



# **SOUTH WEST GROUP**

# **STRATEGIC PLAN**

## **2015 to 2025**

**FINAL**

**5 May 2015**



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## FOREWORD

The South West Group has been established for over 30 years and provides an excellent model of regional cooperation for the South West Metropolitan Region.

The Strategic Plan 2015 to 2025 sets the future direction for the South West Group and its role in supporting the member Councils in the achievement of regional goals and objectives.

The South West Group benefits from the long term tenure of Board members, with most members having a well-developed knowledge of the region and close working relationships on regional issues over the last decade or more.

There is resurgence in member Council activity in strategic planning following the recent decision by the State Government not to proceed with the proposed mergers and amalgamations. This has resulted in greater confidence and certainty for the region and the future.

There was general agreement from the Board on the need to take a regional view and seek outcomes on a “best for region” basis.

The Strategic Plan seeks to identify what is unique to the region and its key strengths and point of differentiation, as drivers for economic growth and development.

With the State’s major port and premier industrial areas it is clear that trade and freight are key features specific to the region. In this context, the South West Metropolitan Region is the “economic gateway” to Western Australia.

Perth’s population growth is now south of the river and the southern corridors will be critical in providing Perth’s residential development and affordable housing stock now and into the future.

Major health facilities (Fiona Stanley Hospital, Rockingham Hospital and Fremantle Hospital) and education/research institutions (Murdoch University, Notre Dame University, Challenger TAFE’s in Rockingham, Murdoch and Munster) exist in close proximity or in clusters throughout the region. This is a key strength that can be developed further into productive employment hubs.

Large and undeveloped industrial areas (Latitude 32, East Rockingham, Postans), commercial centres and large retail precincts throughout the region provide business development and employment opportunities that will enable the region to achieve increased employment self-sufficiency.

Fremantle’s position as a major tourism destination is a competitive strength that can benefit the region and should be supported, expanded and linked to other tourism destinations in the region.

It is critical for the South West Group to maintain its member base as a major strength and support each other with collaboration and unity into the future. The best outcomes will be achieved through taking a regional view to promote the South West Metropolitan Region as a great place to live, work, play and invest.



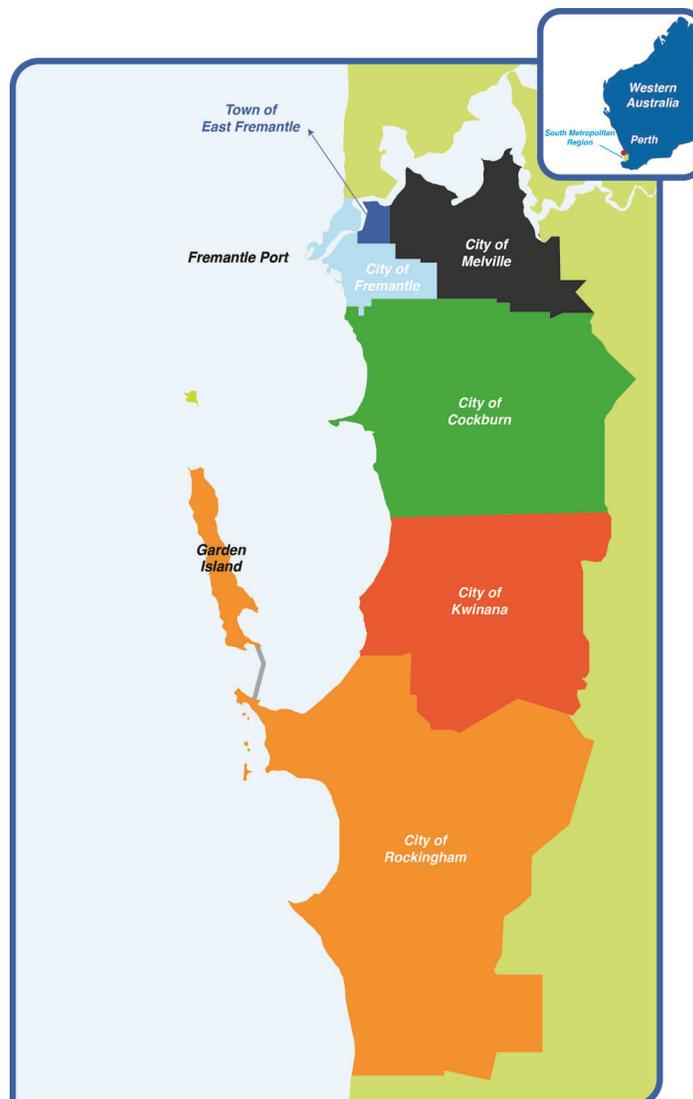
## 1. STRATEGIC PLANNING CONTEXT

The South West Metropolitan Region of Perth is one of the fastest growing and diverse regions of Western Australia and offers many exciting business development and lifestyle opportunities.

As a Voluntary Regional Organisation of Councils (VROC), the South West Group works with its member Councils and other stakeholders to capitalise on these opportunities and to promote sustainable economic growth for the benefit of local communities.

The South West Group represents the Cities of Cockburn, Fremantle, Melville, Rockingham and Kwinana and the Town of East Fremantle. The South West Metropolitan Region is strategically positioned as shown below.

The South West Group works with its member Councils and other stakeholders (Federal/State Government and industry, business and community sectors), to enhance economic growth as well as supporting a diversity of quality lifestyles and productive communities.





## SOUTH WEST GROUP

The South West Group is persuasive, forward looking and influential in representing, supporting and promoting Local Government interests that affect the growth and sustainable development of South West Metropolitan Region of Perth.

The population of the member Councils is approaching 425,000 and provides a strong and stable regional economy valued at \$30 billion per annum.

Regional growth has been significant with around 25% of new lots and building approvals in the metropolitan area located within the region.

Employment within the region peaked at 215,600 (November, 2014) with key industry sectors including:

- Retail;
- Manufacturing;
- Health and Social Services;
- Construction; and
- Education and Training.

This Strategic Plan outlines the strategic challenges, opportunities and priorities of the South West Group to 2025 as it works collaboratively with member Councils to achieve a collective regional vision for the future.

## **2. VISION FOR THE FUTURE**

The South West Group will continue to play a key part in Perth's ongoing metropolitan growth and economic development.

As a key player in that future our Vision is simply stated as shown below.

### ***South West Metropolitan Region “The economic gateway to the west”***

We will collaborate and co-operate to achieve our vision by focusing our strategic efforts in five key focus areas that will be central to our continued regional success and viability:

- Liveable communities;
- Climate change adaptation;
- Trade, freight and logistics;
- Knowledge and education; and
- Industry and employment, including tourism.



### 3. OUR MISSION AND ROLE

Realising our vision for the future requires a clear understanding of the challenges and opportunities facing the region including:

- Successfully managing population and employment growth with community support;
- Delivering regional and local connectivity for all modes of transport in a timely way;
- Producing resilient solutions for the future that reflect long term trends and planning directions;
- Offering diversity in housing choices to deliver affordable housing options for the future and encouraging investment (private and public); and
- Ensuring our long term sustainability by balancing the environmental, social and economic outcomes in our future decisions.

In addressing these challenges and realising the Vision, the South West Group's Mission is to:

***Be informed, responsive and respected as the economic gateway to the West***

***The South West Group will collaborate to maximise quality of life within the region by influencing and informing future planning and infrastructure delivery***

In fulfilling its future Vision and Mission the South West Group defines its role in two parts – internal and external. The internal role focuses on matters specific to the organisation and its member Councils. The external role advances activities relating to regional stakeholders such as the State and Federal Governments, the private sector and regional industry sectors of interest as shown below.

#### **OUR INTERNAL ROLE IS TO:**

1. Coordinate our project, planning and policy efforts to align as a single voice;
2. Create a multiplier effect for regional local government endeavours;
3. Research emerging trends and challenges to provide quality advice and information; and
4. Facilitate our collective efforts to greatest regional affect.

#### **OUR EXTERNAL ROLE IS TO:**

1. Collaborate with a broad range of stakeholders to influence decision making;



## SOUTH WEST GROUP

2. Advocate to influence regional priorities and stimulate economic growth;
3. Create opportunities to attract new investment to the region;
4. Complete research and prepare submissions to attract available funding;
5. Catalyse investment and growth through innovation; and
6. Invest in enabling studies and work to stimulate major capital investment.

### 4. OUR STRATEGIC PRIORITIES

The South West Group has identified five focus areas of strategic priority for the future requiring effort and activity to fulfil our Mission and realise our Vision for the future. They are:

- Liveable communities;
- Climate change adaptation;
- Trade, freight and logistics;
- Knowledge and education; and
- Industry and employment, including tourism.

Each is described in more detail below and our strategic goals, objectives, strategies and actions for the future are explained on the following pages.

#### 4.1 Liveable Communities

**GOAL:** *Sustainable, diverse and liveable communities through the provision of community infrastructure, enhanced natural environment, affordable housing and activity centres for our growing population.*

In achieving this, the South West Group will work collaboratively with member Councils to deliver:

- Urban development and housing;
- Activity Centres and Activity Corridors;
- Enhanced natural environment; and
- Regional community infrastructure and services including recreational facilities, open space, libraries, community space and community services.

#### 4.2 Climate Change Adaptation

**GOAL:** *Resilient and adaptive communities and infrastructure capable of responding to climate change impacts and trends.*

In achieving this, the South West Group will work collaboratively with member Councils to deliver:

- Climate change information, mapping and best practice
- Strategic planning for climate change adaptation



#### 4.3 Trade, Freight and Logistics

**GOAL:** *Efficient and optimised freight and logistics networks, supported by investment in infrastructure and services*

Our strategies for the future will provide for:

- Safe and efficient transport of people via all modes of transport; and
- Safe and efficient freight and logistic outcomes and infrastructure for industry

#### 4.4 Knowledge and Education

**GOAL:** *Growth and expanded employment and training opportunities across the knowledge and education sectors*

To facilitate and encourage this growth, the South West Group will contribute positively toward:

- Skills development and training; and
- Employment and work experience.

#### 4.5 Industry and Employment

**GOAL:** *Recognition of our region as the economic gateway to WA, as a major tourist destination and as a provider of regional employment centres*

To facilitate this recognition and position, the South West Group will contribute positively toward:

- The establishment of employment and innovation hubs;
- Regional promotion and economic investment including industrial land and commercial development
- Investment in tourism infrastructure, employment and services

Priorities have been identified for the strategies and actions, to guide the activities and future direction of the South West Group.

The priorities for strategies and actions will be reviewed annually as part of the South West Group Annual Work Plan.

## 4.6 Strategic Plan Summary Table



STRATEGIC PRIORITIES, GOALS AND OBJECTIVES		STRATEGIES	ACTIONS	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>LIVEABLE COMMUNITIES</b></p> <p><b>Goal:</b> Create sustainable, diverse and liveable communities through the provision of community infrastructure, enhanced natural environment, affordable housing and activity centres for our growing population.</p>	<p><b>Urban Development and Housing</b></p> <p><b>Objective:</b> Support regional development to achieve agreed population growth targets with diverse, sustainable and affordable housing choices</p>	<p><b>Establish regional statistical information gathering processes to lobby State Government and support member Councils in decision making on growth targets</b></p>	Promote affordable and diverse housing options and stock to cater for a range of housing needs.	
	<p><b>Activity Centres and Corridors</b></p> <p><b>Objective:</b> Identify, promote and develop Activity Centres and Activity Corridors to realise urban renewal, and regional growth, density, employment, transport and social capital</p>		<p><b>Identify public transport networks and develop investment models for Activity Centres and Activity Corridors</b></p>	Gather accurate population and dwelling forecasts to inform and influence the State Government's regional planning forecasts to align our planning and liveability targets.
				Encourage increased density in suitable locations to achieve infill and population growth targets.
				Communicate urban development and housing opportunities to potential investors.
				Research regional aged care demands and housing needs. <i>(Note: May be better coordinated at individual Council or as joint activity between neighbouring Councils)</i>
				Promote and partner with member Councils to deliver agreed health and wellbeing initiatives.
		Share knowledge and experiences in planning for mixed use development.		
		<p><b>Natural Environment</b></p> <p><b>Objective:</b> Conserve, enhance and promote natural assets in the region</p>	<p><b>Implement Regional Natural Resource Management (NRM) Strategy</b></p>	Develop and communicate implementation models for the establishment of Activity Centres and Activity Corridors.
	Support member Councils in preparing Activity Centre, Activity Corridor and Node Development Plans. (Informed by the high priority strategy above)			
	Identify and prioritise public transport (BRT and light rail) networks and/or links to service planned regional Activity Centres and Activity Corridors.			
	Complete research and prepare Business Case/s to attract available funding.			
			Implement Regional NRM strategy projects on Biodiversity Conservation.	
			Raise awareness on the green network and its contribution to landscape amenity.	
		Work with member Councils to establish Urban Forest and Green Network programs.		
		Facilitate improved management and coordination of natural areas and open space.		

#### 4.6 Strategic Plan Summary Table



STRATEGIC PRIORITIES, GOALS AND OBJECTIVES		STRATEGIES	ACTIONS
<b>LIVEABLE COMMUNITIES (Continued)</b>	<p><b>Regional community infrastructure and services</b></p> <p><b>Objective:</b> Plan for a shared network of efficient regional facilities and services to support community and realise available economies of scale</p>	<b>Identify regional facilities and services that would benefit through regional involvement</b>	<p>Explore opportunities and investment models for shared facilities and public open space and services including:</p> <ul style="list-style-type: none"> <li>• Recreation and aquatic</li> <li>• Libraries and community spaces</li> <li>• Shared services including Information and Communication Technology and waste management</li> <li>• Digital economy, servicing and utilities</li> </ul>
<b>CLIMATE CHANGE ADAPTATION</b> <i>Goal: Resilient and adaptive communities and infrastructure capable of responding to climate change impacts and trends.</i>	<p><b>Climate change research and mapping</b></p> <p><b>Objective:</b> Access to up to date regional information on climate change impacts and trends</p>	<b>Source information and provide enabling resources to member Councils to drive best practice outcomes</b>	Identify available information sources and their applicability
			Undertake high priority research (e.g. thermal mapping of selected areas)
			Determine requirements and scope for regional climate change resource kit
			Gather required data and sources of information on good practice
			Develop regional climate change information resource pack
	<p><b>Strategic planning for climate change adaptation</b></p> <p><b>Objective:</b> Regional climate change adaptation strategy or plan to support member Council initiatives</p>	<b>Prepare regional climate change adaptation strategy and action plans</b>	Develop project brief and request for proposal/tender
Prepare regional climate change adaptation strategy/plan			

## 4.6 Strategic Plan Summary Table



STRATEGIC PRIORITIES, GOALS AND OBJECTIVES		STRATEGIES	ACTIONS
<b>TRADE, FREIGHT AND LOGISTICS</b> <i>Goal: Efficient and optimised freight and logistics networks, supported by investment in infrastructure and services</i>	<b>Transport / Moving People</b>  <b>Objective:</b> Minimise congestion through efficient traffic movement, increased use of public transport and promotion of alternative transport modes	<b>Develop regional public transport networks plan and funding models</b>	Promote and encourage TravelSmart behaviour change programs. <ul style="list-style-type: none"> <li>Encourage and promote reductions in regional car dependency.</li> <li>Encourage greater patronage on Public Transport.</li> </ul>
	<b>Freight and Logistics</b>  <b>Objective:</b> Improve the efficiency of regional road and rail freight movement.  Support progress on the establishment of Fremantle Outer Harbour and associated infrastructure		Identify and prioritise public transport (BRT and light rail) networks and/or links to service planned regional Activity Centres and Activity Corridors (already included in high priority Liveable Communities action above).
			Explore shared investment models for infrastructure investment.
			Respond to the state's Moving People, Moving Freight and other transport plans when released.
		Support measures to increase containers on rail to at least 30%.	
		Work with partner organisations to protect and manage freight corridors.	
		Support measures to improve freight efficiency.	
	<b>Increase freight on rail and pressure State Government to make a decision on the construction of the Fremantle Outer Harbour</b>	Promote and encourage investment in freight infrastructure.	
		Investigate and advocate for opportunities to plan for and invest in alternative strategic freight transport options	
		Lobby for the establishment of Fremantle Outer Harbour and intermodal terminal at Latitude 32 by 2025.	



#### 4.6 Strategic Plan Summary Table

STRATEGIC PRIORITIES, GOALS AND OBJECTIVES		STRATEGIES	ACTIONS
<b>KNOWLEDGE AND EDUCATION</b> <i>Growth and expanded employment and training opportunities across the knowledge and education sectors</i>	<b>Skills Development and Training</b>  <b>Objective:</b> Facilitate access to training and the development of skilled and resilient workforces	<b>Establish partnerships with training and skills development organisations to increase workforce participation</b>	Partner with organisations to increase skills development and workforce planning.
	<b>Employment and Work Experience</b>  <b>Objective:</b> Enhance regional employment opportunities and outcomes		Promote training programs that address skill gaps and emerging skill needs.
<b>INDUSTRY AND EMPLOYMENT</b> <i>The South West Metropolitan Region is recognised as the economic gateway to WA, major tourist destination and provider of regional employment centres</i>		<b>Employment and Innovation Hubs</b>  <b>Objective:</b> Nurture and incubate entrepreneurship and regional employment self-sufficiency	<b>Prepare workforce and employment trends research analysis</b>
	Facilitate industry participation in training, work experience and employment programs, particularly in the health sector.		
<b>INDUSTRY AND EMPLOYMENT</b> <i>The South West Metropolitan Region is recognised as the economic gateway to WA, major tourist destination and provider of regional employment centres</i>	<b>Promotion and economic development</b>  <b>Objective:</b> Facilitate and actively encourage regional growth and economic development	<b>Research and present information on economic development and investment opportunities in the region</b>	Identify and communicate emerging workforce and employment trends to attract investment and inform our decision making.
			Examine opportunities to establish and grow Innovation Hubs (e.g. Health sector).
<b>INDUSTRY AND EMPLOYMENT</b> <i>The South West Metropolitan Region is recognised as the economic gateway to WA, major tourist destination and provider of regional employment centres</i>	<b>Employment and Innovation Hubs</b>  <b>Objective:</b> Nurture and incubate entrepreneurship and regional employment self-sufficiency	<b>Prepare workforce and employment trends research analysis</b>	Develop strategies to increase employment self-sufficiency.
			Encourage and facilitate growth in local jobs.
			Work with partners to establish targeted training programs in the region.
			Promote economic investment in the region (e.g. Forums, information gathering, lobbying, advocacy, promotion)
<b>INDUSTRY AND EMPLOYMENT</b> <i>The South West Metropolitan Region is recognised as the economic gateway to WA, major tourist destination and provider of regional employment centres</i>	<b>Promotion and economic development</b>  <b>Objective:</b> Facilitate and actively encourage regional growth and economic development	<b>Research and present information on economic development and investment opportunities in the region</b>	Identify and communicate economic development opportunities across the region
			Facilitate private sector investment in the region in partnership with member Councils
			Encourage investment via a “Regional Investment Prospectus”

#### 4.6 Strategic Plan Summary Table



STRATEGIC PRIORITIES, GOALS AND OBJECTIVES		STRATEGIES	ACTIONS
<b>INDUSTRY AND EMPLOYMENT</b> <i>(Continued)</i>	<b>Tourism Investment</b>  <b>Objective:</b> Promote and attract investment in regional tourism and enabling infrastructure	<b>Establish tourism industry partnerships and promote the region's tourism assets</b>	Develop our regional tourism profile including Rottneest
			Identify and promote destinations, activities, experiences and opportunities to attract visitation.
			Promote and market the region's tourism experiences and natural assets with supporting communication.
			Work with member Councils to increase regional tourism investment.
			Undertake a regional tourism accommodation needs assessment