrated network of passenger rail lines and transit corridors. Passenger rail infrastructure will meet the need for higher-speed longer-distance travel to the Perth CBD and inner areas and to support strategic centres in the outer sub-regions.

By 2050, the Kwinana Freeway and Tonkin Highway will provide the main network for north-south road movement within the framework area. Also, the sections of Roe Highway (east of the Kwinana Freeway) within the framework area will form part of the network for the broader Perth and Peel regions, including minor westward extension from the Kwinana Freeway to connect to the Murdoch activity centre.

The sub-region's future regional road network includes a number of new and upgraded primary distributor and integrator arterial roads.

In Western Australia, the majority of electricity is generated using coal and gas, with smaller amounts coming from diesel and renewable



sources (wind, solar and landfill gas). Synergy produced around 50% of large-scale electricity generation in the South West electricity market in 2016.

The Peel region has recently attracted new renewable energy developments around Waroona and Serpentine-Jarrahdale which connect to the SWIS

The Peel region is reliant on the South West Interconnected System (SWIS) for the majority of its energy needs. The SWIS serves most of the state's population, with more than 1.1 million customers.

It is geographically and electrically isolated, with no interconnections to other transmission systems and was planned and developed around centralised, large-scale, dispatchable generation.

Major investment in network infrastructure and firming capacity is now required to meet the challenges (and opportunities) associated with integrating significant levels of utility-scale renewables and distributed energy resources. The Australian Energy Market Operator has warned that, without planning for and responding to these challenges, the SWIS will be at risk of experiencing widespread outages within the next five years.

The transformation of the SWIS has been proposed by the WA Government and noted as a Priority Initiative by Infrastructure Australia.

People & Society

Ageing populations will drive change in health care to be more predictive and tailored. OECD nations will be impacted more than most although it is expected that most Australian Baby Boomers will have passed away by 2050.

It is expected that of those aged 10-24 years, 90% will live in less developed nations by 2050.

The world population is predicted to be between nine and ten billion by 2050. Most scientists consider this a maximum sustainable upper limit given that the Earth's carrying capacity would be as low as two billion if all those people consumed at the same rate as the average American. Estimates vary given the difference between living per se and having a "reasonable" quality of life.

Society has an increasing demand for personalisation and experiences as millennials become the largest demographic. However, weaker signals are that more collective approaches will be required to deal with the world's problems.

For Australia, the impact of ageing will be on the future labour market, healthcare and the widening savings gap.

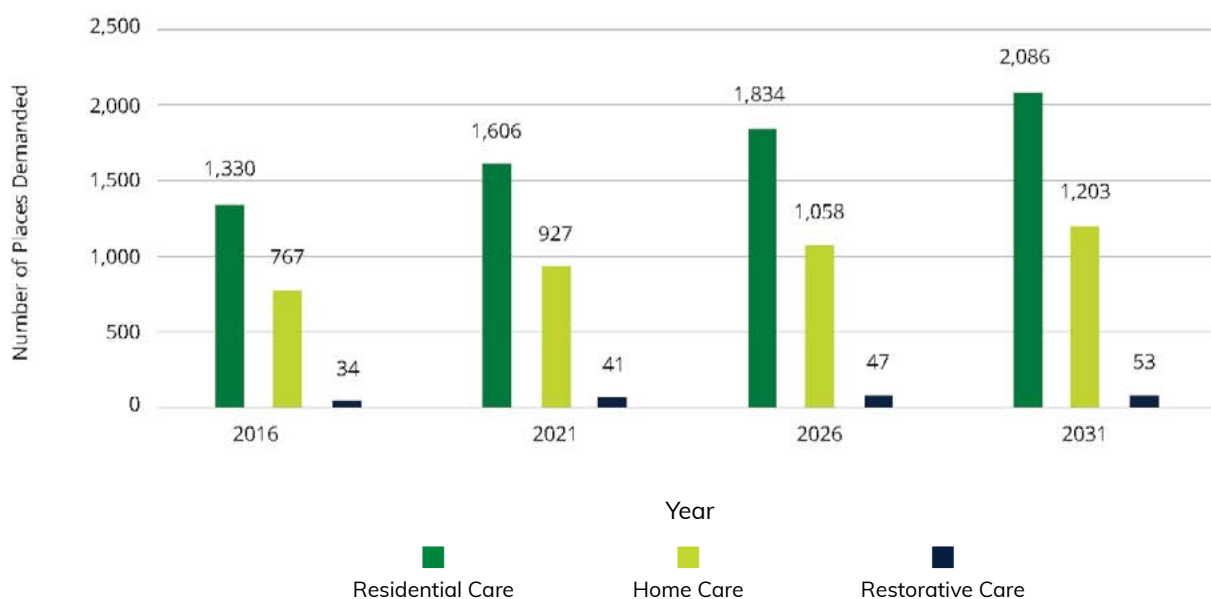
Economic inequality has become more extreme across most of the world, driven largely by the primary forces of globalisation and technology. Refugee crises and human migration are adding to the strain.

The next waves of disruption promise to push these conflicts to a breaking point. The future of work and human augmentation could produce a massive displacement of work and workers. Adding to the pressures are climate change, chronic disease and excessive debt. These will collectively reframe the social contract that governments have with their citizens (expectations in the provision of services).

The Peel region's population is characterised by a higher proportion of its population being aged over 60 than for Western Australia and Australia and a lower proportion of working aged (15-64) people in the population.

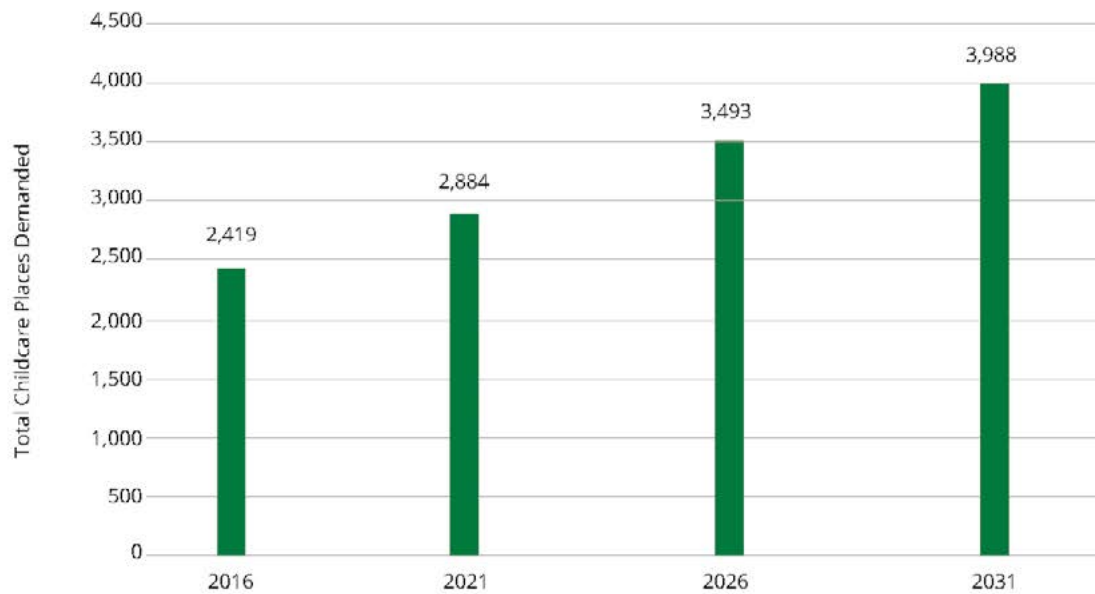
The impact of these demographics will create significant demand across the economy, primarily for aged care, child care and medical services.

Projected Demand of Aged Care Services



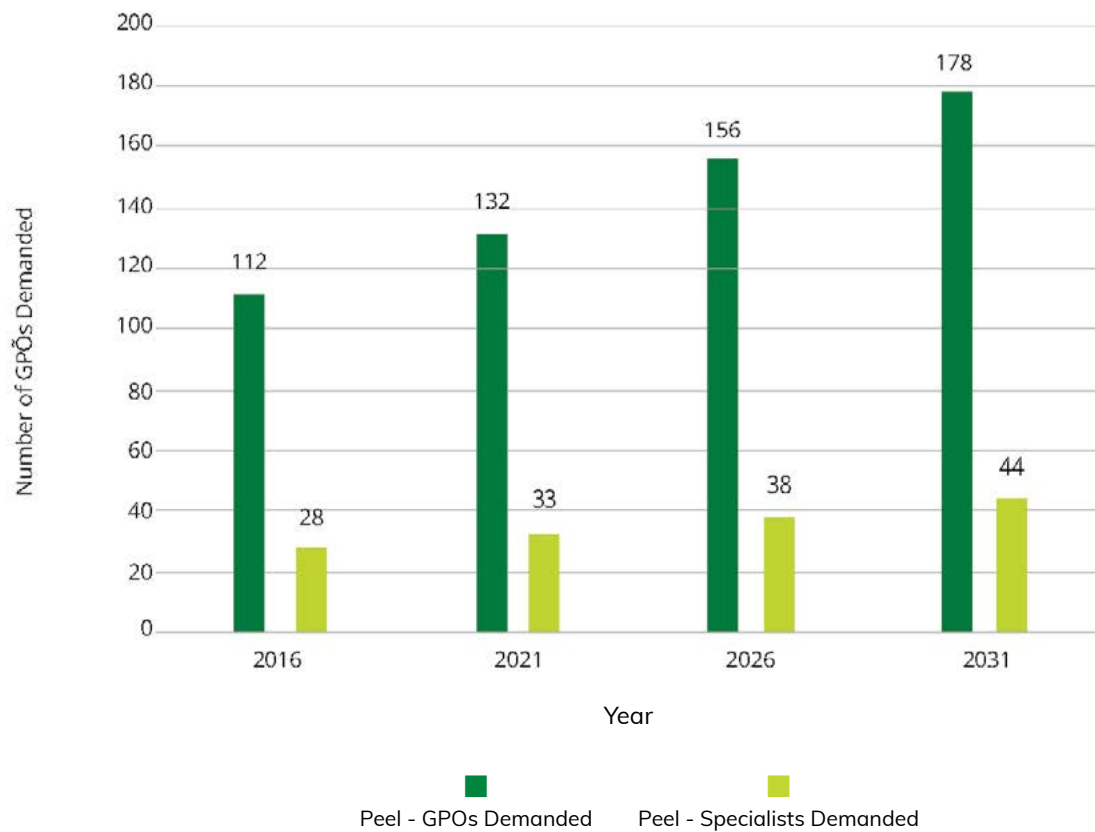
Source: WA Tomorrow 2016-2031, FAR Lane 2019

Total Projected Childcare Demand



Source: WA Tomorrow 2016-2031, FAR Lane 2019

Projected Demand for Medical Services



Source: WA Tomorrow 2016-2031, FAR Lane 2019

Education & Skills

Today's educational systems are fundamentally misaligned with the future of work. It is expected that there will be a major disruption. The future will be less about knowledge and increasingly a lifelong approach to being technology-enabled and developing skills.

The need for reskilling will be more vocational so universities will need to adapt for relevance. Courses will also need to be shorter. Traditional three-year degrees are luxuries that cannot be afforded by reskilling workers.

Australia has a skills deficit along with most other countries. India will have an oversupply of skilled people.

The gig economy continues to grow and leaves low paid workers vulnerable and as low skilled work is increasingly undertaken by machines, those with weaker educational capacity are likely

to suffer increasing economic displacement. Those with less access to technology will fall behind.

The subsequent WA Government's Future jobs, future skills strategy has responded to this data by ensuring the general capabilities that assist students to live and work successfully in the 21st century are captured in the Western Australian Curriculum. Highlighting these skills is essential to allow for their practice and authentic assessment. This is consistent with national recommendations to strengthen the development of general capabilities and raise their status within curriculum delivery. For example, the STEM Learning Project is delivering a range of innovative STEM teaching resources and professional learning workshops encouraging collaborative thinking to solve real-world problems that are interdisciplinary and open ended.

The STEM (Science, Technology, Mathematics, Engineering) Education in WA Schools 2016 Update outlines the trends in education:

Mathematics

In Western Australia (WA), enrolments in ATAR Mathematics courses over the last decade are difficult to compare due to the complex nature of mathematics course offerings during the period 2010 to 2015.

- Calculus (2005)/Mathematics Specialist (2016) – has declined from 5.6% to 4.3%.
- Applicable Mathematics (2005)/Mathematics Methods (2016) – has declined slightly from 14.4% to 13.5%, but precise comparisons are not possible.
- Discrete Mathematics (2009)/Mathematics Applications (2016) – has increased from 22.6% to 26.4%, but precise comparisons are not possible.

Information and Communication Technologies

- ICT enrolments fell sharply in 2009 and have remained relatively low since then.
- ICT (Applied Information Technology plus Computer Science) – has declined significantly from 5.0% to 3.3% over the period 2008 to 2016.

Science

In WA, enrolments in ATAR Science courses have increased over the last decade, although the percentage enrolments have remained at fairly consistent levels. The percentage of students enrolled in Year 12 Chemistry has increased during this period.

- Biology – has declined slightly from 5.7% to 5.4%.
- Chemistry – has increased from 12.0% to 14.9%.
- Earth and Environmental Science/Geology – has increased from 0.2% to 0.8%.
- Human Biology – has declined very slightly from 14.8% to 14.1%.
- Physics – has remained relatively static - 10.5% to 10.4%.

Analysis of 50 schools across the region from public myschool data shows only 11 out of 44 schools above the 50th ICSEA (Index of Community Socio- Educational Advantage) percentile – 7 of these are Non Government Schools. The lower the ICSEA value, the lower the level of educational advantage of students who go to the school.

Also examined was the Index of Education and Occupation (IEO) which is designed to reflect the educational and occupational level of communities.

The education variables in this index show either the level of qualification achieved or whether further education is being undertaken. The

occupation variables classify the workforce into the major groups and skill levels of the Australian and New Zealand Standard Classification of Occupations (ANZSCO) and the unemployed.

Deciles – All areas are ordered from lowest to highest score, the lowest 10% of areas are given a decile number of 1, the next lowest 10% of areas are given a decile number of 2 and so on, up to the highest 10% of areas which are given a decile number of 10. This means that areas are divided up into ten equal sized groups, depending on their score.

Updated data is yet to be published.

2016 Local Government Area (LGA) Name	Index of Relative Socio-economic Disadvantage		Index of Relative Socio-economic Advantage & Disadvantage		Index of Economic Resources		Index of Education & Occupation		Usual Resident Population
	Score	Decile	Score	Decile	Score	Decile	Score	Decile	
Boddington (Shire)	991	7	978	7	1027	9	932	4	1,844
Mandurah (City)	971	5	958	5	1006	8	927	3	80,813
Murray (Shire)	962	5	947	5	1025	9	896	2	16,698
Serpentine-Jarrahdale (Shire)	1040	9	1022	9	1101	10	946	5	26,833
Waroona (Shire)	945	3	930	3	1008	8	886	1	4,148

Climate Sensitivity

The changing climate will become an increasingly powerful driver.

Regardless of what people believe is the cause, it is getting hotter – every year for 44 years now. Bushfires have seen issues become increasingly political and there will likely be conflict between those seeking restoration of the planet and those seeking to find a way forward through technology.

Innovation in food and attitudes will drive change as the impact of population and climate change affect lives. This may be part of the deglobalisation attitude and shift to localisation – farmer's markets, seasonal foods etc.

The direct impact of climate change on Africa will have global implications for 'climate refugees' and the movement of people. As more people become refugees and the jobs market tightens, there is a fear that there may be a decreasing level of tolerance towards immigrants particularly as some will lack the skills to find employment.

For the south west of Western Australia, including the Peel region, future climate change is predicted to mean:

- Further increased average temperatures;
- Further decreases in rainfall;
- Increased frequency and intensity of storms; and
- Sea level rise.

Over the past three decades average annual rainfall has decreased in south west WA and average temperatures have increased over most of the state (PHCC, 2012). Since the mid-1970's, south west Western Australia has experienced increased average temperatures, increased number of extreme heat days, lower annual rainfall, changed rainfall patterns, increased evaporation and transpiration, and increased solar radiation.

This will have significant impacts on food production, water availability biodiversity, and lifestyle.

Summary of climate change impacts

Bushfire

Predicted decreased in rainfall, increases in wind speed, and a drying climate will likely increase the bushfire risk by:

- Increasing bushfire potential - the fire danger Index is predicted to increase 4-25% by 2020 and 15-70% by 2070;
- Increasing fuel loads;
- Reducing the number of days suitable for prescribed burns to reduce fuel loads; and
- Reduced water availability may also impact on bushfire suppression.

Increasing bushfire risk places additional stress on volunteer and career fire-fighters, resources and natural systems. Potential damage and loss of infrastructure and the risk of injury and loss of life increases along with more frequent or extreme bushfire occurrence.

Biodiversity

Each one degree of warming is equivalent to moving approximately 100 km north, this will increase pressure on species unable to migrate or rapidly adjust to the changing climate and exacerbate existing threatening processes and alter species mix and composition.

Climate change is expected to act as a disturbance event and favour pest species. Some sleeper weeds will find environmental conditions more favourable; existing species are expected to expand their ranges; and new pest, weed and diseases are expected to colonise new areas.

Declining water levels will expose potential acid sulphate soils with resulting impacts on local biodiversity.

There may be increased costs in maintaining biodiversity and green spaces, however there may be opportunities to generate carbon credits through re-vegetation works.

Emergency Management

Changing climatic conditions are expected to change the frequency, duration and ferocity of storms. There is a possibility of cyclonic activity moving further south and an increase in cool season tornadoes with associated storm damage and flooding. Bushfire risk is also expected to increase.

Extreme weather events are also expected to disrupt energy and fuel sources and transport in affected areas. Increasing storm/fire/flood frequency and severity will place additional stress on emergency services staff and volunteers and Council staff in preparation for extreme weather events and in clean-up.

Hydrology

Reduced rainfall and reduced number of rainfall days will result in less rain falling overall and quantities falling in short time frames. This may lead to localised flooding and a reduction in water quality through nutrient and pollution run-off and sedimentation.

Many areas of the Peel have potential acid sulphate soils; drying of wetlands will expose acid sulphate soils with negative consequences to the environment and infrastructure.

Biodiversity will be impacted through inundation of wetlands, altered stream and river flows and reduced groundwater availability. Changes to water availability will affect species composition and biodiversity in the region.

Public Health

It is likely that rising sea levels and temperature increases will make large areas of the Peel more suitable for mosquito breeding and increase the risk of vector borne disease. Increasing wind speeds may also limit the number of days suitable for pest spraying.

Gastro-intestinal ailments arising from reduced water quality and temperature related food illness may increase the pressure on local health care facilities.

Heat stress arising from an increase in the number of extreme heat days and warmer night time temperatures are likely to affect the elderly, very young and outdoor workers. An increase in UV potential may also increase the risk of sunburn and skin disease.

Sea Level Rises

Research indicates sea levels rising by up to 2 mm per year. This increase will need to be considered along with the individual and combined impacts of storm and tidal surges. This is expected to affect coastal processes and increase coastal erosion.

Rising sea levels will cause the temporary and permanent inundation of wetlands and saline intrusion into riverine and freshwater wetlands and groundwater supplies.

This is expected to influence marine, riverine and wetland biodiversity with a loss of some migratory feeding habitats and impact the Ramsar listed wetlands in the Peel-Yalgorup system.

Built Environment

Expected changes in the frequency and severity of extreme weather events such as storms, bushfires and floods may require a review of planning and development frameworks to ensure that they take account of climate change. Increased maintenance and/or replacement of infrastructure damaged as a result of extreme weather events will increase organisational costs.

Energy costs may increase if additional cooling is required to combat increasing temperatures. Public open spaces and streetscapes may require additional shading to reduce urban heat island effects and improve community comfort. Drying soil conditions may lead to subsidence and exposure to acid sulphate soils with associated damage to infrastructure.

Community/Social

The transition to a warmer, drier climate will change the way the community interacts with the surrounding environment. Outdoor activities may need to change venues and/or time to manage heatwave events.

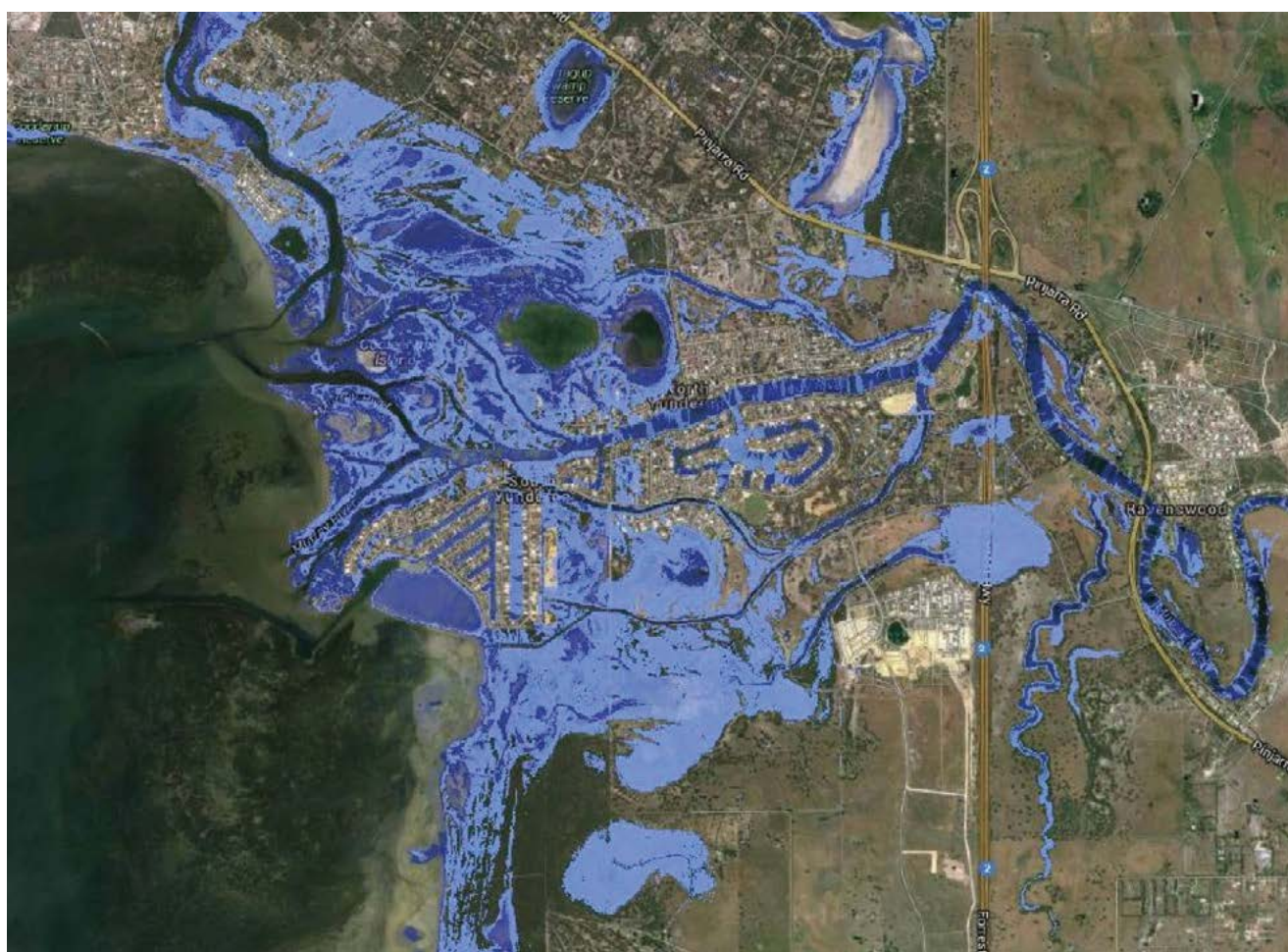
The ability to maintain green spaces will be affected and sea level rise will impact on coastal and marine facilities.

Business will be impacted by changing temperature and rainfall regimes, particularly in agriculture and tourism sectors. However there is potential to develop green tech business.

Many community support and emergency services are run and or supported by significant levels of volunteer engagement. Increased need for these services may require additional financial and in-kind support to enable services to meet community need and expectations.

Governance

Local governments will need to consider climate change implications in planning decisions to reduce the risk of litigation. The change to a carbon constrained economy and rising energy and fuel costs will also impact on local governments directly and indirectly.



Mandurah & Murray impact of sea level rise by 2100 (NGIS 2016) – Area shown in blue will be impacted

Resource Security, Depletion & Extinction

By 2050 it is estimated that we will need to produce 59-98% more food for a growing population with growing demands. World fisheries may collapse by 2050. In a little more than a decade, demand for water will increase 40% and for energy 50%.

Rare earths and components for technologies are running out. Research will need to be a priority to ensure companies and governments find new ways of protecting quality of life.

Extinction threats and environmental damage will reach a critical point demanding a response. It is believed that the pressure for positive change will escalate and cannot be ignored.

The Peel region is included in the south west bioregion, recognised as one of the world's biodiversity hotspots because of the number of endemic flora and fauna and the level of threat to these species.(Myers et al, 2000)

Broadscale ecosystems in the region include extensive forests and woodlands of jarrah, marri, tuart and wandoo, with understory of banksia, peppermint, sheoak, hakea and acacia. Casuarina and salt water paperbark are common to the foreshores of the Peel- Harvey Estuary; with samphire marshes in low-lying areas. Biodiversity is likely to be impacted by climate change through the added stress that it places on the survival of native species, increases in bushfire frequency and intensity and changing hydrology.

A warming and drying climate will require species to either move to more suitable habitat, adapt to the changes, which is difficult given the predicted accelerated rate of climate change, or become locally extinct.(PHCC, 2012)

In 2008 about 370 gigalitres, or 57%, of all water use in Perth and surrounding areas was used for private water supply. Private water supply is managed directly by the Department of Water. Almost all of this water came from groundwater drawn from the Perth Basin, which underlies much

of the city. This supply provides water for a number of uses including garden watering, domestic bores, irrigation of public open space and use by industry and agriculture.

The Peel region receives water from the Integrated Water Supply Scheme (IWSS) which delivers 298 billion litres of water each year to over 2 million people in Perth, the Goldfields and Agricultural region and some parts of the South West. The IWSS is made up from the following water sources:

- Desalinated seawater (43% of supply)
- Groundwater (39%)
- Dams (15%)
- Groundwater replenishment (3%)

By 2060 it is forecast that Perth and connected towns will need an additional 365 gigalitres of reticulated drinking water supply. (Waterwest, 2018) Using the Government's planning scenario of a population of 3.5 million people by 2050, ACIL Allen forecasts Perth's total water demand will reach 438 gigalitres per annum, or more than double what our current infrastructure will be able to supply.

Perth will require an additional 238 billion litres of drinking water every year which is more than double what the current infrastructure will be able to supply, or the equivalent of five new Kwinana Desalination Plants.

With the Peel having commenced implementation of its plan to diversify its economy to increase food production through the Transform Peel initiative (PDC, 2015) water security is a critical issue for the region.

The Peel Integrated Water Initiative (PIWI), an innovative approach to address the future water demands of the Peel Food Zone and the Peel Business Park, is included in the Phase 1 activation strategies for Transform Peel.

Technology & the Workplace

Machine learning, AI and AR (artificial intelligence and augmented reality) will not only drive efficiency and productivity, but an increasing need for the efficient flow of data which will be more important at the edge of the internet since the traditional cloud model lacks bandwidth and real time responsiveness.

Technologies will boost efficiencies and productivity so companies which traditionally had the edge through human efficiencies will lose that advantage and will need to compete through quality and innovation.

Edge computing will begin to change everything and is necessary to implement change such as autonomous vehicles which will need to interact with each other and not just the environment they are in. Put simply, there will not be the time to collect data, analyse a situation and respond to it using the cloud. 5G is shaping as a solution to data sharing in a more localised way.

The connectedness of products through the internet of things will pose substantial cyber security threats. However, the ability to gather and analyse data in real time will not be a competitive advantage, but a necessity.

Blockchain will be vital in respect of product trust. Blockchain will guarantee quality and provenance in a competitive world challenged by misinformation. Blockchain will facilitate

efficiencies and automation, for example, in purchasing.

The potential of AI to improve productivity is supported by several economic studies which estimate the productivity gains associated with AI and digital technology application. For example, consulting firm McKinsey estimates digital technologies could contribute \$140 to \$250 billion to Australia's GDP by 2025 and that automation technologies (a subset of AI technology) would comprise \$30 to \$60 billion for Australia over the same time period. Another recent study by consulting firm AlphaBeta and CSIRO's Data61 estimates that digital technologies, including AI, are potentially worth \$315 billion to the Australian economy by 2028.

CSIRO has identified three domains of AI development and application where Australia is well positioned to transform existing industries and build new ones.

These specialisations have been selected based on:

- a. Existing strengths and capabilities where we have comparative advantage;
- b. Opportunities to solve big problems for Australia and;
- c. Opportunities to export the solutions worldwide to other problem holders.

AI for Better Health, Aged Care and Disability Services

AI is being widely applied and developed within the healthcare sector in Australia and worldwide. In surgical applications robotics are being used to improve the precision and efficacy of operations.

Machine learning, data science and predictive analytics are being used to provide earlier and more accurate diagnosis of cancer, infectious disease and other forms of illness. Sensory systems combined with other technologies are being used to monitor and assist older Australians creating the possibility of living at home for longer before going into a retirement home. There is much that AI systems can do to improve our health and wellbeing.

AI for Better Towns, Cities and Infrastructure

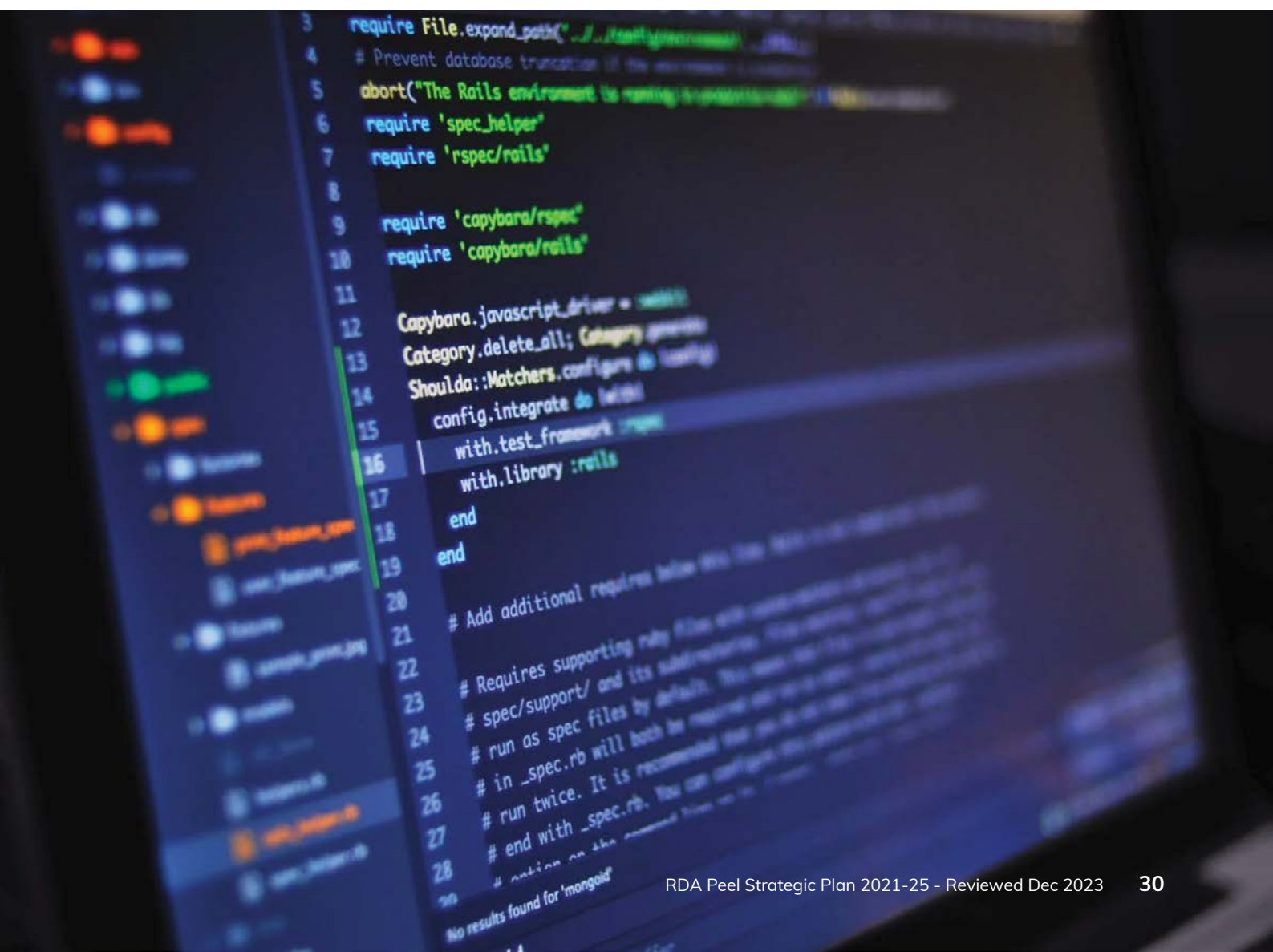
This specialisation captures all the ways that AI can be used to improve our built environment capturing social, economic and environmental benefits. This includes improved design, planning, construction, operation and maintenance of infrastructure and buildings. It also includes all the ways that AI can be used to improve the efficiency and safety of transportation, electricity and water services.

AI for Better Natural Resource Management

This specialisation involves the use of AI technologies to improve the economic efficiency and decrease the ecological footprint of agriculture, mining and environmental management. For agriculture this could involve on-farm robotics for harvesting, seeding, soil tillage, crop monitoring, weed removal, pest removal and chemical treatment (fertilisers, herbicides and pesticides).

The rate of take-up of artificial intelligence, augmented reality and edge computing in the Peel region is not known. As yet there has been no relevant localised research conducted however at least one local company is at the forefront of research and development in the use of AI and AR for the maintenance, refurbishment, automation, manufacture and assembly of a wide range of mechanical and electrical equipment to the mining industry globally.

The Peel region is well positioned to adopt these technologies, particularly in the mining and aged care industries due to the presence of major mining operations and an over-represented cohort of older people and associated industry development.



Manufacturing Shift

Business is shifting from products to services which are becoming increasingly important in a world where knowledge is a commodity.

Additive manufacturing will increase as 3D printing becomes the norm and layer upon layer of material will be built up to create items. Some believe the 'molecular economy' will be a significant disruptor.

Nanotechnology will be a disruptor that challenges current manufacturing and while the "next greatest thing" in technology can vary, it is always compact and mobile.

The ever-increasing move to mechanisation will impact on labour and the risk to jobs. The positive aspect for Australia is that with labour costs removed there will be a more level playing field in respect of input costs and global competitiveness. Workers in emerging economies will be particularly vulnerable. The World Bank predicts the leading risk to workers will be in China (77%) and India (67%) and the political risk is the young age demographic of those countries where unemployment could be as high as 34%.

In the Peel region the Western Australian Food Innovation Precinct (WAFIP) is being developed to support Western Australia in building a robust and vibrant food and beverage manufacturing sector.

Specialised equipment and research and production capabilities will ensure the Precinct offers a substantial variety of technologies and processing methods, aimed at scientifically proving nutrition and traceability, and the development of high-value food with extended shelf life.

The Precinct will create an enabling environment for Western Australian, Australian and global entrepreneurs, food companies and agri-enterprises to cost-effectively network, research, develop, prototype and market-test new value-added food products derived from Western Australia primary produce.

WAFIP's mission is industry-informed. It creates opportunities to scale up agribusiness SMEs through the activation of a common-use food technology facility, commercialisation of research and development expediting the path to market, creating innovative functional food products and value addition to existing food and beverage (F&B) products - all of which will strengthen domestic supply and contribute to national and export success.

Successful delivery and operation of the Western Australian Food Innovation Precinct is being achieved through:

- Understanding how multi-lateral and bi-lateral policy shifts, international transport capacities and costs, and changing consumer preferences will impact the food and beverage market
- Building workforce skills and creating regional employment in all aspects of food production, including advanced manufacturing capabilities;
- Building local food chains that connect our small and larger producers/farmers with strong local and export markets – transforming produce currently grown in Western Australia into high quality, high value foods and beverages.

Economic modelling indicates that the Precinct may increase Western Australia's food and beverage sector output between one the three percent in the first five years of operation. This translates into between 17 and 51 new food businesses delivering benefits to the Western Australian economy, including:

- Growth in WA's food and beverage sector output by between \$110 and \$330 million
- Economic injection of between \$245 and \$737 million in other economy sectors
- Direct job creation of between 169 and 506 jobs
- Indirect job creation of between 323 and 977 jobs

Economic Powerhouses

An economic shift will see influence shift from West to East and North to South as the world economy restructures towards the Asian century.

Within a decade E7 countries (China, India, Brazil, Mexico, Russia, Indonesia and Turkey) will double the GDP of G7 nations (Canada, France, Germany, Italy, Japan, the United Kingdom and the United States). Added to this, two-thirds of the world's middle class will live in the Asia Pacific by 2030. The impact on OECD economies may lead to protectionism, nationalism and deglobalisation.

Futurists note that Indonesia should not be overlooked in importance, especially to Australia as a key market. Indonesia is predicted to become the world fourth largest economy.

Cities are also being seen as key markets. As single city populations grow to the size of modest countries, cities should be seen as target markets in their own right.

The Peel region is well positioned to take advantage of these global shifts in markets through its Transform Peel initiative which is a 35-year visionary project to create new industries, more jobs and improved food security, through innovation, research and collaboration.

Transform Peel combines a strategic location, a time zone shared by more than 60% of the

world population, research and data to fast track investment analysis, the flexibility of tailored investment packages and the synergies of an innovative industrial ecosystem for the future.

Phase 1 activation combines three strategic initiatives; Peel Business Park, Peel Agri-Food Study and Peel Integrated Water Initiative. The project has received funding support from the State and Australian Governments to date.

The Peel Integrated Water Initiative (PIWI) is an innovative approach to address the future water demands of the Peel Food Zone and the Peel Business Park.

It provides a unique opportunity to engage with business and agriculture industry leaders collaboratively to ensure water resource development in the Peel-Harvey catchment is carried out in a manner that is not only environmentally responsible, but also enhances the ecological value of the area by reducing the nutrient levels entering the estuary. The PIWI project team is working with researchers, scientists and industry leaders to develop innovative approaches to total water management to support the Transform Peel program.



Identifying Strategic Priorities

RDA Peel has identified the Strategic Priorities in this plan through:

- Examination of stakeholder strategic plans
- Examination of State & Australian Government strategic & sectoral plans
- Consultation with key stakeholders
- Data analysis to identify current & emerging trends

Strategic Priority 1 Realising our Region's Economic Potential

Diversifying and expanding the economic base of the region is essential to maximise the region's economic potential.

The region's current industry profile is too narrow and exposed to interest rate and commodity price fluctuations.

The region needs to develop a traded rather than population growth driven economy by facilitating our people's participation in higher income work and attracting higher paying industries and occupations.

These elements of this priority have been identified by key stakeholders through:

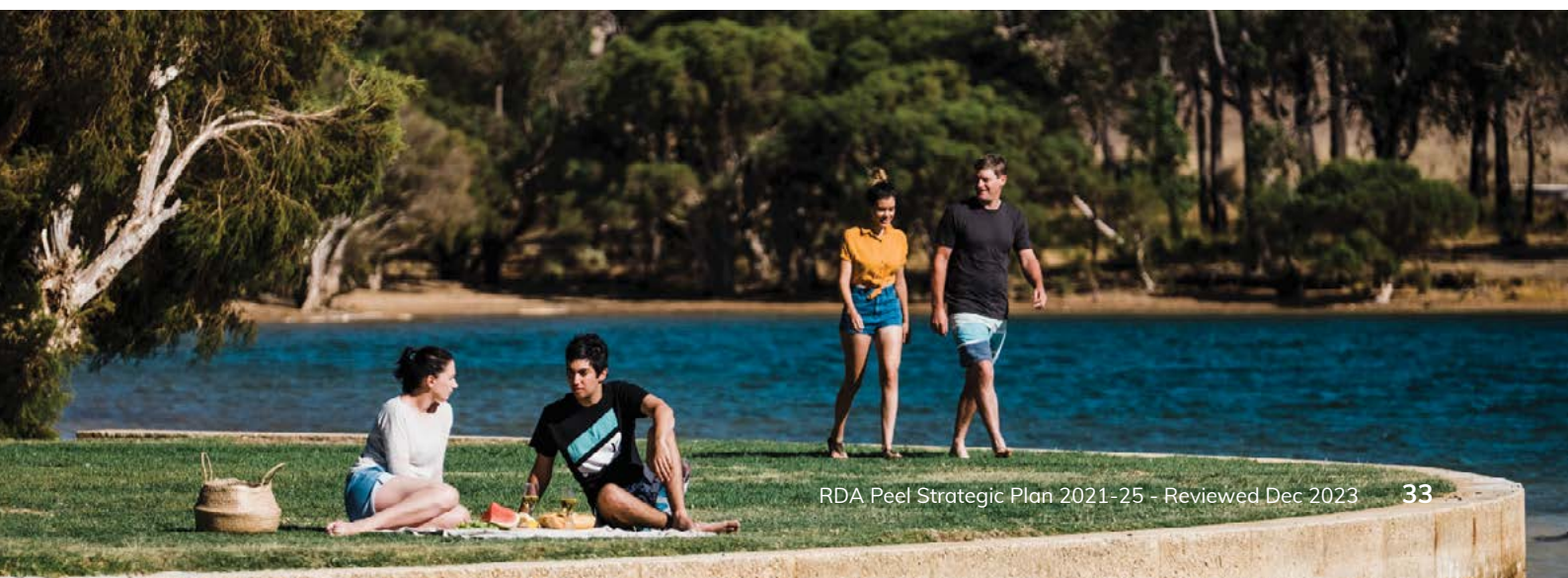
- Peel Regional Investment Blueprint (Thriving Industry)
- Key stakeholder consultation
- Boddington Community Strategic Plan (Pillar 3)
- Mandurah Community Strategic Plan (Focus Area 1)
- Murray Community Strategic Plan (Core Performance Area Prosperity)
- Serpentine-Jarrahdale Community Strategic Plan (Key Theme – Prosperity)
- Waroona Community Strategic Plan (Focus Area Our Economy)

Success measures:

Progress against this priority can be measured by:

- Increase in number of jobs
- Increase in number of Professional and Managerial jobs
- Increase in Gross Regional Product (Decrease in domestic & overseas imports, Increase in Regional exports)

This priority aligns with the Australian Government's Regional Investment Framework Priority Focus Area Investing in Industries and Local Economies.



Strategic Priority 2 Realising our People's Economic Potential

The sustainable future growth of the region's people, communities and economy can be achieved when:

- Human capital capacity is built at all ages
- Local capacity is linked to regional opportunities
- Talent is attracted to strategic industries
- People are prepared for the future of work
- A more highly educated workforce is developed
- A supportive entrepreneurial ecosystem is cultivated

These elements of this priority have been identified by key stakeholders through:

- People of Peel Human Capital Roadmap 2022-27
- Peel Regional Investment Blueprint (Capable People)
- Key stakeholder consultation
- Boddington Community Strategic Plan (Pillar 1)
- Mandurah Community Strategic Plan (Focus Area 1)
- Murray Community Strategic Plan (Core Performance Area Prosperity)
- Serpentine-Jarrahdale Community Strategic Plan (Key Theme – Prosperity)
- Waroona Community Strategic Plan (Focus Area Our Economy)

Progress against this priority can be measured by:

- Increase in number of Professional and Managerial jobs
- Improvement in number of people with Bachelor level & above qualification
- Increase in number of people completing years 10 & 12
- Increase in number of University Commencements
- Trends identified in relevant ABS data

This priority aligns with the Australian Government's Regional Investment Framework Priority Focus Area Investing in People.



Strategic Priority 3 Developing Thriving Communities

The sustainable future growth of the region's people, communities and economy can be achieved when:

- People live free from crime, family, domestic and sexual violence and abuse
- People have access to health and community services for physical and mental health and wellbeing
- People have access to affordable and safe housing
- Community infrastructure is maintained and developed to meet community needs
- A natural environment that is attractive, sustainable and protected
- People and communities have access to affordable energy, water, telecommunications and transport

These elements of this priority have been identified by key stakeholders through:

- Peel Away the Mask III and Action Plan
- Peel Regional Investment Blueprint (Strong and Resilient Communities)
- Key stakeholder consultation
- Boddington Community Strategic Plan (Pillars 1 & 3)
- Mandurah Community Strategic Plan (Focus Areas 2, 3 & 4)
- Murray Community Strategic Plan (Core Performance Areas: People, Place, Planet)
- Serpentine-Jarrahdale Community Strategic Plan (Key Themes – People & Place)
- Waroona Community Strategic Plan (Focus Area Our Community)
- Peel-Harvey Catchment Council Binjareb Boodja Landscapes 2025 & NRM Plan

Progress against this priority can be measured by:

- Reduction in number of reported crimes
- Improvements in Community Perception of Access to Health Services
- Improvements in Community Perception of Access to Mental Health Services
- Reported improvements in condition of environmental assets
- Trends identified in relevant ABS data

This priority aligns with the Australian Government's Regional Investment Framework Priority Focus Areas Investing in Places and Investing in Services.



Stakeholder Roles in Implementing This Plan

At all time these key regional stakeholders will take a partnership approach with each other to achieve their individual and the collective regional goals, objectives and vision.



An Australian Government Initiative



RDA Peel will:

Collaborate with stakeholders and proponents to identify economic development needs and opportunities;

Provide support to proponents in the planning, business planning and funding planning phases of their projects;

Advocate to the Australian Government for investment into projects identified in this plan.



Peel Development Commission will:

Connect communities, the environment and industry to generate innovative solutions and promote sustainable economic and social development;

Advocate to the West Australian Government for investment into projects identified in this plan.



Peel Regional Leaders Forum (trading as Peel Alliance) and its constituent members individually will:

Collaborate with stakeholders and proponents to identify economic development needs and opportunities;

Identify their priority projects for advocacy through a transparent and equitable assessment process;

Advocate to all levels of Government for investment into projects identified in this plan.

Image Credit:

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An Australian Government Initiative



**Regional
Development**
Australia



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