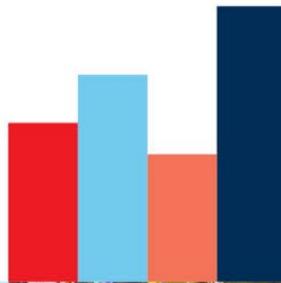

Leadership & Participation

Community Background Report
February 2021



Acknowledgement of Country

Wyndham City Council recognises Aboriginal and Torres Strait Islander peoples as the First Custodians of the lands on which Australia was founded. Council acknowledges the Wathaurong, Woiwurrung and Boonwurrung peoples of the Kulin Nation as the Traditional Owners of the lands on which Wyndham City is being built.

For tens of thousands of years, the Werribee River has been a significant meeting place for Aboriginal people to build community, exchange resources, and share responsibility for its lands.

Council pays respect for the wisdom and diversity of past and present Elders. We share commitment to nurturing future generations of Elders in Aboriginal and Torres Strait Islander communities.

CONTENTS

Introduction	4
Wyndham 2040 Community Vision and the 2017-21 City Plan	5
Community Engagement at Wyndham City	11
Council Services	7
Council Performance	9
Continuous Improvement at Wyndham City	10
Integrated strategic approach to planning, monitoring and performance reporting	10
Social Determinants of Health	12
Social inclusion and community connections	12
2016-20 Achievements and Performance	17
Strategic Liveability and Wellbeing Indicators	17
Major Initiatives and Initiatives	18
Achievements	18
Capital Works	19
Local Government Performance Reporting Framework (LGPRF) Indicators	19
What Have We Heard from the Community?	20
Opportunities, Challenges and Issues	21
References	22

Introduction

Wyndham City Council currently delivers over 60 different services to its community. It has responsibility for a range of areas including local roads, parks, waste, land use planning, local laws, urban planning, community and early years services, recreation, community development, health protection, emergency management, building and maintaining assets and advocating for community needs.

Council has a range of roles including:

- **Good governance** - providing good governance, as well as making local laws and policies for the benefit and wellbeing of the Wyndham Community.
- **Service Provider** - provision of services including garbage collection, maternal and child health, libraries and other community services and programs.
- **Planner** - engage with our community to understand the current and future needs of the municipality and set the overall direction for Wyndham through long-term planning. Develop, implement and regularly review policies to guide council activities and resourcing, having regard to the long-term and cumulative effects of decisions.
- **Advocate** - represent the diverse needs of the local community on matters of concern and communicate the needs to relevant stakeholders and with State and Federal governments
- **Infrastructure Provider** - provide and maintain buildings, open spaces, recreational facilities and spaces and the road/footpath/cycle network.
- **Leader, capacity builder, partner and broker** - work in collaboration with, a range of stakeholders to improve outcomes for our residents and municipality.

Despite its many functions and responsibilities, Council is not able to do everything. Federal and State Governments also play a role in addressing many of the issues affecting the municipality including social services and pensions, immigration, trade and commerce, health, education, roads, transport and employment/industrial relations.

Following a general election, all Councils are required by legislation to develop a new Council Plan.

The Council Plan identifies what the Council is planning to achieve in the new Council term (four years) as part of the longer-term journey towards the achievement of the Wyndham 2040 Community Vision.

As required under the Local Government 2020, a deliberative consultation process will be undertaken to allow Council to work actively with its community to refresh the Wyndham 2040 Community Vision. This process will also help determine priorities for the Council to deliver over the next four years. These priorities will inform the development of Wyndham City's new Council Plan 2021-25 as well as help to develop other important plans including our Municipal Public Health and Wellbeing Plan and Financial Plan.

This paper presents information about what is currently known about Leadership and Participation in Wyndham, as well as the challenges and issues facing the municipality into the future.

Wyndham 2040 Community Vision and the 2017-21 City Plan

Globally, liveability has in recent years become an important concept in public policy and urban planning, highlighting the increasing demand among residents for enhanced urban quality of living. There is a strong relationship between quality of living, liveable places and spaces and life satisfaction - that is, improved overall quality of living can generally contribute to greater subjective life satisfaction and community wellbeing.

The meaning of liveability varies depending on who defines it, whom is asked, community circumstances and the time of assessment. Over the past two decades the term 'city liveability' has emerged as an overarching label for a wide range of vital components of urban living that are associated with enhanced quality of life.

“Liveability, Quality of Living and Quality of Life are regularly used interchangeably.”

In the past few years, numerous city liveability assessments have also been conducted across Greater Melbourne municipalities, highlighting specific circumstances of localities. Although Melbourne typically reaches fairly high positions in international city liveability rankings, due to rapid population increases in the Greater Melbourne region, municipalities such as Wyndham face different challenges compared to more established local government areas, putting significant pressure on various aspects of liveability.

Academic discussions about liveability are dominated by questions of how built environments, i.e., physical features, can better support quality of living and health and wellbeing among residents. In this context, municipalities and neighbourhoods are considered to offer greater liveability, if they provide their residents with a high level of, and accessibility to, places with vital amenities and services including transportation choices, housing diversity, employment opportunities, open and green spaces as well as educational, social, cultural and recreational facilities.

As a custodian of public funds, it is important that the choices Council makes are based on a range of factors including local community priorities, needs and wants that aim to improve the liveability of the municipality. To assist Council to do this, in 2016, Council adopted the Wyndham 2040 Community Vision (Wyndham 2040) which describes the community's aspiration for the future of the municipality. Wyndham 2040 is now a legislative requirement under the Local Government Act 2020, as is the need to undertake a review of it every four years.

The Vision is made up of four themes. The vision for Leadership and Participation is as follows:

“Wyndham will have a variety of ways for community members to volunteer in support of others. Our city will be home to passionate residents who are always having conversations about how to build a better community. Residents will seek out ways to use their skills, knowledge and passion to build the community we have envisioned.”

The [Public Health and Wellbeing Act 2008](#) mandates that each Council must develop a Municipal Public Health and Wellbeing Plan (MPHWP). Wyndham City's MPHWP was integrated into the City Plan 2017-21 with health, wellbeing and safety goals overarching Council's strategies across the four themes of the City Plan.

Council works towards the Vision through its Council Plan (previously the City Plan) and ensures resources are available each year in our Annual Plan and Budget. Under the Leadership and Participation theme, the City Plan 2017-21 consisted of the following goal and strategies to assist the Council to work towards the vision of this theme as follows:

Strategic Objective

Council will continually build and shape a community of passionate, engaged and inspired residents and organisations who are proud to call Wyndham City their home. We will streamline our internal systems, our collaboration, and communication across all levels of government, while establishing the foundations for a long-term financial sustainability and strengthening our values, partnerships, and community engagement.

Health, Wellbeing and Safety Goal

Wyndham City works with local residents, organisations, partners, and other tiers of government to deliver sustainable and financially responsible improvements to health, wellbeing, and safety for the community.

Strategies

- Council will strive to offer value to residents, businesses, and visitors through focusing on operational efficiency in response to changes in government legislation, while ensuring the community continues to enjoy access to high-quality services, amenities and infrastructure.
- Council will foster confidence and positive community outcomes by working with the State Government to improve crime prevention; increase awareness and access to services that tackle family violence, gender equity; and help prevent other social violence and injury in order to improve the health, wellbeing, and overall lives of Wyndham’s vulnerable citizens. Partners identified to assist working toward this strategy include; [Victoria Police](#), [Department of Health and Human Services](#), Health and community support organisations, [Women’s Health West](#), [VicHealth](#)
- Council will strengthen its operational efficiency and sustainability by identifying and embracing new, more efficient ways to work with partners from the public and private sector, and by regularly applying rigorous evaluation of our systems, investments, expenditure, infrastructure needs, service delivery, technology use, resource application, and staff development, empowerment and flexibility. Partners identified to assist working toward this strategy include; [Municipal Association of Victoria](#), [Australian Local Government Association](#), [National Growth Areas Alliance](#), [Victorian Local Governance Association](#), Interface Group of Councils, [LeadWest](#) (including Western Region Councils), [Committee for Wyndham](#), [Wyndham Business and Tourism Association](#), Werribee City Centre Landowners Group
- Council will lead Wyndham’s evolution in becoming a ‘Smart City’ by embracing new and emerging technology; working with expert partners; applying innovative ways of problem-solving; and adopting advances in technology to find more effective and efficient solutions. Partners identified to assist working toward this strategy include; [Australian Smart Communities Association](#), Private Investors/Entrepreneurs, Victorian and Australian Government bodies
- Council will actively engage the community in decision-making for how we will use resources and assets to implement the community vision of “Wyndham 2040” and support residents to understand and participate in Council decision making.

Council Services

Council is responsible for delivering a range of services, programs, activities and facilities that contribute to building strong and vibrant communities. Those relevant to this theme include:

Service	2020/21 Budget \$'000
Advocacy Strategically position Wyndham to attract the resources, infrastructure and services, with other tiers of government and key stakeholders, to meet the needs of the current and future community.	454
Community and Stakeholder Engagement Leading and supporting Council to provide the community with genuine opportunities to contribute to and inform projects and decisions that affect them.	612
Communications & Marketing Communicates and promotes the services, initiatives and events that Council delivers via a range of communication and marketing channels.	3,523
Complex Project Management Project management services for delivery of Council's complex projects to achieve quality outcomes with a focus on public value.	-
Council and Corporate Governance Enables practices and procedures that provide for accountable and transparent decision making and other activities undertaken by Councillors and Officers.	4,117
Finance Manages property data and all financial planning and reporting activities as required under the Act. This includes municipal rates, property valuations and the organisational banking function.	13,599
Fleet Management Management of plant, vehicles and equipment used in support of Council service provision.	6,668
Information Technology and Infrastructure Provides technology infrastructure and application support to enable Council to supply services to the community.	6,218
Information Management Ensures the protection of rights and entitlements in relation to Privacy, Data Quality and Records and Information Management.	6,218
Legal Services Provides internal legal advice, manages the procurement of external legal services, manages the panel of service providers, and maintains Council's Instruments of Delegation and Authorisations.	819
Occupational Health and Safety Enables Council staff to work in a safe and productive environment.	3,673
Organisational Planning, Strategy and Reporting	6,544

Assists Council to set, monitor and report on its high-level strategies including the Wyndham 2040 Vision and the Council Plan. Ensures Council complies with legislative requirements.	
Organisational Project Governance & Support Supports the organisation to effectively deliver projects to meet community need by facilitating planning, governance and reporting across all projects.	1,602
People and Capability Supports development of an engaged and high-performing workforce which enables Council to deliver quality services to the community.	5,317
Procurement Provides Council with the ability to ethically purchase goods and services whilst ensuring value for money and legislative compliance.	1,823
Risk Management Support and monitor management activity to assure informed decision making, compliance with applicable laws and regulations, protection from financial loss, and sustainable business performance.	3,965
Research Creates and centrally manages accurate and reliable data, analysis and insight to inform and support the strategic direction of Council.	260

Council Performance

Council has a major role to play in consulting and engaging with the local community. It performs a representative function towards State and Federal governments to, among others, ensure adequate funding for community development. The following section provides information relevant to this theme relating to Council's leadership position in the local community.

According to the Annual Community Satisfaction Survey (ACSS) (Metropolis Research, 2013, 2014, 2015, 2016, 2017, 2018, 2019), since 2016 satisfaction with how Council consults and engages with the community has increased, and so has satisfaction with how Council represents, lobbies for and advocates on behalf of the community (**Figure 1**).

Community satisfaction with Council's performance in representation, lobbying and advocacy rose steadily from 2013 to 2015, before decreasing in 2016 to a rating of 6.28 out of 10. Community satisfaction with Council performance in this area is back on the rise again: a small decrease between 2016 and 2017 has now been followed with a larger jump to 6.79 in 2018, reaching 6.84 in 2019. Satisfaction with community consultation and engagement has followed a similar trend, though the increase from 2016 to 2018 has been more gradual. In 2018, community satisfaction in this area is 6.67. The jump in 2019 to 7.18 indicates the community's increasing happiness with how Council consults and engages with the community.

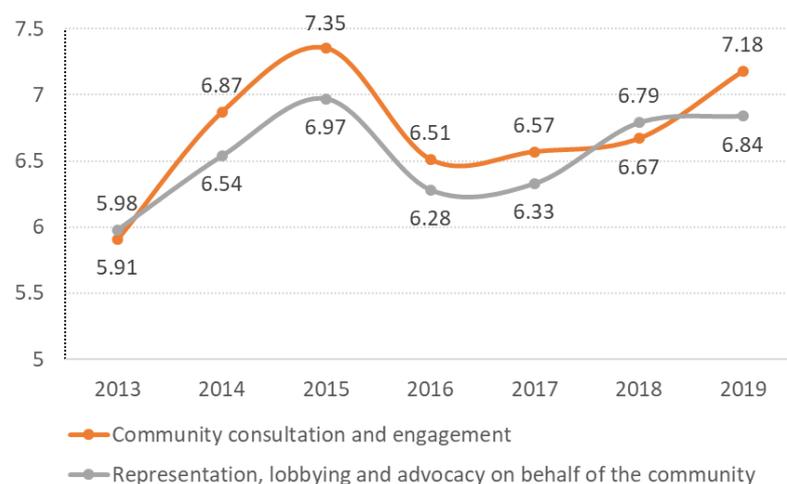


Figure 1. Community satisfaction with Council community consultation and engagement, and representation on behalf of the community, 2013-2019 (Metropolis Research, 2013, 2014, 2015, 2016, 2017, 2018, 2019)

Two aspects in the ACSS indicate the community's broader confidence in Council's actions. They are the community's satisfaction with Council's performance across all areas of responsibility, and the level of trust the community has in Council.

The ACSS results from 2013 to 2019 indicate that, similar to the above, community satisfaction along both elements has increased since 2016 after a peak in 2015 (**Figure 2**). Trust in Council has grown more quickly, increasing from 6.17 in 2016 to a high of 7.05 in 2019. The community's satisfaction with Council across all areas of responsibility has increased from 6.65 to 6.93 over the same period. Overall, the community is increasingly happy with how Council acts in general and places an increasing level of trust in Council.

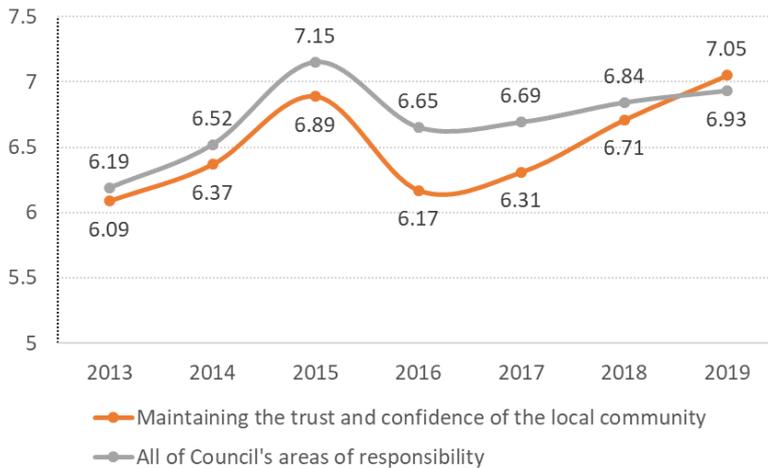


Figure 2. Community satisfaction with Council's actions across the board, and with how Council maintains the trust of the local community, 2013-2019 (Metropolis Research 2013, 2014, 2015, 2016, 2017, 2018, 2019)

Continuous Improvement at Wyndham City

The introduction of a yearly rate cap in 2015 means that Councils are limited in their ability to increase rates. This has created a need for Councils to become effective planners and more efficient in delivering services. For this reason, over the past few years, Wyndham City Council has implemented substantial improvements to the way Council works including but not limited to:

- Investing in IT to enable Council to operate more efficiently, build a stronger customer service delivery capability and support a community first approach;
- Improving the working environment to enable staff to work 'smarter' and agile.
- Adopting the Australian Business Excellence Framework (ABEF)

Integrated strategic approach to planning, monitoring and performance reporting

The Local Government Act 2020 (the Act) required Council's to drive an integrated strategic approach to planning, monitoring and performance reporting. Such an approach, needs to give effect to the overarching governance principles set out by the Act which aim to ensure that Council in the delivery of its role can effectively:

- promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks,
- engage the municipal community in strategic planning and strategic decision making;
- pursue innovation and continuous improvement
- collaborate with other Councils and Governments and statutory bodies
- ensure the ongoing financial viability of the Council
- take into account regional, state and national plans and policies in strategic planning and decision making;
- ensure the transparency of Council decisions, actions and information

The framework governs the preparation and ongoing monitoring and review of the Community Vision, Council Plan and other strategic plans in accordance with the strategic planning principles set out in Clause 84 of the Act. It also governs how Council plans and monitors the delivery of its services to the municipal community in accordance with the service performance principles set out in Clause 106 of the Act.

The high level plans that Council is required to have under legislation include:

- **Wyndham 2040:** sets the long-term vision for what residents want Wyndham to be. It was developed in consultation with the community and describes their long-term aspirations for the municipality. A range of stakeholders and the community itself, not just Council, have a role to play in achieving the community vision.
- The **Council Plan** then identifies what the Council is planning to achieve in the next four years as part of the longer-term journey towards the achievement of the Wyndham 2040 vision. It sets out indicators for measuring progress and performance.
- The **Municipal Strategic Statement (MSS)** contains the strategic planning, land use and development objectives of the municipality and the strategies for achieving them. It is contained within the [Wyndham Planning Scheme](#) which also comprises state and local planning policies, zoning maps and planning controls.
- The **Municipal Planning Health and Wellbeing Plan (MPHWP)** directs Council's contributions towards ensuring every community member's right to the fundamental social, economic and environmental conditions which underpin good health and wellbeing.
- The **Asset Plans** include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council for the next ten financial years.
- The **Long-Term Financial Plan** ensures the financial, social and environmental sustainability of all Council's current and future activities.
- The **Workforce Plan** specifies the organisational structure, the projected staffing requirements for a period of at least 4 years; and sets out measures to seek to ensure gender equality, diversity and inclusiveness
- **Council's other adopted strategies and plans** set the direction for specific areas of Council work and responsibility. Some are required by legislation.
- The **Budget**, describes the financial resources required to give effect to the Council Plan and other strategic plans of Council

Community Engagement at Wyndham City

Community engagement is an important process that allows communities to have their say on decisions that affect their lives. It is therefore a crucial input into good decision making and as the arm of government closest to the people, Council has an important role to ensure community engagement is genuine, transparent and appropriate.

Council defines community engagement as a planned, two-way process that provides opportunities for community to have meaningful involvement and share lived experiences to inform Council's decision making.

Our Community Engagement Policy 2021-25 sets out our expectations and principles for community engagement, including our legislative requirements under the Local Government Act 2020. It guides best practice community engagement processes and outcomes through consistent and transparent approaches.

The policy has been developed in consultation with the Wyndham community and our staff. It outlines the type and form of community engagement proposed, having regard to the significance and complexity of the decision to be made.

Social Determinants of Health

Our health and wellbeing are determined by much more than genes and lifestyle decisions. It is also determined by the circumstances in which we are born, grow, live, work and age - the social determinants of health, and these circumstances are shaped by the distribution of money, power and resources (World Health Organisation, 2016).

Wellbeing is also influenced by the environment in which we live. Environments, therefore, need to be supportive, equitable and inclusive to ensure people's access to:

- Early childhood services
- Education
- Transport
- Employment
- Adequate housing
- Access to services
- Environmental sustainability
- Social inclusion and community connections
- Gender equity
- Community Safety and
- Food Security

When populations don't have equal access to these elements, we see health inequities (Ataguba, Day & McIntyre 2015; Singh et al. 2017). Through the Municipal Public Health and Wellbeing Plan, the Council has a major role to play in protecting, improving and promoting the health of its residents to ensure everyone is provided with an environment which allows them to equally achieve the best personal health and wellbeing possible.

The relevant social determinants within the Leadership and Participation theme are discussed below.

Social inclusion and community connections

Social inclusion is about feeling part of a community, feeling valued and being able to participate fully in society. Strong connections with family and friends, opportunities to participate in employment, sport, leisure and volunteering as well as feeling safe in the community all contribute to creating a sense of belonging (Cappo 2002; Frawley & Bigby 2015). These all have a positive impact on health and wellbeing.

Social isolation or exclusion can occur when individuals experience multiple, intersecting problems, such as poor health, unemployment and inadequate education and is a key underlying social determinant of mental health. There is also strong evidence which shows that social isolation leads to poorer mental and physical health (VicHealth 2005). It affects the quality of life for individuals (Hortulanus, Machielse & Meeuwesen 2006; Hawton et al. 2011) and the unity of society as a whole (Hortulanus et al. 2006).

A high or very high level of social isolation in adulthood is slightly more common in Wyndham than other areas of Victoria. According to the latest available data from the Victorian Public Health Survey, in 2014 20% of Wyndham adults were socially isolated, compared to 19% of adults in the North West Metro area and 17% Victoria wide (Department of Health and Human Services 2020).

Social isolation may lead to psychological distress, which can be measured using the Kessler Psychological Distress Scale (K10). The K10 questionnaire was developed to yield a global measure of

psychological distress, based on questions about people’s level of nervousness, agitation, psychological fatigue and depression in the past four weeks (Kessler et al. 2003).

Latest figures from the Victorian Population Health Survey 2014 show that from 2008 to 2014, the proportion of Wyndham adults experiencing high or very high psychological distress has increased at a faster rate than Victoria, from 8.7% to 11.9%. Despite this, the proportion of Wyndham residents experiencing high levels of psychological distress is still less than the proportion observed across Victoria as **Figure 3** shows (Department of Health and Human Services 2020).



Figure 3. Proportion of adults experiencing high or very high psychological distress (Department of Health and Human Services 2020)

The importance of social connections can vary between individuals. However, it is critical that residents have the opportunity to be involved, if they choose to. Socioeconomic disadvantage, ageing, cultural background and disability can all affect the extent to which people can connect with others.

Council’s 2019 Annual Community Satisfaction Survey asked residents to rate their agreement with three statements pertaining to healthy living. In relation to whether residents felt there being enough opportunities to connect socially with people in their local area, only 3 per cent disagreed. In relation to there being adequate support services for vulnerable community members, only 3 per cent disagreed. In relation to Council activities and programs being accessible and inclusive of the community, less than 2 per cent disagreed (Metropolis Research 2019).

The average agreement with these three statements remains moderate to strong, and all increased measurably this year. Agreement with all three statements was strong, with scores of approximately 7.5 out of 10. The following table presents this information:

Table 1. Agreement with selected statements about healthy living and community (Metropolis Research 2016, 2017, 2018, 2019)

Statements	Year	Number	Average agreement	Disagree (0 - 4)	Neutral to somewhat agree	Strongly agree (8 - 10)
I feel there are enough opportunities to connect socially with people in the local area	2016	1,104	6.95	12.2%	44.0%	43.8%
	2017	1,116	7.40	7.3%	38.9%	53.8%
	2018	1,111	7.15	5.6%	48.4%	46.0%
	2019	1,148	7.51	2.7%	40.4%	56.9%
There are adequate support services for vulnerable community members	2016	859	6.82	11.3%	49.6%	39.1%
	2017	868	7.03	7.9%	49.6%	42.5%
	2018	977	6.94	6.5%	54.4%	39.1%
	2019	1,082	7.31	3.1%	50.5%	46.4%
Council activities and programs are accessible to, and inclusive of the community	2016	964	7.18	8.0%	46.3%	45.7%
	2017	987	7.18	5.3%	48.6%	46.1%
	2018	1,066	7.06	4.2%	55.2%	40.6%
	2019	1,122	7.35	1.6%	51.5%	46.9%

Neighbourhood connection and social engagement

According to the Department of Health and Human Services (2015) people with fewer social networks had a higher risk of mortality and were more likely to develop common mental health disorders such as anxiety and depression. Supportive communities and networks can be achieved through creating environments to support a high level of trust, cooperation and ensuring there are plenty of opportunities for people to be linked into networks, friends, neighbours and relatives (Black & Hughes 2001; Johnson, Headey & Jensen 2006).

Local connections

Families, friends and neighbours are among the more immediate sources of care and support for individuals if they need help with everyday activities or unforeseen emergencies.

Between 2011 and 2014 the portion of adults in Wyndham who indicated they could not get help from friends when needed increased from 4.8% to 6.2%, as did the proportion of adults who cannot get help from neighbours (28.1%, up from 22.1%). Help from family can be more readily accessed, with only 5.1% of residents indicating they cannot access this in 2014, compared with 6% in 2011 as Figure 4 shows (Department of Health and Human Services 2020).

Compared with Greater Melbourne, Wyndham residents can rely on friends to a slightly greater extent, and on family to a much larger extent. However, neighbourhoods in Greater Melbourne are generally more close-knit than in Wyndham.

Attitudes towards multiculturalism may drive attitudes towards neighbours and social interactions within the neighbourhood. In Wyndham, 47.3% of residents agree that multiculturalism made life in the area better (according to the 2014 Victorian Population Health Survey), which is significantly lower than in Greater Melbourne where it is 58.6% (Department of Health and Human Services 2020).

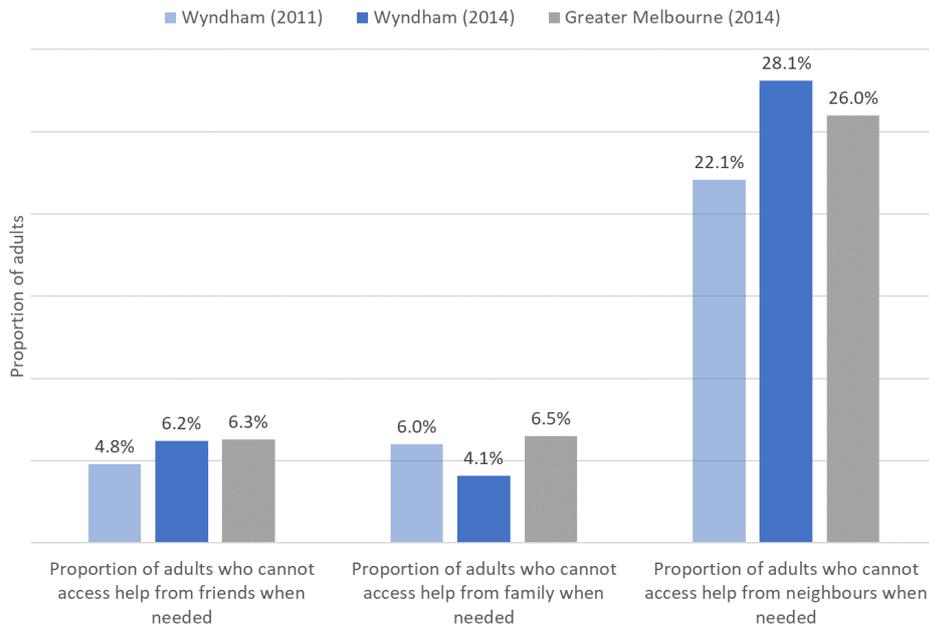


Figure 4. Proportion of adults who cannot get help from family, friends or neighbours when needed, 2011 and 2014 (Department of Health and Human Services 2020).

Organised networks

Residents also choose to be part of local organised networks to participate in the community to varying degrees (Figure 5), and such networks tend to strengthen local communities (Campbell & Gillies 2001). Participation in sports and professional groups declined between 2011 and 2014 in Wyndham, while participation in organised school groups increased and religious group participation remained level. Across all types of organised networks, participation rates are lower than in Greater Melbourne by as little as 0.1% (organised school groups) and as much as 6.3% in terms of organised professional groups (Department of Health and Human Services 2020).

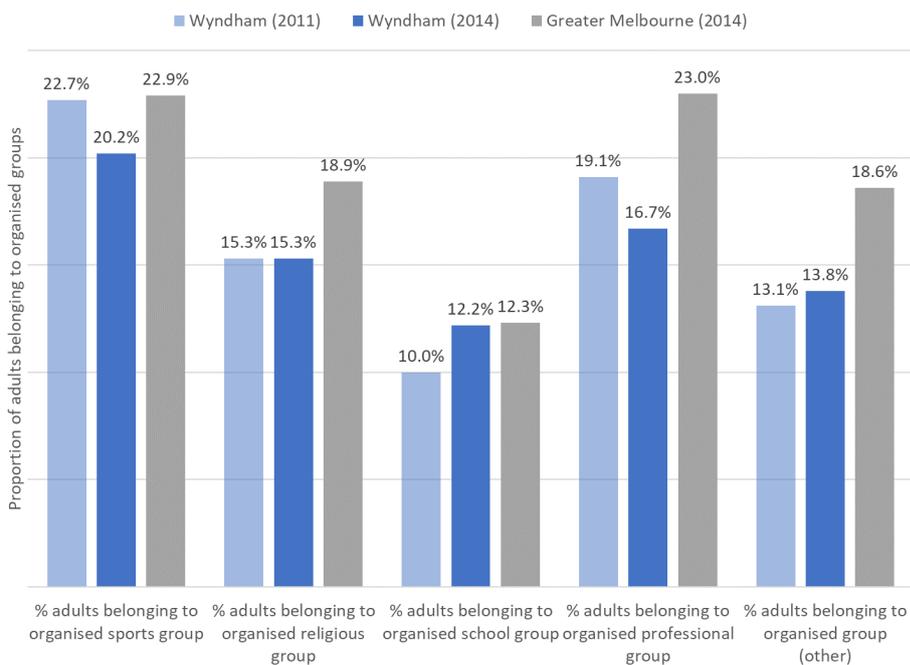


Figure 5. Proportion of adults who are members of organised groups of various kinds, 2011 and 2014 (Department of Health and Human Services 2020)

Volunteering

The voluntary work sector is an important part of Australia's economy. The level of volunteering can indicate the cohesiveness of the community and how readily individuals are able to contribute to that community. Factors impacting on the level of volunteering in the City of Wyndham include the age structure of the population, the level of proficiency in English, income and education levels (Grano et al. 2008; Grizzle 2015; Dallimore et al. 2018).

The number of volunteers in the community is also a measure of community engagement and social connectedness. Higher volunteering rates have the potential to increase social connectedness (Tolsma, Van der Meer & Gesthuizen 2009), and enable members of the community to assist others who are less fortunate.

At the 2016 Census of Population and Housing, 13.9% of residents indicated to have volunteered in the previous year, compared with 17.6% in Greater Melbourne. In both Wyndham and Greater Melbourne, volunteering rates in 2016 are 1.8% higher than they were in 2011 (Australian Bureau of Statistics 2012, 2017). The number of volunteers in City of Wyndham increased by 7,784 people between 2011 and 2016.

Volunteering rates in Wyndham are structurally lower than Greater Melbourne in each age group. This may be due to the availability of opportunities to volunteer, the extent to which people have free time after commuting to and from work, and the increased emphasis on childcare in Wyndham compared with Greater Melbourne.

Table 2. Volunteer work performed by Wyndham residents (Australian Bureau of Statistics 2012, 2017)

City of Wyndham - Persons aged 15+ (Usual residence)	2016		
	Number	%	Greater Melbourne %
Volunteer	22,656	13.9	17.6
Not a volunteer	128,548	78.7	75.2
Volunteer work not stated	12,103	7.4	7.2

2016-20 Achievements and Performance

The Council uses a range of measures to determine how well it is performing in its efforts to achieve the Wyndham 2040 Community Vision. This includes the Strategic Liveability and Wellbeing Indicators, achievement of the Major Initiatives and Initiatives (significant projects and activities) committed to through its annual plan and budget, completion of its capital works commitments and the Local Government Performance Reporting Framework (LGPRF) indicators of service, sustainability and financial performance.

The following section provides the measures relevant for this theme and how Council has performed against these over the period of the City Plan 2016-20.

Strategic Liveability and Wellbeing Indicators

Alongside the Wyndham 2040 Vision and City Plan, the Council adopted a set of [Strategic Liveability and Wellbeing Indicators](#) to track how the community is fairing and as indicators of progress towards the achievement of the Wyndham 2040 Vision.

These indicators tell us that between 2016 and 2020, or the nearest available period:

- Community satisfaction with Council's performance in community consultation and engagement has increased from 6.51 in 2016 to 7.18 in 2019 (Metropolis Research, 2019)
- Community satisfaction with Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues has increased from 6.28 in 2016 to 6.84 in 2019. This has shifted Council's performance from solid to good (Metropolis Research, 2019).
- Community satisfaction with performance of Council across all areas of responsibility has increased from 6.65 in 2016 to 6.93 in 2019 (Metropolis Research, 2019)
- Community satisfaction with Council's performance in maintaining the trust and confidence of the local community has increased from 6.17 in 2016 to 7.05 in 2019. This has shifted Council's performance from solid to good (Metropolis Research, 2019)
- In 2014, on average 15% of adults participated in all types of organised community groups, including sports, religious, school, professional and other groups. (Department of Health 2014, Victorian Population Health Survey). This is the latest data available as this indicator was not updated in the 2017 Victorian Population Health Survey.
- In 2014, 20.3% of Wyndham adults were socially isolated, compared to 18.5% of adults in the North West Metro area and 17.3% Victoria wide (Department of Health 2014, Victorian Population Health Survey). This is the latest data available as this indicator was not updated in the 2017 Victorian Population Health Survey.
- Volunteering, or the proportion of adults who regularly help out at a local group as a volunteer, was 15.8% in 2017. This is down slightly from 16.1% in 2014. Meanwhile, the proportion of people who sometimes volunteer has increased from 10% in 2014 to 15.3% in 2017 (Department of Health and Human Services 2020).
- In 2015, the individual level of resilience was scored at an average of 6.1 out of 8 compared to an average of 6.4 across Victoria (VicHealth, 2015, Indicator Survey). This is the latest data available as this indicator was not updated in the 2017 Victorian Population Health Survey.

- In 2014, the proportion of adults who could not access help was 6.2% from family, 4.1% from friends and 28.1% from neighbours (Department of Health 2014, Victorian Population Health Survey). This is the latest data available as this indicator was not updated in the 2017 Victorian Population Health Survey.
- In 2017, almost half of Wyndham adults (47.3%) agree that multiculturalism (as a general concept) made life in their area better. This is slightly lower than in 2014, when it was 48.8% (Department of Health and Human Services, 2020).

Major Initiatives and Initiatives

Council identifies key strategic and significant pieces of work, programs, activities or investments in its Annual Plan and Budget. Over the past four years, the Council has delivered the following:

- The Wyndham 2040 Vision for the community was adopted in 2016.
- Four District Advisory Committees (DAC) established in 2016 to support the delivery of the Wyndham 2040 Vision.
- Significant organisational changes such as an organisational restructure and Changing Spaces and Changing Systems (enterprise resource planning) projects to support Council's role in delivering the Wyndham 2040 Community Vision, streamline and integrate our internal systems and grow an organisational culture which is passionate about innovation.
- Securing Wyndham's Future – Advocacy Strategy utilised as a communication tool for Council's advocacy issues and themes such as the schools4wyndham, I Love Kinder campaigns, Catch Up with the fast-growing outer suburbs, and Enough Pokies.
- A Project Management Office and Project Management Framework were established to improve effective and efficient delivery of a variety of projects across Council.
- Council established 'Excellence @ Wyndham' in 2016/17 - a targeted program that focussed on achieving operational efficiencies and addressing long term business planning and financial sustainability.
- Wyndham City's Customer Experience Strategy was launched in February 2018.
- Adoption of Wyndham Volunteering Strategy (2019-2024) which outlines the strategies and actions that Council will undertake, in partnership with others, to strengthen the local volunteering sector and increase the numbers of volunteers in Wyndham.
- Improved the way we engage with the community by deploying the Community Engagement Framework (2017-21) and 'The Loop' – Council's interactive digital community engagement platform to improve community participation and impact.

Achievements

Council has been the recipient of the following awards and acknowledgements:

- Excellence in Project Innovation 2019
- Best Smart Cities Strategy (2019 Australian Smart Cities Awards)
- Wyndham City Solar Project (IPAA- Sustainable Communities and Environment Award)
- Wayne Cascio Organisational Development Award (AHRI – Australian HR Institute)
- The Sustainable Council of the Year Award (Keep Victoria Beautiful Sustainable City Awards)
- National Award for Excellence in Local Government - The WynLens
- Project Management Innovation – Urban category (2018 Engineering Excellence Awards)
- Wyndham City was included as a UNESCO Global Network Learning City

Capital Works

Over the past four years, Council has invested in business transformation and continuous improvement projects.

Local Government Performance Reporting Framework (LGPRF) Indicators

The Local Government Performance Reporting Framework (LGPRF) is a mandatory system of performance reporting for all Victorian councils. It allows council performance to be measured and compared across a range of standardised indicators spanning Aquatic Facilities, Animal Management, Food Safety, Governance, Maternal and Child Health, Libraries, Roads, Statutory Planning and Waste Collection. Results can be viewed in detail in our [Annual Reports](#) or via the [Know Your Council](#) website.

Performance against those relevant to this theme, are as follows:

Governance

Council is committed to the provision of good governance to the community. This includes making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation.

Council remains committed to transparent decision making. To support this, the percentage of council resolutions made at an ordinary or special meeting of council closed to the public has remained consistently low. Attendance at Ordinary and Special Council Meetings by Councillors has remained consistently high, demonstrating commitment to accountability and effective governance practices. Council continues to increase its transparency through the livestreaming of meetings and interaction with the community on a range of platforms.

The community is increasingly satisfied with both Council's community consultation and engagement and decisions made in the interest of the community (Metropolis Research 2018, 2019).

What Have We Heard from the Community?

As the level of government closest to the community, Council is best placed to engage with their unique communities around their needs, wants and expectations. Wyndham's approach to community engagement includes a variety of methods for Council to connect with our community and provide genuine opportunities to inform the projects, strategies, decisions and services that affect them.

In developing this background report to support the review of the Wyndham 2040 Community Vision and the development of a new Council Plan for the next four-year Council term, Council undertook a review of the findings of recent community consultations. Some selected high-level findings relevant to this theme are listed below:

- Through the Towards Equality – 2020 it was found that:
 - the Wyndham community wants Council to consider them as a strong and consultative community where residents' opinions, feedback and suggestions are taken seriously and treated with respect.
 - overall, Wyndham is a well-informed and educated community that are cognizant of their rights, responsibilities and legal obligations
- Through the Wyndham Urban Framework Plan – 2019 consultation it was found that community involvement in consultations has grown relative to the growth in population of Wyndham.
- Through the Living Your Best Life in Wyndham 2019 consultation it was found that many new residents find the process of becoming a citizen rewarding and it gives them a sense of belonging and pride.

Opportunities, Challenges and Issues

A variety of challenges and issues are facing Wyndham in 2021 and beyond. As outlined in Wyndham City's advocacy strategy, [Securing Wyndham's Future](#), Council is largely reliant on other levels of government to fund and provide the infrastructure and services our community needs to prosper.

Council is working with partners and the community to achieve change on many locally and regionally important issues that need to be addressed through effective intergovernmental relationships and public advocacy campaigns. In relation to Leadership and Participation, Council has highlighted Volunteering as a priority issue.

The [Wyndham Volunteering Strategy 2019-2024](#) acknowledges that volunteering is changing. People have busy lives and many competing commitments. Volunteers are increasingly looking for diverse and flexible ways to contribute their time. Not everyone who would like to volunteer is able to access opportunities. In our rapidly growing city, programs can struggle to keep up with community expectations and needs.

We need to find new ways to attract people to volunteering and support them to stay involved. Through our volunteer strategy the community will work together to grow volunteer numbers and opportunities in Wyndham.

We support a strengths-based approach that harnesses and develops skills and leadership. We will explore the creation of a team of volunteer leaders responsible for promoting volunteering in the community, supporting and linking volunteers, and engaging volunteer voices.

We will support partnerships that respond to the changing needs of our diverse communities and address the impacts of Wyndham's growth.

The COVID-19 pandemic has been a challenge for Wyndham but also an opportunity for Council to work in partnership with leaders of diverse communities and empower community participation to ensure the safety of all our residents. We can continue to learn from these valuable partnerships.

For more information please refer to the COVID-19 Response and Recovery summary report.

References

- Ataguba, J.E.O., Day, C. & McIntyre, D. 2015, 'Explaining the role of the social determinants of health on health inequality in South Africa', *Global Health Action*, vol. 8, no. 1, pp. 1-11.
- Australian Bureau of Statistics 2012, *Census of Population and Housing 2011*, ABS, Canberra.
- — 2017, *Census of Population and Housing 2016*, ABS, Canberra.
- Black A & Hughes P 2001, 'The identification and analysis of indicators of community strength and outcomes', *FaHCSIA Occasional Paper*, no. 3, pp. 1-155.
- Campbell C & Gillies P 2001, 'Conceptualizing 'social capital' for health promotion in small local communities: a micro-qualitative study', *Journal of Community & Applied Social Psychology*, vol. 11, no. 5, pp. 329-346.
- Cappo D 2003, 'Social inclusion, participation and empowerment', *ACOSS Info Papers*, no. 6.
- Dallimore, D.J., Davis, H., Eichsteller, M. and Mann, R. 2018, 'Place, belonging and the determinants of volunteering', *Voluntary Sector Review*, vol. 9, no. 1, pp. 21-38.
- Department of Health and Human Services 2020, *Victorian Population Health Survey Interactive Reports*, Victorian Health Information Surveillance System, viewed 23 July 2020, <<http://vhiss.reporting.dhhs.vic.gov.au/ReportParameter.aspx?ReportID=56&TopicID=1&SubtopicID=17>>
- Department of Health and Human Services 2015, *Victorian public health and wellbeing plan 2015-2019*, Department of Health and Human Services, Melbourne
- Fluker, M 2017, Fluker posts: community based environmental monitoring, electronic dataset, Fluker Post Research Project, viewed 12 June 2018, <<http://www.flukerpost.com>>.
- Frawley P & Bigby C 2015, 'Reflections on being a first generation self-advocate: Belonging, social connections, and doing things that matter', *Journal of Intellectual and Developmental Disability*, vol. 40, no. 3, pp. 254-264.
- Grano, C., Lucidi, F., Zelli, A. and Violani, C. 2008, 'Motives and determinants of volunteering in older adults: An integrated model', *The International Journal of Aging and Human Development*, vol. 67, no. 4, pp. 305-326.
- Grizzle, C. 2015, 'The determinants of volunteering in Nordic countries: Evidence from the European Values Survey', *International Journal of Public Administration*, vol. 38, no. 5, pp. 364-370.
- Hawton A, Green C, Dickens AP, Richards SH, Taylor RS, Edwards R, Greaves CJ & Campbell JL 2011, 'The impact of social isolation on the health status and health-related quality of life of older people', *Quality of Life Research*, vol. 20, no. 1, pp. 57-67.
- Hortulanus R, Machielse A & Meeuwesen L 2006, *Social isolation in modern society*. Routledge, London.
- Johnson DT, Headey B & Jensen B. 2006, 'Communities, social capital and public policy: literature review', *FaHCSIA Research Paper*, no. 26.

Kessler RC, Barker PR, Colpe LJ, Epstein JF, Gfroerer JC, Hiripi E, Howes MJ, Normand SL, Manderscheid RW, Walters EE & Zaslavsky AM 2003. 'Screening for serious mental illness in the general population', *Archives of General Psychiatry*, vol. 60 no. 2, pp. 184-189.

Metropolis Research 2013, *Annual Community Survey*, Metropolis Research, Carlton.

— — 2014, *Annual Community Survey*, Metropolis Research, Carlton.

— — 2015, *Annual Community Survey*, Metropolis Research, Carlton.

— — 2016, *Annual Community Survey*, Metropolis Research, Carlton.

— — 2017, *Annual Community Survey*, Metropolis Research, Carlton.

— — 2018, *Annual Community Survey*, Metropolis Research, Carlton.

— — 2019, *Annual Community Survey*, Metropolis Research, Carlton.

Singh, G.K., Daus, G.P., Allender, M., Ramey, C.T., Martin, E.K., Perry, C., De Los Reyes, A.A. & Vedamuthu, I.P. 2017, 'Social determinants of health in the United States: addressing major health inequality trends for the nation, 1935-2016', *International Journal of MCH and AIDS*, vol. 6 no. 2, pp.139-164.

Tolsma J, Van der Meer T & Gesthuizen M 2009, 'The impact of neighbourhood and municipality characteristics on social cohesion in the Netherlands', *Acta Politica*, vol. 44 no. 3, pp. 286-313.

VicHealth 2005, *Research Summary 2 - Social inclusion as a determinant of mental health and wellbeing*, VicHealth, Melbourne.

World Health Organisation n.d., *Social determinants of health*, viewed 22 July 2020, <https://www.who.int/social_determinants/sdh_definition/en/#:~:text=The%20social%20determinants%20of%20health,global%2C%20national%20and%20local%20levels.>>