

Wyndham City

Draft Council Plan

2021-25





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 pays respect to 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.

Wyndham has a rich Aboriginal history. 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.

The area that is now the City of Wyndham was inhabited by the tribes of the Kulin Nation, comprising five different language groups. Council acknowledges the Wathaurung, Woiwurrung and Boonwurrung peoples of the Kulin Nation as the Traditional Owners of the lands on which Wyndham is being built.





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Message from the Councillors

As your Wyndham City Councillors, we are proud to present our Council Plan 2021-25.

It has been informed by extensive community engagement, including deliberative engagement, through the 'Help Shape Wyndham's Future' project. Over multiple platforms including online surveys, visits to our kindergartens and community conversations, our community shared hundreds of ideas, priorities and aspirations. These have been used to refresh our Wyndham 2040 Community Vision and to develop this Council Plan. It is invaluable information which will also inform our Annual Plan and Budgets and Long Term Financial Plan, as well as other vital plans, projects and services over the coming years. Thank you to everyone who took the time to share their ideas with us.

The Council Plan is our shared vision and blueprint for the next four years, outlining how we will work towards achieving the Wyndham 2040 Community Vision. It is firmly focused on ensuring Wyndham remains a welcoming and inclusive, liveable and economically prosperous City for all. A City that continues to deliver services and infrastructure to meet the needs of our growing City, and a green and sustainable City that is effectively managing its growth. Wyndham is one of the fastest growing

municipalities in Australia. We are already home to over 280,000 residents and by 2040 our population is expected to surpass 500,000 people.

The COVID-19 pandemic is having a significant impact on our City. Our community, our businesses and our way of life have been permanently altered.

In response to the challenges we face, and to enable us to capitalise on new opportunities that have emerged, we have also prioritised financial sustainability, working in partnership, and strong advocacy. We also continue to be committed to delivering value and excellence in all we do.

The next four years present an exciting opportunity for Wyndham and we are privileged to lead this great community during this time. We have taken what our community has told us is important and made them our priorities. We believe this Council Plan builds on the already strong foundations of our City and ensures future Councils can continue to take Wyndham forward.

We invite you to work with us and do your part to ensure the current needs and future aspirations of our community are met.



Message from the Chief Executive Officer

I am proud and energised to be the CEO of Wyndham City and work with this great community and organisation over the coming years.

We continue to work hard as an organisation to deliver public value and excellence to our community.

Through the biggest community engagement initiative in Wyndham's history, 'Help Shape Wyndham's Future,' our community shared their ideas, priorities and aspirations for the future. We are committed to delivering on these priorities and aspirations and ultimately work towards achieving the Wyndham 2040 Community Vision. Through this Council Plan we have outlined our objectives to support our community in driving stronger connections and places, effectively managing our growth and environment and ensuring the organisation becomes future ready.

As a community, we have been tested and challenged throughout the COVID-19 pandemic, and we continue to respond with empathy and resilience. We are adapting to ensure the pandemic has minimal impact on service delivery and infrastructure for our community.

An inclusive, safe and sustainable community with jobs, schools and services close to home are at the heart of your community vision for Wyndham in 2040. The Council Plan 2021-25 sets out how Council will work towards achieving the Wyndham 2040 Community Vision over the next four years. It outlines Council's strategic directions, what actions we will take and how we will track and measure our progress.

It is an ambitious plan, and one that is financially responsible. It will help us continue to deliver essential services, projects and key infrastructure to support growth, local jobs and the prosperity of our community.

We will continue working hard to deliver for our community through good governance and decision making and by undertaking genuine, transparent and appropriate community engagement. We are committed to working with our community as an active partner, ensuring your voices and lived experiences form part of our planning and decision making.

We will also work with all levels of government, businesses, industry groups and community organisations to deliver our Council Plan and collectively achieve the Wyndham 2040 Community Vision.

The Council Plan provides a clear and strong framework to continue building a thriving and prosperous City, to lead Wyndham through the pandemic recovery and to transition the way we work into the future.

Stephen Wall
Chief Executive Officer

Introduction

The role of Council is to provide good governance for the benefit and wellbeing of the community including future generations.

Wyndham is a City of choice for many people. It continues to be a great place to, live, work, visit and play. Wyndham is one of the fastest growing municipalities in Victoria, with many new residents from a wide variety of backgrounds moving to our community and calling our suburbs home. Over the next twenty years, an extra 217,000 people will call Wyndham home, taking the total population in 2040 to over 500,000 people.

As a community we face many challenges – a climate emergency and economic, social and technological changes. The COVID-19 pandemic is also significantly impacting our community and changing our way of life in many ways. Our local economy is suffering, and many local businesses are facing various unforeseen challenges. As a community, we have bound together and are continuing to build back better.

Wyndham City currently delivers a range of services to its community and as a growth Council, the diversity and demographic mix of our municipality has driven strong demand for community services.

The nature and speed of Wyndham’s urban development has also resulted in significant growth in our assets and the need to ensure they are built, maintained and renewed to the levels required for the community.

But our opportunities outweigh our challenges and through the Council Plan, we aim to build and capitalise on our strengths, further embedding Wyndham as a place for people, a place for opportunity and a place for excellence.

About the Council Plan 2021-25

The Council Plan sets out Council’s strategic direction for its four year term. It will guide our work and how we allocate our resources.

The Council Plan has been informed by extensive community engagement, including deliberative engagement, through the ‘Help Shape Wyndham’s Future’ project, analysis of relevant data, trends and research and State and Federal policy directions.

Through this Council Plan, Council will work towards achieving the long-term success of our community, whilst remaining financially viable and sustainable, as articulated within the following eight strategic areas:

- **A HEALTHY, EQUITABLE AND ACCESSIBLE CITY**
- **A WELCOMING AND INCLUSIVE CITY**
- **A LIVEABLE CITY**
- **A GREEN CITY**
- **AN ECONOMICALLY PROSPEROUS CITY**
- **A THRIVING CITY**
- **COMMUNITY AS AN ACTIVE PARTNER**
- **DELIVERING PUBLIC VALUE AND EXCELLENCE**

Implementation of the Council Plan will also be supported by a range of other Council adopted strategies and plans and through the Major Initiatives and Initiatives (major projects, services or programs) identified annually in the Council’s budget.

Operationally within the organisation, department and individual employee plans are also aligned to support the delivery of the Council Plan. Council will regularly report on progress towards achieving the outcomes of this Council Plan and our financial and operational performance.

The Role of Council

Council performs 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 community.



Service Provider

provision of services including waste collection, maternal and child health, libraries and many other community services and programs.



Infrastructure Provider

provides and maintains buildings, open spaces, recreational facilities and the local road/footpath/ cycle network.



Planner

works to understand the current and future needs of the municipality and to set the overall direction for Wyndham through long-term planning which guides council activities and resourcing.



Advocate

works with relevant stakeholders and Federal and State Governments. These bodies also play a role in addressing issues affecting the municipality to ensure the needs and concerns of the community are met.



Leader, capacity builder, partner and broker

works in collaboration with a range of stakeholders to improve outcomes for our residents and municipality.

Our Guiding Principles

The following principles are enshrined in the way Council approaches its role and all elements of the work it does every day.

Acknowledging the first peoples of the land

The [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#) describes self-determination as the ability for Indigenous people to freely determine their political status and pursue their economic, social and cultural development. Council recognises the guiding principles of the Victorian Government Self-Determination Reform Framework. Council will enable self-determination by transforming its systems and structures to address racism, promote cultural safety and transfer power and resources to communities.

United Nations Charter: The Universal Declaration of Human Rights

The [Universal Declaration of Human Rights](#) is designed to protect the fundamental human rights and freedom of citizens. These rights relate to: freedom from discrimination; the right to move about Victoria freely and to choose where to live to adopt a religion and practice, worship and observe its beliefs; the right to uphold an opinion and respect others views; the right for families (and in particular children) to be protected as a fundamental unit of society; the right to enjoy one's own culture and language; and the fundamental right to freedom.

United Nations Sustainable Development Goals

The [United Nation's \(UN\) Sustainable Development Goals](#) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Council is committed to delivering the 2030 Sustainable Development Goals, which provide a global overarching framework to reconcile environmental priorities with equality and economic opportunities.

Family Friendly Charter

Through the [Family Friendly Charter](#) Council will ensure our services and infrastructure, as well as our stakeholder consultation and policy development, meet the needs of families while encouraging them to participate in decisions affecting them.

Gender equality

Gender equality is a basic human right. Everyone has the right to enjoy their lives without discrimination and with access to the same opportunities. [Council's vision](#) for gender equality is for a safe, inclusive community where all people, regardless of their gender, have equal access to, resources, power and opportunities, and are treated with dignity, respect and fairness, in a life free from all forms of violence.

Social justice and inclusion

Through the establishment of supportive environments and the promotion of diversity, Council will work to ensure everyone has equal economic, political, social rights and opportunities.

Public value

Council will seek to deliver desired community outcomes through continuous improvements to the services provided whilst ensuring good value for ratepayers money.



Our Organisation

Wyndham City is proud to be an inclusive and agile organisation. We strive to deliver the best service to the community and enable a culture that drives innovative and creative solutions.

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

Wyndham City is headed by the Chief Executive Officer (CEO) who is employed by, and reports to, the elected Council. It is the responsibility of the CEO and their executive team to manage the operations of Council and ensure Councillors receive the strategic information they need to make decisions in the best interests of the municipality.

Our Mission and Values

All staff and Councillors work towards meeting the mission and values of the organisation as follows:

OUR VISION

"Diverse people, one community, our future".

OUR MISSION

We strive to serve the best interests of the Wyndham community by providing quality services, managing growth, and supporting residents to lead healthy, safe, vibrant and productive lives, while protecting our local environment.

OUR VALUES

Community Focus – Working for and with the community in the best interests of Wyndham.

Integrity – The consistent commitment to apply moral and ethical behaviour, encompassing honesty, openness and respect.

Respect – Being conscious and aware of others' values, beliefs and opinions, appreciating that they could be different from our own and treating them accordingly.

Commitment – To consistently adhere to our core values through our commitment to achieving our vision and mission.

Leadership – Creating an environment that empowers individuals, the organisation and the community to achieve our vision and mission.

Teamwork – The ability of a group of individuals to work collaboratively and collegially to achieve agreed outcomes by the team.

Councillors and Wards

Wyndham City has eleven Councillors representing three wards. The current Council was elected in October 2020 for a four-year term.

Councillors are democratically elected by the residents and ratepayers of the municipality. They take an Oath of Office to carry out this role impartially, to the best of their ability, and in the best interests of the municipality.

The role of Councillors is set out in the Local Government Act which provides clarity, guidance and sets out expectations for Councils, Councillors and the community.



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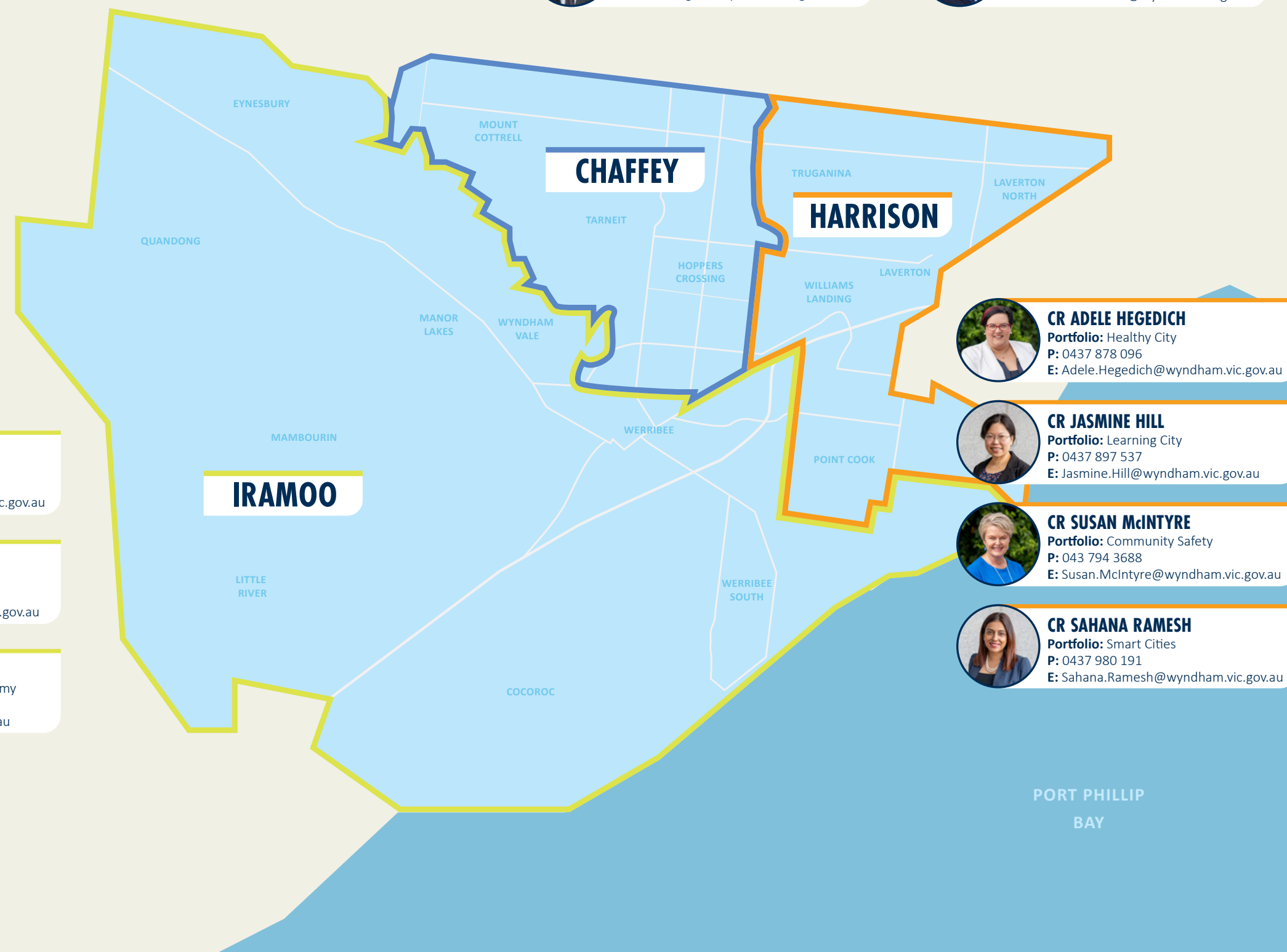
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Our Place

Our People

Wyndham is the one of the fastest growing municipalities in Victoria and Australia, home to a young and diverse population.

Place

As a meeting place for people of the Kulin Nation, Wyndham has a rich and diverse Aboriginal cultural heritage. The Wadawurrung, Woiwurrung and Boonwurrung were the first people to occupy the area now known as Wyndham.

Located on the western edge of Melbourne, today, Wyndham covers an area of 542 square kilometres.

Once described as ‘the country suburb’ Wyndham has reinvented itself as a City of choice for many people choosing to live in the areas of residential growth. Wyndham is one of the fastest growing municipalities in Victoria, experiencing a 4.7 per cent increase, or an additional 12,687 people in 2020.

Wyndham has excellent logistics connections to air and seaports and also offers extensive agriculture at Werribee South with over 3,000 hectares of cultivated land; major retail precincts and the Werribee Park tourism precinct – one of the largest and most frequently visited tourism destinations in metropolitan Melbourne. The City also has a major industrial area at Laverton North.

Wyndham provides a critical connection between Victoria’s two largest cities, Melbourne and Geelong.

People

In 2020, Wyndham had an estimated resident population of 283,294 people.

The younger generations dominate the Wyndham population, with 58 per cent of residents below the age of thirty five. Just under half of Wyndham households are families with children, and the majority include children under the age of fifteen.

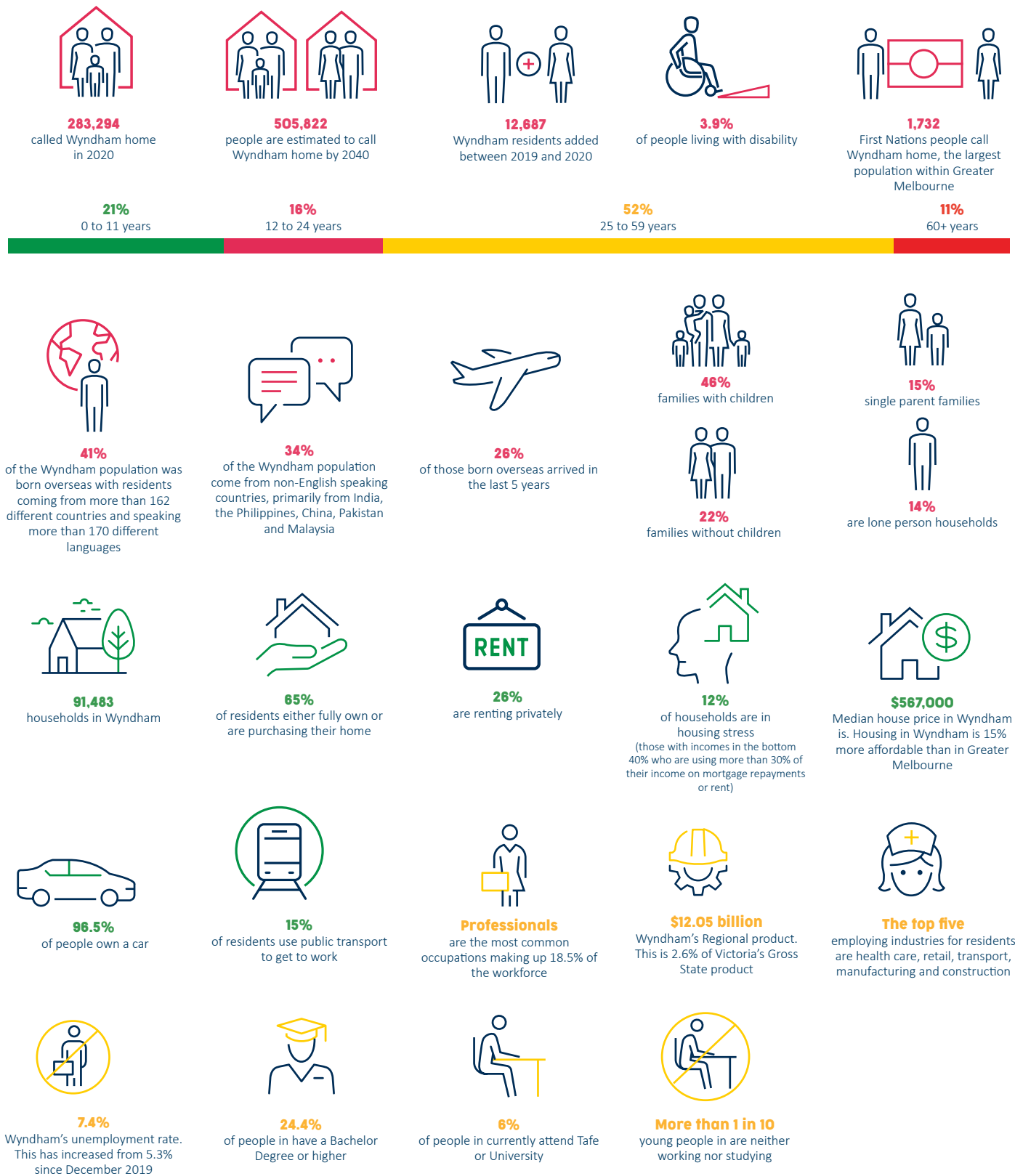
As many as 41.5 per cent of Wyndham residents were born overseas. Close to 82 per cent of those residents born overseas come from non-English speaking countries which results in over 170 different languages and over 100 different faiths being represented in Wyndham.

Currently, Point Cook has the highest share of the City’s population (22.8 per cent), while Williams Landing has the lowest share (4.2 per cent). However, the main population growth to 2040 and beyond will be in Tarneit.

By 2040, the Wyndham population is forecast to increase by 75.5 per cent (to over 500,000 people). This is one of the most substantial increases in Greater Melbourne.



The Wyndham Municipality



*Data accurate as at August 2021



Help Shape Wyndham's Future Community Engagement Process

As a custodian of public funds, it is important that the choices Council makes are based on a range of factors including community priorities, needs and wants that aim to improve the liveability of the municipality.



In late 2020, Council embarked on its biggest community engagement initiative in Wyndham's history – a conversation that spanned over six months, with hundreds of ideas shared over multiple platforms. The 'Help Shape Wyndham's Future' community engagement project was an opportunity for our community to share their ideas, priorities, and aspirations.

The process consisted of a range of opportunities for the community to get involved and have their say including:

- Shaping Wyndham survey
- Priorities for Action survey
- Engagement with children via kindergartens

In addition, and as required under the Local Government Act 2020, a deliberative engagement process was also undertaken. 135 people were randomly selected to participate from five distinct place across Wyndham. They participated in a series of community conversations and came to consensus on:

- a consolidated vision for Wyndham in 2040 and a refreshed set of theme statements
- a set of placed priorities to be considered in the development of the Council Plan and other key strategic documents

The community's priorities that emerged from the 'Help Shape Wyndham's Future' project related to:

- services and programs,
- public and active transport,
- infrastructure,
- safety,
- the natural environment and open spaces,
- growth and development,
- schools and education,
- jobs and the economy,
- general expectations for Council's role,
- improved community engagement and communication from Council, and
- strong advocacy from Council on improved provision of health services locally, including another hospital and local educational opportunities.

You can read the **Help Shape Wyndham's Future Community Engagement Findings report** [here](#).

Wyndham 2040

The Community's Vision for Wyndham

The Wyndham 2040 Community Vision describes the community's aspirations for the future, and it guides Council's work to make Wyndham a more liveable community.

Council will play a strong leadership role to deliver the Wyndham 2040 Community Vision through the implementation of this Council Plan. To achieve this vision, we all need to work together.

You can read the **Wyndham 2040 Community Vision** [here](#).

THE VISION DEVELOPED BY THE COMMUNITY FOR WYNDHAM IN 2040 IS:

"A safe, connected and inclusive community. We respect, acknowledge, value and celebrate the First Nations people, our heritage, cultural diversity and multicultural strengths.

Our community has the infrastructure and services it needs to support holistic health and wellbeing for all. Local employment and education facilities are plentiful, and there are a variety of recreational, leisure, tourism, art and cultural opportunities for everyone to experience throughout the municipality.

We preserve our natural environment and rural lifestyle; we are able to get around easily and get to where we want to go efficiently. We are self-sufficient and pride ourselves on being green and sustainable."

This overall vision is underpinned by four themes:

- PEOPLE AND COMMUNITY,
- PLACES AND SPACES,
- EARNING AND LEARNING AND
- LEADERSHIP AND PARTICIPATION.



The map presents a summary of our communities priorities against the different places across the municipality

You can read the [Help Shape Wyndham's Future Community Engagement Findings report](#) here.

LITTLE RIVER, WERRIBEE SOUTH, MAMBOURIN, COCOROC, QUANDONG, EYNESBURY AND MOUNT COTTRELL

Priorities include:

- Better public and active transport,
- Protection of open spaces and the green wedge,
- Promotion of market gardens, the food bowl and our rural community,
- Local work for young people,
- Support for mature aged unemployed people,
- Prioritisation of tourism, events and festivals,
- Upgrade of local facilities.

WYNDHAM VALE, MANOR LAKES AND WERRIBEE'S WEST

Priorities include:

- Improvement of infrastructure planning and delivery,
- More local employment opportunities,
- Improvement of safety and security,
- Support for public health services and promotion of local mental health services,
- Focus on community welfare,
- Expansion of composting and recycling,
- More responsible and sustainable waste management.

TARNEIT, TRUGANINA AND PARTS OF MOUNT COTTRELL

Priorities include:

- Better public transport,
- Infrastructure to be ready in advance of development and people moving in,
- Support for mental health and more and socialising activities,
- Increased commercial hubs and business parks,
- COVID-19 recovery programs,
- More green spaces,
- Better access to public facilities including libraries, pools and community centres/hubs.

POINT COOK, WILLIAMS LANDING, LAVERTON AND LAVERTON NORTH

Priorities include:

- 20 minute neighbourhoods,
- Sustainable community building and improved planning,
- Safe pedestrian and public transport;
- Climate and environmental action including increasing tree canopy and protection of the natural environment,
- Support for local businesses and local job creation,
- Indoor sports facilities,
- Better integration of public transport including more bus routes.

WERRIBEE AND HOPPERS CROSSING

Priorities include:

- Easing of congestion on roads,
- Improvements to public open spaces,
- Local employment opportunities,
- Improvements to security and safety,
- Improvements to community hubs,
- Increase of activities for young people,
- More arts, tourist destinations and beautification.

Our Council Plan Strategic Areas



Through the strategies set out in the following strategic areas, Council will work towards the community's aspirations as set out in the Wyndham 2040 Community Vision.

Aligned to the themes of the Wyndham 2040 Community Vision, the following sections describe what Council aims to achieve during its term and how it will be measured. This is based on what we know from our research and what we heard from the community.

The following pages outline what each strategic area is about and how we will monitor the progress of the strategies contained within them.

A summary of what we heard, what we know, and the Council services and strategies which support each strategic area is also presented.

Council Plan Strategic Area	Aligned to Wyndham 2040 Community Vision Theme
<ul style="list-style-type: none">• A Healthy, Accessible and Equitable City• A Welcoming and Inclusive City	People and Community
<ul style="list-style-type: none">• A Liveable City• A Green City	Places and Spaces
<ul style="list-style-type: none">• An Economically Prosperous City• A Thriving City	Earning and Learning
<ul style="list-style-type: none">• Community As An Active Partner• Delivering Public Value and Excellence	Leadership and Participation

A Healthy, Accessible and Equitable City

Wyndham is a City that enhances the wellbeing of its community and provides opportunities for all.

Council will	Council will monitor progress through
Provide high-quality, equitable and accessible services and community facilities that cater for all ages and life stages.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Youth services• Maternal and child health services• Immunisation services• First time parent groups• Sleep and settling programs• Supported playgroups• Council assistance to access the support service you need• Council managed Kindergarten services• Provision of community centres and neighbourhood hubs <i>Local Government Performance Reporting Framework service indicators results for:</i> Maternal and Child Health
Advocate and plan for increased investment in health and support services to improve the wellbeing outcomes of all residents.	<i>Community satisfaction with:</i> <ul style="list-style-type: none">• Representation, lobbying and advocacy on behalf of the community with other levels of government and stakeholders on key issues
Protect and promote public health through education and enforcement.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Control and regulation of pets and domestic animals• Public health services including maintenance of food safety <i>Local Government Performance Reporting Framework service indicators results for:</i> Animal Management Food Safety
Deliver, support and promote creative industries including the arts, events and festivals that contribute to the vibrancy and liveability of the City.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Provision of arts and cultural activities including public art, exhibitions, visual and performing arts and community events
Encourage residents to be physically active and healthy through the provision of accessible and diverse sporting facilities, leisure and recreational opportunities.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Provision of sports ovals and other local sporting/recreation facilities• How well Council encourages a healthy and active lifestyle through appropriate Council infrastructure and amenity <i>Local Government Performance Reporting Framework service indicators results for:</i> Aquatic Facilities

A Welcoming and Inclusive City

Wyndham is an inclusive, safe, welcoming and family-friendly municipality which celebrates our heritage and diverse cultures.

Council will	Council will monitor progress through
Actively recognise and celebrate the First Nations People, their heritage and acknowledge them as the traditional owners of Wyndham.	<i>Council's implementation of the Reconciliation Action Plan</i>
Celebrate Wyndham's history, cultural heritage and cultural diversity.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Provision of arts and cultural activities including public art, exhibitions, performing arts and community events• Provision of Council events and experiences
Lead and create social connections, empower the community and build community resilience.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Provision and maintenance of community centres and neighbourhood hubs• Provision of activities and programs that are accessible and inclusive of the community• The degree to which Council empowers the community to form social connections
Foster inclusion and equality and strengthen opportunities for everyone to feel that they belong and are valued.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• The degree to which activities, services and programs are inclusive of all members of the community
Protect and promote community safety.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Provision of the school crossing service• Representation, lobbying and advocacy on behalf of the community with other levels of government and stakeholders on key issues



What We Heard and What We Know

Wyndham is a growing municipality. Residential land use has grown steadily since 2017 with an average of 5,200 new dwellings approved each year. Over the next twenty years, an extra 217,000 people will call Wyndham home, taking the total population in 2040 to over 500,000.

Our population is diverse. Just over half of Wyndham residents were born overseas and there are more than 170 languages spoken across the municipality. Just over 40 per cent of residents, speak a language other than English at home.

Our population is also young. Nearly 60 per cent of residents are aged below thirty five and just under half of Wyndham households are families with children, the majority with children under the age of fifteen.

Our health and wellbeing is determined in part by where we live. It can be said that improved overall quality of living can generally contribute to resident's being more satisfied with their life and in turn, the overall wellbeing of the entire community increases. In addition, strong connections with family and friends, opportunities to participate in the community, as well as feeling safe in the community all contribute to creating a sense of belonging which also have a positive impact on health and wellbeing.

For this reason, Council is uniquely placed to have a positive influence on the health and wellbeing of our residents through the provision services, programs and infrastructure.

This is critical given that portions of our population are vulnerable to a range of issues impacting their health and wellbeing including mental health issues, including higher rates of social isolation, and obesity.

The community has told us that Council needs to prioritise provision of services and programs as well as advocacy for more supports at a local level; in addition to community infrastructure and community safety.

Given the volume and speed of the growth occurring across Wyndham, it is a challenge for the Council to ensure that the right infrastructure and services our community needs to prosper, are up and running when they are needed.

As Council, we will take an active role in advocating and working collaboratively with other levels of government and key partners to ensure investment in our municipality so the needs of our growing community can be met. Our local arts sector is crucial to the liveability and vibrancy of our city. The sector has been hit hard by the impacts of the COVID-19 crisis and will need support to recover and continue to thrive.

Council will also continue to deliver a wide range of quality services and programs to ensure Wyndham is an inclusive, safe, welcoming and family-friendly city, which respects, values and celebrates its cultural diversity and helps residents to stay healthy, active and connected.

Community priorities Council will work towards within these strategic areas include:

- Provision of services and programs to support the community
- Improvement of community safety and family-friendly environments
- Increased focus on diversity, accessibility and inclusion for all
- Increased focus on health and wellbeing, particularly mental health
- Enhancement of community events, the arts and activities that bring communities together

Some of the key Council services that work towards these strategic areas include:

- Animal Management
- Arts and Culture
- Child, Family Health and Wellbeing
- Community Connections and Care Services
- Community Infrastructure Planning
- Community Strengthening
- Early Education and Care
- Environmental Health Services
- Family and Sector Partnerships
- Festivals and Events
- Neighbourhood Activation and Development
- School Crossings
- Social and Service Planning
- Sport, Recreation and Physical Activity
- Youth Services

Key Council adopted Plans and Strategies that support work within these strategic areas include:

- Municipal Public Health and Wellbeing Plan
- Family Friendly Charter
- Accessibility Action Plan
- Advocacy Strategy – Securing Wyndham's Future
- Social and Economic Inclusion Framework
- Growing Wyndham's Community Strength Framework
- Wyndham Reconciliation Action Plan
- Wyndham Festivals and Events Framework
- Gambling Harm Minimisation Policy
- Domestic Animal Management Plan
- Resilient Wyndham Strategy



A Liveable City

Wyndham has great places and spaces that can be enjoyed by all and growth is sustainable.

Council will	Council will monitor progress through
Work with all levels of government and key stakeholders to ensure urban development and growth is managed to attain 20 minute neighbourhoods which allow residents to get around easily, work and play locally.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Planning for population growth• Statutory planning process• Representation, lobbying and advocacy on behalf of the community with other levels of government and stakeholders on key issues <i>Local Government Performance Reporting Framework service indicators results for:</i> Statutory Planning
Build neighbourhood and city pride through a focus on beautification, enhanced amenity and continued investment in the public realm.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Maintenance and cleaning of public areas (including litter collection)• Response to dumped rubbish• Graffiti removal• Garbage, green waste, recycling and hard waste collections• Provision and maintenance of public toilets <i>Local Government Performance Reporting Framework service indicators results for:</i> Waste Collection
Provide sustainable infrastructure through the construction of new assets and renewal of existing assets.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Provision and maintenance of community facilities and venues for hire• Maintenance and repairs of drains• Maintenance and repair of sealed local roads <i>Local Government Performance Reporting Framework service indicators results for:</i> Roads
Deliver and advocate for a quality, sustainable and accessible transport network that enables the community to move around the city easily.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Provision of on road bike paths• Provision of off-road shared trails• Maintenance and repair of footpaths• Local traffic management
Protect and promote our unique built and cultural heritage.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Work to protect and promote our unique built and cultural heritage
Ensure compliance with environmental planning and building regulations and local laws whilst promoting awareness to encourage voluntary compliance.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Enforcement of local laws• Building control and compliance enforcement• Application, enforcement and compliance of environmental and planning regulations

A Green City

Wyndham is an environmentally sustainable place where natural environments are protected.

Council will	Council will monitor progress through
Ensure our unique natural environment, flora and fauna, is protected.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Protection and conservation of the natural environment and coastal areas
Leverage opportunities and invest in environmentally sustainable, renewable energy, waste and resource management initiatives which increase the community's resilience to the impacts of climate change.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Programs, events, activities and policy development to encourage environmental sustainability <i>Local Government Performance Reporting Framework service indicators results for:</i> Waste Collection - Kerbside collection waste diverted from landfill <i>Greenhouse gas emissions avoided for municipality due to uptake of renewable energy (e.g. solar panels) across municipality (households and businesses)</i>
Increase tree canopy and create green open spaces that are well maintained and attractive for all.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Provision and maintenance of parks, gardens and open spaces• Provision and maintenance of playgrounds• Provision and maintenance of street trees <i>An increase in the number of trees across Wyndham</i>
Plan for a more contained city; close to jobs and integrated with vital transport, facilities, infrastructure and open space.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Planning for population growth• Representation, lobbying and advocacy on behalf of the community with other levels of government and stakeholders on key issues



What We Heard and What We Know

Wyndham, one of metropolitan Melbourne’s designated growth corridors, has reinvented itself as a city of choice for many people.

Council has many roles to play in this space, starting with how land is used and how developments are designed. Council has been working on a number of strategic documents to guide future development, including the Wyndham Urban Framework Plan (WUFP) which sets out an urban structure and form that aims to improve people’s ability to get where they want to go; brings more things closer together to where people live.

One of the many reasons residents love to call Wyndham home is due to its many unique natural environmental features including a number of significant rivers and waterway corridors, including the Werribee River, Skeleton Creek, the Port Phillip Bay coastline and habitats of international migratory importance including the wetlands of Point Cook and the Western Treatment complex.

Open spaces, sporting and recreational facilities are also highly valued by our residents. They provide opportunities for exercise, quiet reflection, community gatherings, children’s play and participation in organised sports that help bind our community together.

One of the biggest challenges for a growth area Council, is to ensure the required infrastructure and services are properly in place before people move in.

Wyndham has extensive walking and cycling tracks, but there are gaps in the network. Most concerning is the lack of critical links to activity centres, transport hubs and educational institutions. Public transport is also at capacity. Trains are regularly overcrowded and there aren’t enough stations or adequate bus routes to service our growth areas. As a result, our residents are more reliant on their cars. In fact, 59 per cent of households in Wyndham have access to two or more vehicles, and just over 62 per cent of residents travel to work outside the municipality, with just under a quarter of those, spending more than ninety minutes per day in transit, as roads in and out of the municipality reach capacity.

Improvement of the transport network will not only have a positive impact on the health and wellbeing of the community, but it will also provide for improved economic and environmentally sustainable outcomes for the entire municipality.

And this is important to Council, as Council acknowledges that climate change poses a risk to the people of Wyndham. In response, Council has adopted greenhouse gas reduction targets and has invested in renewable energy as well as energy efficiency projects including street lighting upgrades, solar powered community facilities, and sporting pavilions. Council, as an operator of one of the largest landfills in Victoria, is also striving towards an ambitious target of 90 per cent waste diversion by 2040 through a range of initiatives.

The community has told us that Council needs to prioritise protection of and enhancement of the natural environment and open spaces; advocacy for improvement to transportation options and management of growth and development.

Council also has a major role to play in advocating for and providing residents with access to the right infrastructure. Council currently has ownership and responsibility for over \$3.4 billion of community assets, including infrastructure such as roads, drains, buildings, and open spaces, the value of which is expected to grow to over \$6 billion by 2040.

Community priorities Council will work towards within these strategic areas include:

- Addressing public and active transport shortfalls
- Ensuring growth and development are managed
- Protection of the natural environment
- Enhanced provision of open spaces; including the importance of parks, trees and green spaces
- Focus on the protection of the environment; sustainable living
- Improvement of facilities, community infrastructure, roads and footpaths
- Increased focus on sport and recreation opportunities
- City presentation, amenity and beautification

Some of the key Council services that work towards these strategic areas include:

- Asset Management
- Building Services
- Civic Compliance
- Complex Project Management
- Conservation and Arboriculture
- Cultural Venues Management
- Facilities Management
- Green Living
- Kerbside Waste Collection Services
- Long Term Planning and Design
- Natural Environment and Urban Forest Planning
- Open Space Management
- Open Space Planning and Creation
- Organisational Project Governance and Support
- Refuse Disposal Facility (RDF)
- Road and Amenity Maintenance
- Road Design and Construction
- Subdivisions
- Town Planning
- Traffic Management
- Transport Planning
- Water and Coastal Governance

Key Council adopted Plans and Strategies that support work within these strategic areas include:

- Active Transport Strategy
- Road Management Plan
- Integrated Transport Strategy
- Active Wyndham Strategy
- Coastal and Marine Management Plan
- Resilient Wyndham Strategy
- City Forest and Habitat Strategy
- Coastal and Marine Management Plan
- Enforcement Policy
- Open Space Strategy
- Tree and Urban Forest Policy
- Parks and Open Space Maintenance Strategy
- Refuse Disposal Facility Strategic Plan
- Waste and Litter Strategy
- Play Space Strategy
- Wyndham Sports Strategy
- Advocacy Strategy – Securing Wyndham’s Future
- Enforcement Policy



An Economically Prosperous City

Wyndham is an attractive place to visit and invest in.

Council will	Council will monitor progress through
Enhance the vibrancy and activation of the City by collaborating, supporting and promoting our entertainment, hospitality, and small business industries.	Community satisfaction with Council's: <ul style="list-style-type: none">Economic development activities supporting local business
Take an active role in attracting investment opportunities that grow the local economy and create more job opportunities.	Community satisfaction with Council's: <ul style="list-style-type: none">Activities promoting economic investment in the local area
Continue to support the resilience and recovery of those hardest hit by the impacts of the COVID-19 pandemic and other future shocks that may occur.	Community satisfaction with Council's: <ul style="list-style-type: none">Economic development activities supporting tourism
Drive growth and activation of the tourism economy and activity centres.	Community satisfaction with Council's: <ul style="list-style-type: none">Promotion and support of local activity centresEconomic development activities supporting tourism

A Thriving City

Wyndham is a City of choice and opportunity.

Council will	Council will monitor progress through
Leverage community leadership and work to support and empower all residents to participate in their community.	Community satisfaction with: <ul style="list-style-type: none">The degree to which Council empowers the community to form social connections
Advocate and work in partnership with key stakeholders to attract investment in quality learning opportunities and educational facilities for the municipality.	Community satisfaction with: <ul style="list-style-type: none">Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues
Provide opportunities for lifelong learning, through a place-based approach to the management and delivery of neighbourhood hubs and libraries.	Community satisfaction with Council's: <ul style="list-style-type: none">Provision of local librariesAbility to foster local learning opportunities for all through appropriate infrastructure, services and advocacy Local Government Performance Reporting Framework service indicators results for: Libraries
Deliver, partner and advocate for employment pathways for our young people, older people, newly arrived communities disadvantaged job seekers.	Community satisfaction with: <ul style="list-style-type: none">Their access to jobs and training opportunities in the local area
Partner with local artists and organisations to grow arts and culture.	An increased number of local artists engaged in Wyndham



What We Heard and What We Know

The Wyndham economy is growing. In 2020, the City's Gross Regional Product (GRP) was \$12.05 billion, growing 3.6 per cent since the previous year, while the Victorian Gross State Product (GSP) contracted by 0.5 per cent. Wyndham's GRP is the second highest among all growth areas in Greater Melbourne. Currently jobs within Wyndham mainly exist within the retail trade, transport, postal, warehousing and manufacturing industries.

Local employment contributes to making the municipality a desirable place to live. There are also environmental benefits arising from shorter commute times; decreasing the need to travel reduces greenhouse gas emissions. It also results in improved health and wellbeing outcomes as residents are able to attain better work life balance, and economic benefits; people who work locally are more likely to also shop locally, and therefore boost the local economy.

Despite considerable growth in local jobs, these are not always aligned to residents' skills and therefore the majority (just under 70 per cent) of Wyndham residents need to travel outside the municipality for work. Council is leading a change away from a City-centric employment hub to a more decentralised model that drives the rebirth of our local neighbourhoods and shops. Council will also continue to engage with industries, outlining opportunities to invest in the local economy, and in particular continue to support those hardest hit by the COVID-19 pandemic, including the small business community, entertainment, hospitality and tourism sectors.

Education is also important to enable greater access to jobs and lifelong learning opportunities. A highly qualified population being the key to reducing inequalities and boosting the health and socio-economic wellbeing of the community. As a young community, made up of almost 55,000 children attending school, ensuring adequate educational facilities and transition pathways to further study is important. Despite more than one in three Wyndham young people attending university or TAFE, youth disengagement remains an issue, with 12 per cent neither studying nor working. In addition, due to growth occurring faster than expected, existing schools are overcrowded, and many children are

having to travel long distances to attend class. Given the significant impact education and employment has on an individual's life outcomes, Council will continue to work hard to attract investment into the municipality which increases the range of opportunities to live, learn and thrive.

The community has told us that Council needs to prioritise advocacy for schools and education, supporting the local economy and fostering local job creation.

Council will also continue strategic land acquisitions and Catalyst Site development projects that enhance jobs growth and encourage place-based arts and cultural activities, as well as continue the provision of high-quality public library services. The local library is a key place of learning and a central meeting point for a community, they provide free and equal access to services and programs that contribute to lifelong literacy and learning.

Community priorities Council will work towards within these strategic areas include:

- Advocacy for more educational opportunities including schools, universities and TAFE's
- More local business support and local employment opportunities
- Increased options and diversity of shops and dining, leisure activities
- Management of growth issues affecting the municipality
- Support for the tourism and hospitality sectors

Some of the key Council services that work towards these strategic areas include:

- Business Growth
- Community Strengthening
- Deals, Investment and Major Projects
- Inclusive Employment
- Investment
- Library Services
- Marketing and Tourism
- Place Activation and Marketing
- Place Making – Activity Centres
- Strategic Property Portfolio Management

Key Council adopted Plans and Strategies that support work within these strategic areas include:

- Economic Growth Strategy
- Social and Economic Inclusion Framework
- Learning Community Strategy
- Library Service Strategy
- Advocacy Strategy – Securing Wyndham's Future
- Resilient Wyndham Strategy



Community As An Active Partner

Council is well governed and works with the community to make informed decisions.

Council will	Council will monitor progress through
Undertake genuine, transparent and appropriate community engagement to understand the current and future needs of the community and make informed decisions.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Performance in community consultation and engagement• Provision of opportunities for your voice to be heard on issues that are important to you• Performance in making decisions in the interests of the community• Ability to take resident's views into consideration when making decisions that affect them
Ensure the needs of the community are well represented through effective advocacy and strong collaborative partnerships with key stakeholders and all levels of Government.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Representation, lobbying and advocacy on behalf of the community with other levels of government and stakeholders on key issues
Foster trust in Council through the implementation of effective civic leadership and responsible governance processes that ensure accountability and compliance with all legislated and statutory requirements.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Performance in maintaining the trust and confidence of the local community• Accountability to the community for leadership and good governance• Performance in practising open and accessible government <i>Local Government Performance Reporting Framework service indicators results for:</i> Governance
Ensure its communications are clear, consistent, timely and accessible for all.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Efforts to keep the community informed about its work, services, activities and programs• Efforts to keep the community informed through its social media platforms• Communications; how easy it was to understand and access information from Council• Website• Wyndham News publication
Support individuals and communities to prepare, respond and recover from emergency events.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Emergency management preparedness and response <i>Council's implementation of the Resilience Plan</i>

Delivering Public Value and Excellence

Council is a financially responsible, high performing, accountable organisation that is responsive to the needs of the community.

Council will	Council will monitor progress through
Secure its financial sustainability into the future through responsible management of Council's annual budgets and long-term financial outlook.	<i>Community's satisfaction with:</i> <ul style="list-style-type: none">• How well Council does the best it can with the money it has available VAGO measures of Financial Sustainability <i>Local Government Performance Reporting Framework service indicators results for:</i> Sustainable Capacity Financial Performance Indicators
Attract and invest in a high performing and engaged workforce that is committed to a culture of occupational health and safety, continuous improvement and innovation.	<i>Community's satisfaction with:</i> <ul style="list-style-type: none">• Performance across all areas of responsibility
Achieve improved customer service and experiences by enabling a customer-focused approach to service delivery.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Responsiveness and agility to meeting the needs of the community• Customer service – overall satisfaction with the customer experience
Increase the efficiency and effectiveness of service delivery across the organisation and improve service and asset planning.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• Efforts to keep the community informed about its work, services, activities and programs <i>Progress reports on implementation of Council Plan once a quarter, and End of financial year reporting via the Annual Report</i>
Leverage technology to enable a modern and agile workforce and translate data into actionable insights to optimise operations.	<i>Community satisfaction with Council's:</i> <ul style="list-style-type: none">• How well Council provides the services I need
Align service delivery expectation with available funding so that the sustainable management of all required supporting assets is achieved.	<i>Community's satisfaction with:</i> <ul style="list-style-type: none">• How well Council does the best it can with the money it has available VAGO measures of Financial Sustainability <i>Local Government Performance Reporting Framework service indicators results for:</i> Sustainable Capacity Financial Performance Indicators
Ensure risks and legal processes are identified and managed effectively to achieve organisational priorities and strategic objectives.	<i>Reports to audit committee once a quarter</i>
Provide high quality and timely procurement to support the delivery of capital works projects and services whilst achieving value for money.	<i>Capital works delivered on time and in budget</i>

What We Heard and What We Know

As the closest level of government to the community, communicating and engaging effectively is important to Council in order to understand community needs and issues. Going forward, Council wants to make sure that all residents and key stakeholders can participate in meaningful opportunities to share their lived experiences. In particular, Council wants to harness the power of deliberative processes in order to obtain more robust community input that will help better shape policy, resource allocations and essentially what Council should be focusing on.

As Wyndham ages, the maintenance, renewal and replacement of assets will have a significant impact on Council's financial operations and long-term financial sustainability. For this reason, ensuring Council's work is guided by community input, strong evidence and data is critical to ensuring that Council can continue to deliver the wide variety of work it does into the future within available resources.

Since the introduction of rate capping, Council's ability to control revenue has been constrained. As a result, this is forecast to impact our bottom line significantly unless we make changes to the way we operate.

To tackle this challenge, Council has been on a transformation journey to shape its operations towards more efficient delivery of services. Council has been thinking differently about what it is here to do and how best to do it and in doing so is becoming more innovative. It is leveraging technology to drive improvements to our operations, processes and ultimately services and it is fostering a culture of continuous improvement and implementation of service models which focus on putting the community first. To continue on this journey, Council is committed to developing a high performing workforce, and making the organisation a progressive workplace of the future, which attracts the best talent.

The years ahead will present many challenges for Council and we need to make sure that robust processes are in place to ensure sound decision making through engagement, planning, monitoring and review of performance. This will ensure Council is working towards achieving the long-term success of our community whilst remaining financially viable and sustainable.

Despite its many functions and responsibilities, Council is not always legislatively able to do everything. Council is however, committed to continuing its strong leadership and representation for the Wyndham community. This leadership role is vital for the development of collaborative partnerships with key organisations, stakeholders and the community. Together we'll seek new opportunities which generate money that can be reinvested in delivering our priorities.

In particular, Council's leadership is vital for strong, successful advocacy and lobbying which influences the decisions made by other levels of government investment in the municipality for the benefit of the entire Wyndham community.

Community priorities Council will work towards within these strategic areas include:

- Improved and innovative ways of engaging, listening and communicating with the community
- Improving Council performance and services
- Enhanced local advocacy

Some of the key Council services that work towards these strategic areas include:

- Advocacy and Intergovernmental Relations
- Community Engagement
- Council and Corporate Governance
- Customer Service
- Finance Operations
- Fleet Management
- Information Management
- Information Technology
- Legal Services
- Municipal Emergency Management
- Occupational Health and Safety
- Organisational Planning, Strategy and Reporting
- People and Capability
- Procurement
- Research
- Risk Management
- Smart Wyndham
- Spatial Systems
- Strategic Communications

Key Council adopted Plans and Strategies that support work within these strategic areas include:

- Community Engagement Policy
- Public Transparency Policy
- Enterprise Risk Management Strategy, Policy and Framework
- Long Term Financial Plan
- Workforce Plan
- Smart Cities Strategy
- Wyndham Volunteer Strategy
- Advocacy Strategy – Securing Wyndham's Future

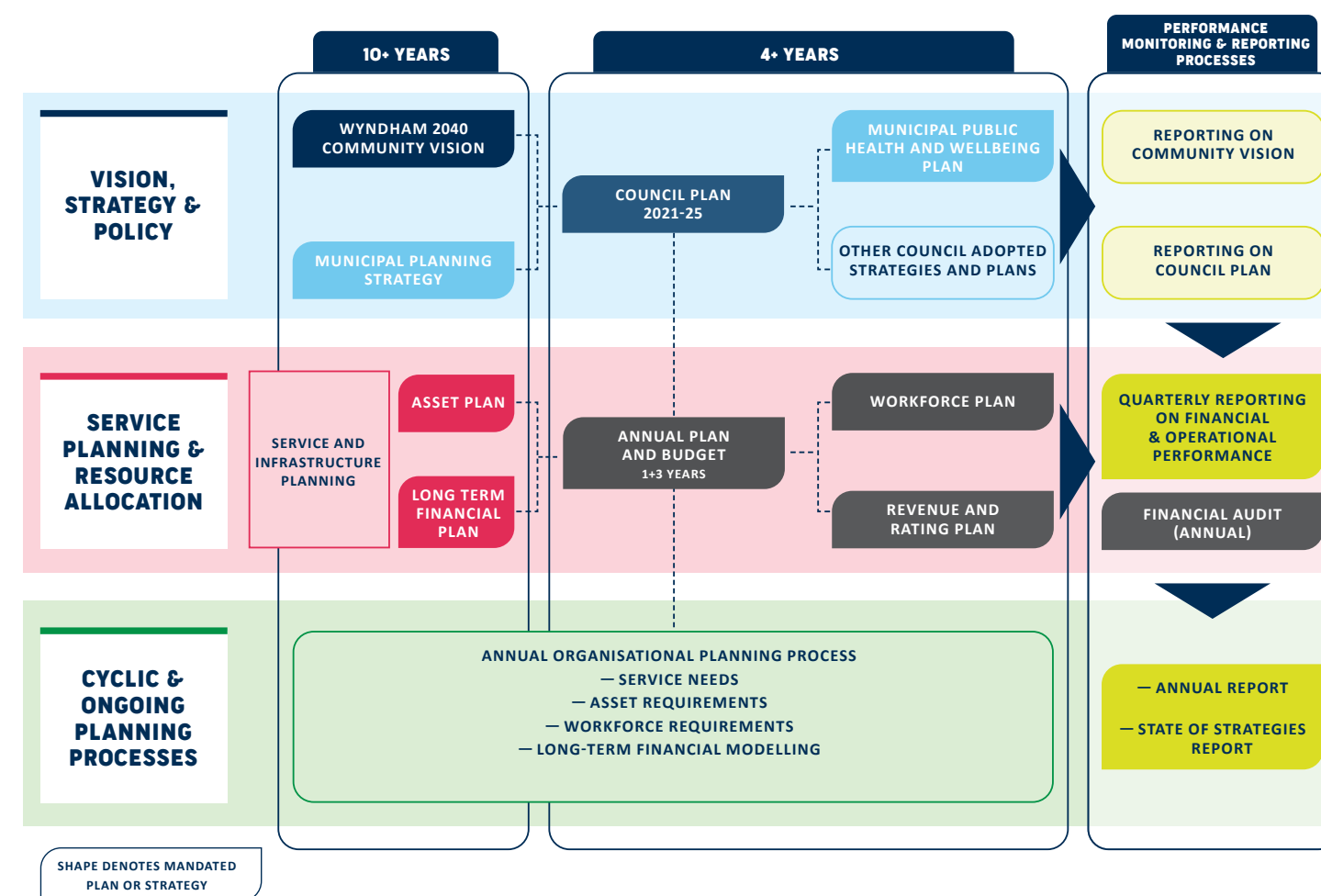




Implementing the Council Plan

Our Integrated Strategic Planning and Reporting Framework

To accomplish its responsibilities, Council's strategic framework allows the organisation to identify community needs and aspirations over the long term (through the Wyndham 2040 Community Vision), operationalise the required work in the medium term (through the Council Plan 2021-25), and ensure the required resources are available (through the Annual Plan and Budget and Long Term Financial Plan).



The framework governs the preparation and ongoing monitoring and review of the Community Vision, Council Plan and other strategic plans and aligns the Wyndham 2040 Community Vision to the planning, development, resource allocation and service provision undertaken by Council to the Wyndham municipality, as outlined in the budget.

Through the application of this framework, Council is giving effect to the overarching governance principles set out by the Local Government Act 2020.

Monitoring and Reporting Progress and Performance

In line with its Integrated Strategic Planning and Reporting Framework, Council is committed to a continuous cycle of planning, reporting and review to ensure it delivers the best outcomes for the community. Performance reporting by Council is essential for ensuring transparency and accountability as to how public money is being spent and the quality of services delivered.

Council monitors progress and performance against the Council Plan as follows:

Major Initiatives and Initiatives

Implementation of the Council Plan is supported through the Major Initiatives and Initiatives (major projects, services or programs) identified annually in the Council's budget. The completion of these is critical to the successful implementation of the Council Plan. The Executive Leadership Team and Council will track the progress of these, alongside the organisation's financial performance on a quarterly basis. Quarterly reporting enables Council to track the progress of key actions and projects, to ensure they are being delivered on time and within budget.

Council Plan Indicators

Council also measures its performance against the Council Plan through a range of indicators. These indicators help Council determine how well it is performing against the strategies identified. Some of these indicators are prescribed by the Local Government Performance Reporting Framework (LGPRF) and others are part of the Annual Community Satisfaction Survey. These indicators are reported annually through the Annual Report.

Annual Report

The Annual Report is a legislative requirement which outlines Wyndham City's activities, achievements, challenges, and financial performance for the financial year. It also informs the community about the extent to which the commitments in the Council Plan were delivered. The Mayor is required to report on the implementation of the Council Plan by presenting the Annual Report at a Council meeting open to the public, following the end of the financial year.

Engaging with the Community

Council is committed to working with the community as an active partner to support the development and implementation work and to make informed decisions in line with identified community needs and priorities.

Engaging with our community is an important practice 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.

We combine community feedback with other evidence (research/customer data), expert knowledge and our strategic policies and guiding legislation to come to an informed decision.

Other partners are also important to ensure we can deliver the Council Plan and ultimately the Wyndham 2040 Community Vision. These partners include all levels of government, businesses and industry groups, community organisation and service providers.





FURTHER INFORMATION

For more information or to receive a copy of this document in an alternate format, please contact:

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