

# RESILIENT WYNDHAM

2021-2025

DRAFT



wyndhamcity





# 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.

We acknowledge the Wadawurrung, Woiwurrung and Boonwurrung peoples of the Kulin Nation as the Traditional Custodians of the lands on which this city is being built.

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

The grasslands and basalt plains around the Werribee River are the ancient home for people speaking Woiwurrung and Boonwurrung languages east of the river and Wadawurrung language west of the river.

We pay respect for the wisdom, strength and resilience of Elders: past, present and emerging.

We share commitment to a future in which all generations of Aboriginal and Torres Strait Islander people flourish.



# OUR VISION: A RESILIENT WYNDHAM IS...

Our vision for a resilient Wyndham is a place where residents are connected and respect one other, a place where there is equal access to basic services including healthcare, housing and food, a place where our diverse communities love to live and spend time and money locally.

A resilient Wyndham is a place where communities and government work together to promote fairness, trust and prosperity. A place where people put their hands up to help their neighbours, especially in times of hardship and our community leaders are valued, appreciated and encouraged. Our communities are connected, empathetic and understanding of each other.

Central to this is a plan where our natural environment is respected and appreciated for sustaining life and lifestyles in Wyndham. Our green spaces thrive and are created with protection of the climate at the forefront, with accessible active transport corridors for recreation and well being, and water sources for both residential and agricultural purposes have capacity for growth and ready to withstand any inclement climate events. A place where our community are custodians of the land and care for Country.

In order to be truly resilient, we must be prepared for the unexpected and understand that slow burning social stresses undermine our ability to survive shocks and support each other to thrive. We must share information effortlessly through well established and inclusive communication channels and looking after each other must be embedded in our way of life.

Another piece of the puzzle in becoming a truly resilient Wyndham is designing and developing a City in a way that prioritises the futureproofing of our urban environment to make sure buildings, systems and services are prepared for a future climate and what that may bring. Putting renewable technologies and innovations front and centre to work towards a carbon positive city, where waste is considered an important resource, shifting our economy from linear to circular.

A place where we walk our talk and put our resilience principles into action.

A resilient Wyndham is a place where every resident can THRIVE.



# EXECUTIVE SUMMARY

Resilient Wyndham 2021-2025 is our pledge to work with our diverse communities, businesses and organisations to be better prepared for our uncertain future. Wyndham is a growing and diverse municipality of metropolitan Melbourne, with 96.7% of the population living in urban areas. Even though we are proud of our response, we have experienced our fair share of disruption during COVID-19 making it clear that focussing on our resilience, needs to be a priority. Resilient Wyndham sets out our plan to shift the dial on building better resilience across Wyndham, responding to the acute shocks and stresses we may experience. Through a process of internal and external engagement, we have identified five Focus Areas and aligned actions where we have inspiring opportunities to work together to support Our People, Our Environment, Our Places, and Our Future. Underpinning this work is a strong evidence base that a connected and inclusive community is more resilient to whatever comes its way.

We invite you to work with us to achieve a resilient Wyndham – after all, we are stronger together.











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# MAYOR'S MESSAGE

One of the reasons I love calling Wyndham home is because of our strong community spirit. Through 2020 we experienced a significant collective shock – a global pandemic – something we might have imagined, but never thought could happen. While there were a range of shocks and stresses through this period, the strength of our community shone through.

I've seen countless stories from across Wyndham of people banding together to support their neighbours and communities through the pandemic, and I've never been prouder to be a Wyndham resident.

While our response to the pandemic was wide-ranging, our focus moving forward is building better resilience. What we mean by this is looking at what we can do as a Council to better place us to not only respond to future shocks and stresses – whether they be a pandemic or a natural disaster – but also to ensure we are in a strong position to bounce back and transform from these unpredictable events.

This strategy is unique to Wyndham. It builds on the City of Melbourne's Resilient Melbourne strategy, with a focus on our local area, taking into account our natural environment, our location, and the people that choose to call Wyndham home.

While we will never be fully prepared for these situations, this strategy puts us on the front foot, positioning us to respond. Coming out of a pandemic is the perfect time to do this.

But we can't do this alone. This document maps out our areas of focus and next steps to shift the dial on building a more resilient Wyndham. We'll be working closely with you, our community, to implement the actions in this strategy. This approach is not top-down, it's about working together, forging strong partnerships and doing all we can to support all sections of our community.

We're stronger when we're united.



**Cr Adele Hegedich**  
Wyndham City Mayor



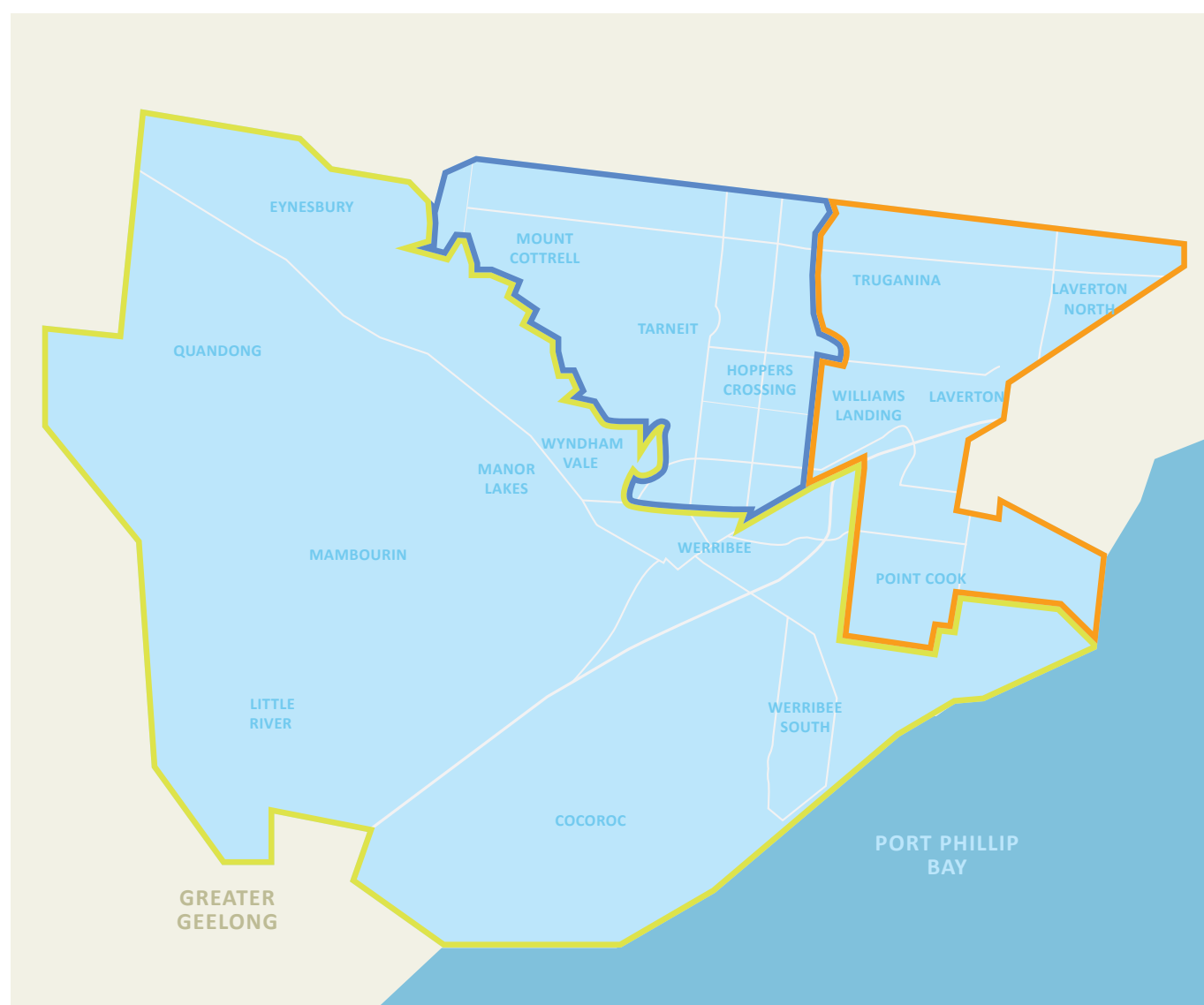


# WYNDHAM

## CONTEXT

Wyndham City is located in Melbourne's outer west, situated at the half way point between Melbourne's CBD and Geelong. It covers an area of 542km<sup>2</sup> and includes residential and industrial urban areas, open farmland, intensive horticulture, natural rivers, coastline and wetlands and some of the most significant remnant native grasslands in the country. Approximately 96.7 per cent of the municipality's population live in urban areas, which represent approximately 43 per cent of its landmass to the west of the municipality. The remaining population is

distributed throughout rural areas. Wyndham is home to significant natural reserves and features popular tourist areas including the Werribee Park Precinct, including the heritage-listed Werribee Mansion and Werribee Open Range Zoo. Wyndham is one of the fastest growing municipalities in the country, recording a growth rate of 5.0% between 2020 and 2021 (14,438), compared to 1.6% for Australia. The population is forecast to grow from 302,650 in 2021 to about 417,361 – or 38% – by 2031.





## PEOPLE & COMMUNITY



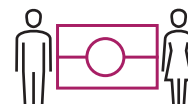
**283,294**  
called Wyndham  
home in 2020



**505,822**  
people are estimated  
to call Wyndham  
home by 2040



**3.9%**  
of people living with  
disability



**1,732**  
First Nations people call  
Wyndham home, the  
largest population within  
Greater Melbourne

**21%**  
0 to 11 years

**16%**  
12 to 24 years

**52%**  
25 to 59 years

**11%**  
60+ years



**12,687**  
Wyndham residents  
added between 2019  
and 2020



**41%**  
of the Wyndham population  
was born overseas with  
residents coming from more  
than 162 different countries  
and speaking more than 170  
different languages



**34%**  
of the Wyndham  
population come from  
non-English speaking  
countries, primarily from  
India, the Philippines,  
China, Pakistan and  
Malaysia



**26%**  
of those born  
overseas arrived in  
the last 5 years



**46%**  
families with children



**22%**  
families without  
children



**15%**  
single parent families



**14%**  
are lone person  
households

## PLACES & SPACES



**91,483**  
households in  
Wyndham



**65%**  
of residents either  
fully own or are  
purchasing their  
home



**26%**  
are renting privately



**12%**  
of households are in  
housing stress  
(those with incomes in  
the bottom 40% who  
are using more than  
30% of their income on  
mortgage repayments  
or rent)



**\$567,000**  
Median house price in  
Wyndham is. Housing  
in Wyndham is 15%  
more affordable than  
in Greater Melbourne



**96.5%**  
of people who own  
a car



**15%**  
of residents use public  
transport to get to  
work

## EARNING & LEARNING



**7.4%**

Wyndham's unemployment  
rate. This has increased from  
5.3% since December 2019



**The top five**  
employing industries  
for Wyndham  
residents are health  
care, retail, transport,  
manufacturing and  
construction



**\$12.05 billion**  
Wyndham's Regional  
product. This is 2.6%  
of Victoria's Gross  
State product



**Professionals**  
are the most common  
occupations making  
up 18.5% of the  
workforce



**24.4%**  
of people in  
Wyndham have a  
Bachelor Degree or  
higher



**6%**  
of people in  
Wyndham currently  
attend Tafe or  
University



**More than 1 in 10**  
young people in  
Wyndham are neither  
working nor studying





# THE FIRST PEOPLES OF THE LANDS ON WHICH WYNDHAM CITY IS BEING BUILT

Wyndham builds on a rich and diverse Aboriginal history; the area has been inhabited by the communities of the Kulin Nation for over 60,000 years. We continue to have one of the largest Aboriginal and Torres Strait Islander communities in Victoria, with people from the Kulin Nation and beyond.

The basalt plains around the Werribee River have been home to a diversity of Aboriginal people, families and communities for countless generations. Their range of knowledge and complex skills, shared through generations of story-telling, are evident in the grasslands, trees, stones and waterways. Although limited in view, written records by the Europeans who came later, acknowledge the presence of distinct Aboriginal societies that managed the land sustainably. The Marpeang bulluk lived west of the river and spoke the Wathaurong language; to the east of the river, the Kurung jang balluk spoke the

Woiwurrung language whilst the Yalukit willam lived close to the bay, speaking Boonwurrung. The Kulin Nation exercised local lore and formed regional alliances to build healthy and robust economies around the Werribee River as the “backbone” of life.

We acknowledge that Aboriginal people were the first custodians of the lands, waterways and coast on which this city is being built. The displacement of Traditional Owners led to Aboriginal people being dispossessed of their lands and culture. Despite this, their spiritual connection to these 542 square kilometres of grasslands and rich basalt soils surrounding the Werribee River remains strong.

We will continue to learn from First Nations people, whose communities and cultures have demonstrated great resilience and dedication to care for country through shocks and stresses.



# WHAT IS URBAN RESILIENCE?

Urban resilience is defined as the capacity of individuals, institutions, businesses and systems within a city to adapt, survive and thrive no matter what kind of acute shocks and chronic stresses they experience. Urban resilience is about being prepared for the unexpected.

Acute shocks are sudden events that have the potential to threaten a city. Examples include heatwaves, floods, disease outbreaks and cyber-attacks. Chronic stresses weaken the fabric of a city on a day-to-day or cyclical basis. Chronic stresses are witnessed and experienced most severely during the event of a shock and it is the interconnection between shocks and stresses that result in often unknown challenges. Examples of chronic stresses include ongoing issues such as housing affordability, inadequate public transport, rising social inequity and lack of social cohesion.

Urban resilience acknowledges the ever-increasing complexity of cities and urban environments. The urban systems established to service city citizens, are relied on by more and more people (as our population grows) and the impact of system failure comes with greater risk. Urbanisation, globalisation and climate change are three global trends being felt locally, impacting the way we live and survive into the future. Climate change is an amplifier of most other risks, with its impacts likely to affect every part of our lives.

Disasters and disruptions can be both expensive and impactful – whether they are caused by acute shocks or chronic stresses. People can lose their lives. Livelihoods and mental health can be impacted. Governments, businesses and the community are required to fund the losses and recovery costs when infrastructure fails, markets change or the environment is damaged.

Taking action to proactively manage city challenges and their interdependencies can bring multiple benefits or a ‘resilience dividend’. When disruptions are expected, planned for and turned into opportunities they offer financial, social and environmental benefits. These opportunities can be achieved through:

- preventing or mitigating shocks and stresses;
- adapting to unexpected shocks and stresses;
- rapidly returning to normal and revitalising after disruptions;
- accessing benefits when there are no disruptions; and/or
- productive, peaceful prosperity and improved equity in times of stability.

‘Resilience’ as a practice relates to, but also differs considerably from, ‘sustainability’ and ‘emergency management’. While sustainability is about putting the world into long-term balance amidst the depletion of natural resources, resilience looks for ways to make systems endure and even thrive in an imbalanced world. Resilience is also broader than emergency management which focuses on reducing the damage caused by hazards. Resilience is about being prepared, about developing a proactive and integrated plan addressing both shocks and stresses, not just emergencies.



# EMERGING PRACTICE OF URBAN RESILIENCE

## 100 RESILIENT CITIES (100RC) AND THE RESILIENT CITIES NETWORK

In 2013, The Rockefeller Foundation pioneered 100 Resilient Cities (100RC) to help more cities build resilience to the physical, social, and economic challenges that are a growing part of urban life.

100RC catalysed the global urban resilience movement providing funding, capacity building and technical assistance to help cities change the way they understand their risks and plan for the future. Selected cities were supported in the recruitment of a Chief Resilience Officer, tasked with developing a resilience strategy using the City Resilience Framework, and also given access to in-kind services from leading partner businesses and NGOs, and membership to a network of world cities for knowledge sharing.

In 2019, 100RC transitioned into the Global Resilient Cities Network; a city led urban resilience program, building on the knowledge and expertise gained over its first five years as 100RC.

## RESILIENT MELBOURNE

Melbourne was selected from 372 applicant cities around the world to be one of the first 32 cities to join the 100RC network.

Resilient Melbourne was hosted by the City of Melbourne, in collaboration with the councils that make up Greater Melbourne (including Wyndham City), and many associated partners.

Melbourne's first resilience strategy was endorsed in May 2016 as an accumulation of work by people from various sectors, councils and community groups across greater Melbourne (including Wyndham City) to consider the shared challenge: what can we do to protect and improve the lives of Melbournians, now and in the future? The strategy provided a series of distinct and connected actions to help make Melbourne a viable, sustainable, liveable and prosperous city.

Resilient Wyndham builds on the work of Resilience Melbourne by providing localised actions to meet the needs and individuality of our community.



# WHY A RESILIENCE STRATEGY FOR WYNDHAM?

The COVID-19 Pandemic has had a devastating impact on our communities and economy. The impacts of this pandemic have led to exceptionally challenging circumstances not only here in Wyndham, but right across the globe.

Given this widescale and significant impact, it is imperative that Wyndham City positions itself to be in an optimum state of preparedness to repair, recover and offer new directions in the event of future shocks and stresses.

Historically, Wyndham has experienced tremendous growth and development over the past century. As a designated growth area of Melbourne, we are often ranked as one of the fastest growing Councils in the nation.

Whilst this growth is beneficial for much of our population, not all Wyndham residents have experienced this increased prosperity. With the cost of living continuously on the rise and housing affordability at an all-time low, compounding stresses

continue to burden local communities here and across the country.

Our population is rich in diversity, with our net migration largely from overseas. While this does present some challenges, it's also a great opportunity to celebrate diversity, build a community that is connected, empowered and adaptable to the challenges we face now and into the future.

Like most Cities across the world, we face an uncertain future. One where inclement climate change is having increasingly damaging effects, with extreme weather events and rising sea levels becoming more and more prominent. Locally we have experienced the critical impact of this through thunderstorm, flood, extreme heat and grassfire events threatening our community. We need to be prepared for compounding disasters, as recommended by the Royal Commission into National Disaster Arrangements 2020.



*“Natural disasters are expected to become more complex, more unpredictable, and more difficult to manage. We are likely to see more compounding disasters on a national scale with far-reaching consequences. Compounding disasters may be caused by multiple disasters happening simultaneously, or one after another. Some may involve multiple hazards – fires, floods and storms. Some have cascading effects – threatening not only lives and homes, but also the nation’s economy, critical infrastructure and essential services, such as our electricity, telecommunications and water supply, and our roads, railways and airports.”*

Royal Commission into National Disaster Arrangements 2020



This strategy sets out a blueprint to enable our community to better prepare for, respond to, and recover from disruptions. It is designed to maintain and build on the resilience momentum that has been generated to date, particularly considering the global pandemic we are facing. It outlines actions and targets that will drive change and make a positive difference to how we interact, how our natural and built environments thrive, and how we embed resilience principles in our decision making.

The concept of urban resilience is growing, with many global cities, including Melbourne, implementing strategies to help their communities to adapt, thrive and survive considering future challenges. This Strategy leverages on the work of City of Melbourne, by providing a localised approach to the needs of our community and challenges that we face right here in Wyndham.

As a City we are already doing a lot to enhance our resilience through both community led initiatives and government partnerships. This Strategy prioritises actions where co-benefits can be delivered for people, the environment and our future economy. Actions such as improving and extending natural and open spaces benefit our health and wellbeing, ecosystems services, cultural connection and community connection. The provision of quality green open space is a key priority of Council, as we endeavour to ensure all members of our community have equitable access to spaces where they can exercise, connect and socialise. This is particularly important as we emerge from the COVID-19 pandemic, where residents spent more time in their local areas and parks. Open space was a consistent theme identified in recent community conversations in developing a refresh of the Wyndham 2040 vision, with residents indicating that improving green open spaces should be a key priority of Council.



# RESILIENCE TO WHAT?

## WYNDHAM'S RESILIENCE CHALLENGES

Improving the systems and networks that constitute a city will increase our resilience overall. Resilient systems withstand, respond to and adapt more readily to shocks and stresses. They bounce back after tough times and live better in good times.

The consideration of the interconnection between stresses and shocks helps us to realise the impact of unknowns. Stresses can undermine our ability to respond to and recover from shocks, and, if not acknowledged and mitigated, can become the shocks of tomorrow.

Ultimately, resilience teaches us that we need to be prepared for the unexpected, and that many strategies exist to help us do so. In anticipating and alleviating pressures from stresses and shocks, resilient cities are able to retain function, learn from experience and incorporate learning into the physical environment and beyond to make communities better equipped to adapt, survive and thrive.







### OUR SHOCKS

Cities across the world are experiencing the impact of urbanisation, globalisation and a changing climate, and Wyndham is no exception. We are vulnerable to extreme weather events and their impacts such as bushfires, floods and thunderstorm events. Heatwaves are placing pressure on our energy demand, causing power outages and communication system failures. We are increasingly reliant on our road networks, with traffic accidents often grinding our city to a halt.

We have all experienced a broad range of impacts from the COVID-19 pandemic. COVID has interacted with our own individual circumstances, exacerbating existing stresses, such as mortgage stress, employment, living situations, relationships and more.

Acute shocks most likely to impact Wyndham are:

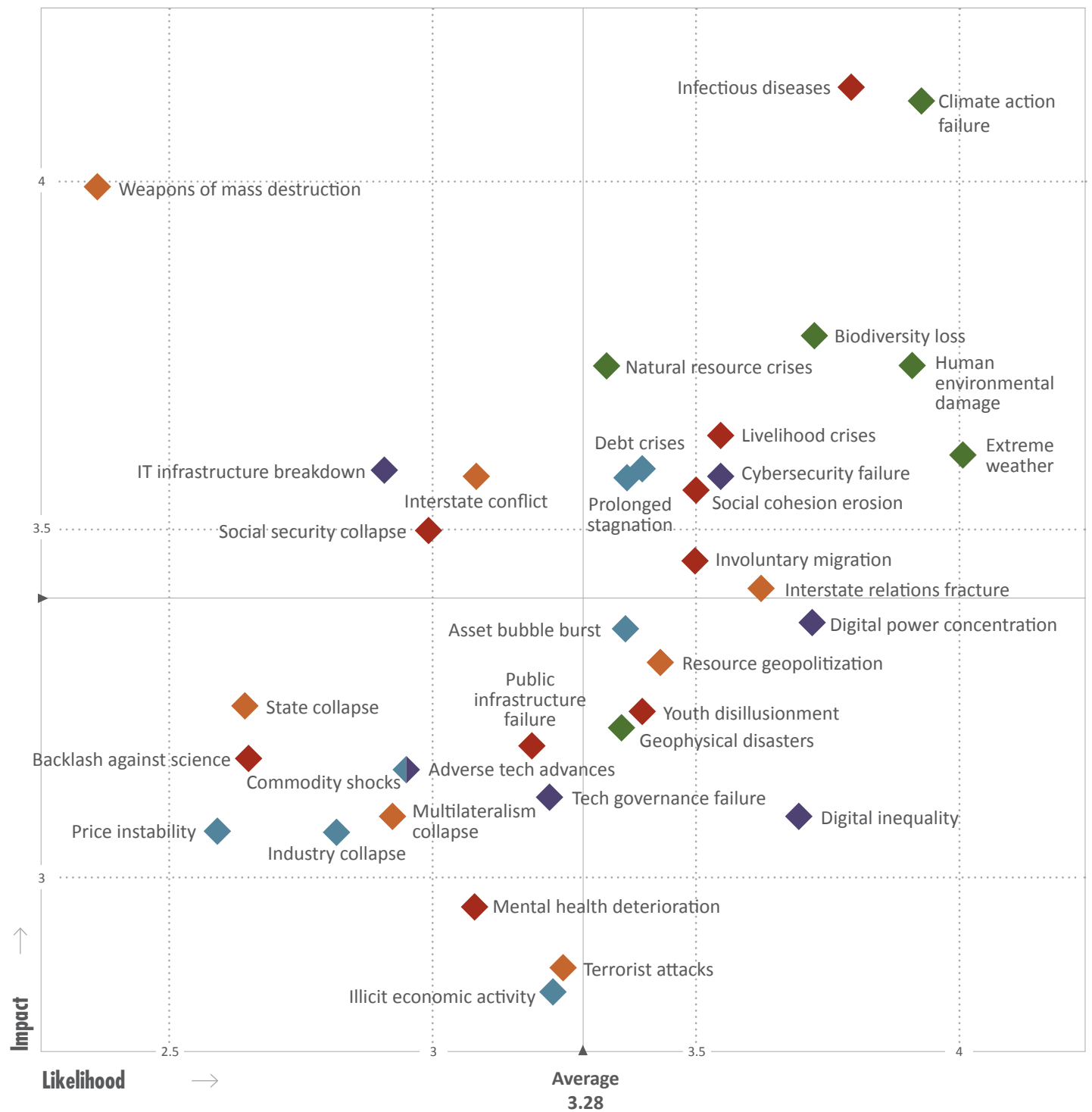
### Wyndham's Acute Shocks

-  Extremist acts (including cyber-attack and acts of terror)
-  Pandemic – virus outbreak
-  Health system failure
-  Storms / flooding / intense rainfall
-  Heat events/heatwave
-  Fire

Wyndham's identified acute shocks align with global risks identified in the World Economic Forum Annual Global Risk Report (2021), with climate action failure and infectious diseases identified as the greatest risks facing the globe.



World Economic Forum Annual Global Risks 2021



# RESILIENCE TO WHAT?

## WYNDHAM'S RESILIENCE CHALLENGES

### OUR STRESSES

#### We are growing

In 2021 Wyndham's population is estimated at more than 302,650. Being in one of Melbourne's designated growth corridors, we are also one of the country's fastest growing municipalities. Our population is forecast to exceed 417,000 by 2030, with a diversity of cultural backgrounds from across the globe. This growth increases urbanisation and places strain on our transport networks, health care services and natural environment.

#### Our climate is changing

With a warm, dry, temperate climate, Wyndham is characterised by hot summers and cool, moist winters and spring. Historically, the average rainfall has been around 538mm per year, however in the last decade average rainfall declined by 13% to 468mm per year. Summer temperatures are further impacted by hot northerly winds that blow across the open plains.

Climate change impacts including sea level rise and erosion present major challenges for Wyndham's coastal parks, waterways and significant habitat areas with current predictions estimating sea-level rises of 0.8-1.1 meters by 2100.

#### Our habitat is under threat










Historically the Wyndham landscape has been characterized by plains grasslands, coastal salt marshes, plains grassy woodlands and floodplain riparian woodland, all of which are now classified as vulnerable, endangered or depleted. The native grasslands, a once common ecosystem, are highly significant, being critically endangered at a National level and endangered at a State level. Many of the plants and animals found in Wyndham are threatened; including 22 nationally listed species and 119 state listed species.

### Our health & wellbeing

Healthy eating and physical activity are integral to our overall health and wellbeing. Wyndham residents aren't spending as much time exercising or meeting the food and beverage recommendations to achieve long term good health. Chronic health conditions such as diabetes and obesity are on the rise. Mental wellbeing is a concern with one in four people in Wyndham going through a period of depression and/or anxiety at any one time, and social isolation is higher than the Victorian average. Food security is a continued issue with the proportion of people over 15 years of age who ran out of food in the past 12 months increasing from 5.9% in 2008 to 6.4% in 2017.

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Chronic stresses for Wyndham are:

#### Wyndham's Chronic Stresses

-  Social inequality and mental wellbeing
-  Lack of networks and social capital
-  Sea level rise
-  Urbanisation and loss of natural environment
-  Transport options, access and congestion
-  Drought and insecure water supply
-  Financial stress and cost of living
-  Housing affordability
-  Economic downturn





# WYNDHAM'S HISTORY OF RESILIENCE

We can learn a lot about Wyndham's approach to building resilience from our past, here are some of the shocks we have faced over the years:

20  
20

## COVID 19 PANDEMIC

The first confirmed cases of COVID-19 in Australia were reported in late January 2020. The outbreak in Australia is still being managed as a health emergency. As of April 2021, Wyndham had recorded 2,268 cases of COVID-19 – the highest of any local government area in Australia.



20  
20

## BUSHFIRES (SMOKE)

The Summer of 19/20 saw Australia's largest and most devastating bushfire season to date (where 33 lives were lost including 5 firefighters and over 2,500 homes). In Victoria, over 300 homes were lost and over 1.2 million hectares of land were burnt causing a biodiversity disaster.

The fires exceeded Australia's annual emissions budget with an estimated 830 million tonnes of carbon dioxide released into the atmosphere. Smoke from the fires blanketed greater Melbourne and at times air quality was rated the worst in the world and Hazardous by the EPA.

20  
18

## STORMS AND FLOODS

A storm that brought 30mm of rainfall in 15 minutes swept across greater Melbourne causing widespread flooding, damage and obstructions to many road and public transport routes; including the Werribee Train line. Point Cook, Werribee, Hoppers Crossing and Truganina were among the worst affected areas for power outages that stretched long into the night.

20  
18

## LITTLE RIVER FIRE

December 7, 2018 saw a grass fire threaten homes in Little River, prompting an evacuation warning for nearby homes. No lives or homes were lost.

20  
16

## THUNDERSTORM ASTHMA

On 21 November 2016, Melbourne experienced the world's largest epidemic thunderstorm asthma event, which was unprecedented in size, severity and impact. Some called it a perfect storm and this event illustrated the danger of a confluence of events.

Calls to 000, Ambulance Victoria, and our hospitals were pushed to the limit with huge spikes in callouts, and people presenting to hospital emergency departments. Tragically, the event contributed to 10 deaths.



20  
16

### INDUSTRIAL FIRE

Up to 50 firefighters battled a recycling plant blaze in Laverton North after large metal piles at the rear of the site caught fire.

20  
09

### PANDEMIC – H1N1 INFLUENZA – SWINE FLU

During 2009 there were over 37,500 confirmed cases of swine flu in Australia, with 191 associated deaths. In August 2010, the World Health Organization declared that swine flu had entered the post-pandemic period. Many people worldwide now have some immunity to pandemic (H1N1) influenza 2009 virus.

19  
85

### LITTLE RIVER FIRE

Maryborough, Avoca and Little River were hit by fires that destroyed 180 houses, 500 farms and 46,000 stock. Three people died.

The fire that impacted Little River, decimated the You Yangs, with 90% of the park burnt out in just one hour.



19  
83

### LITTLE RIVER FIRE

Ash Wednesday across Victoria and South Australia burnt approximately 300,000 hectares and killed 75 people. In Victoria, over 2,000 homes and almost 210,000 hectares were destroyed. Little River and Lara being impacted.

19  
77

### LITTLE RIVER FIRE (TOWNSHIP)

Widespread fires occurred across the Western District of Victoria, mostly in grasslands. The fires killed four people and burned approximately 103,000 hectares. More than 198,500 stock, 116 houses and 340 other buildings were also lost.

19  
69

### LITTLE RIVER/LARA FIRES

230 fires burned across Victoria, of which 21 were serious including fires in Lara, Little River, Darraweit Guim, Daylesford, Bulgana, Yea, Kangaroo Flat and Korongvale.

More than 250,000 hectares, 230 houses and 12,000 livestock were destroyed. Tragically 21 people died (17 on the Princes Highway), including two CFA volunteers. Hundreds were injured.

# FRAMEWORKS FOR RESILIENCE

## CITY RESILIENCE FRAMEWORK

There are many factors which contribute to resilience in cities. As resilience in practice has gained momentum, indicators of urban resilience have been developed to shape our understanding of what makes a city resilient. The City Resilience Framework (CRF), developed by ARUP and The Rockefeller Foundation, identifies four Dimensions of a resilient city, each informed by a set of Drivers which reflect some of the measurable actions put in place by cities to improve resilience. Overall, the CRF illustrates that multiple factors drive resilience in an urban system.

This well-established methodology, adopted by more than 100 cities globally, was used to understand where the greatest opportunities exist for Wyndham to build resilience (targets and actions).

The four dimensions of the CRF are:

1. **Health and Wellbeing:** the essential city services that safeguard human health and diverse and secure livelihoods
2. **Economy and Society:** the systems that enable urban populations to live peacefully, and act collectively
3. **Infrastructure and environment:** the way in which built and natural assets provide critical services and protect residents
4. **Leadership and Strategy:** effective leadership and management, empowered stakeholders and integrated planning





## Explaining the City Resilience Framework



### **MEETS BASIC NEEDS**

Particularly in times of crisis, ensure that people have access the basic resources necessary to survive.



### **SUPPORTS LIVELIHOODS & EMPLOYMENT**

Assist individuals to access diverse livelihood and employment opportunities, including access to business investment and social welfare.



### **ENSURES PUBLIC HEALTH SERVICES**

Provide access to effective public healthcare and emergency services to safeguard physical and mental health.



### **PROMOTES COHESIVE & ENGAGED COMMUNITIES**

Create a sense of collective identity and mutual support.



### **ENSURES SOCIAL STABILITY, SECURITY, & JUSTICE**

Ensure a comprehensive and inclusive approach to law enforcement and justice that fosters a stable, secure, and just society.



### **FOSTERS ECONOMIC PROSPERITY**

Ensure the availability of funding and a vibrant economy as a result of diverse revenue streams, the ability to attract business investment, and contingency plans.



### **PROVIDES & ENHANCES NATURAL AND MANMADE ASSETS**

Maintain protective natural and manmade assets that reduce the physical vulnerability of city systems.



### **ENSURES CONTINUITY OF CRITICAL SERVICES**

Actively manage and enhance natural and man-made resources.



### **PROVIDES RELIABLE COMMUNICATION & MOBILITY**

Provide a free flow of people, information, and goods.



### **PROMOTES LEADERSHIP & EFFECTIVE MANAGEMENT**

Encourage capable leadership and effective urban management within government and civil society.



### **EMPOWERS A BROAD RANGE OF STAKEHOLDERS**

Ensure everybody is well informed, capable, and involved in their city.



### **FOSTERS LONG TERM & INTEGRATED PLANNING**

Align sectoral plans and individual projects with the city's vision to be coordinated and appropriate to address City needs



## Qualities of Resilience

Systems which can be classified as 'resilient' demonstrate a number of 'Qualities of Resilience' in order to ensure that they can absorb the challenges posed by shocks and stresses, and benefit from the newly-gained experience and knowledge.

### The seven qualities of a resilient city



#### Reflective

Using past experiences to inform future decisions



#### Resourceful

Recognising alternative ways to use resources



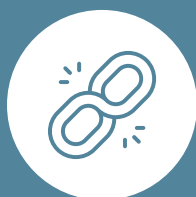
#### Inclusive

Prioritise broad consultation to create a sense of shared ownership in decision making



#### Integrated

Bring together a range of distinct systems and institutions



#### Robust

Well-conceived, constructed and managed systems



#### Redundant

Spare capacity purposefully created to accommodate disruption



#### Flexible

Willingness, ability to adopt alternative strategies in response to changing circumstances





# SUSTAINABLE DEVELOPMENT GOALS

United Nation's (UN) Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

Wyndham City has demonstrated our commitment to delivering the global 2030 Sustainable Development Goals (SDGs), you will see the goals integrated throughout Resilient Wyndham. The SDGs provide a global overarching framework which reconciles environmental priorities with equality and economic opportunity.



# DESIGNING RESILIENT WYNDHAM

Experiencing a shock with the magnitude of a global pandemic highlighted the urgency for a plan to be developed, in order to remain prepared for any uncertainty that the future brings. This plan will help us to bounce back stronger, help to reduce the likelihood of shocks and stresses occurring, and will better equip our community to navigate impending challenges.

Our strategy development process was guided by the 100 Resilient Cities model pioneered by the Rockefeller Foundation, with valuable guidance from Resilient Melbourne and resilience subject matter experts.

Resilient Wyndham is the result of collaboration and input from many stakeholders. This was assisted through the aligned timing of the Wyndham 2040 Vision and the development of the Municipal Public Health & Wellbeing Plan.

Here is a summary of the steps taken to develop this strategy.

## Internal Engagement

Extensive internal consultation was conducted across almost all areas of Council.

Two initial diagnostic workshops with over 35 coordinators and managers from across the organisation were held to determine key shocks and stresses that are impacting, or likely to impact Wyndham now and into the future.

Given the broad nature of resilience, a further 14 theme-based workshops with over 90 staff were held to shape targets and actions which provided the best resilience outcomes for the City.

The workshops collected ideas for over 280 targets and 276 actions. These we refined against a multi-criteria analysis to determine which actions provide the greatest resilience 'bang for buck'. The assessment gave preference to targets and actions that:

- addressed multiple shocks and stresses;
- increased resilience across multiple focus areas;
- linked to the Sustainable Development Goals (SDGs);
- have multiple beneficiaries; and were
- considered both cost feasible and viable to deliver.

A Cross departmental Project Working Group was also established to allow collaborative development, ownership and facilitation across the organisation.

## Community Recovery Roundtables

Throughout September and October 2020, Council hosted a series of Community Recovery Roundtables with representatives across a range of sectors. These discussions allowed Council to identify key opportunities and challenges in our community, as we emerge from COVID-19. This valuable exercise assisted in understanding the sentiment and experiences of different sectors, helping to guide key areas of focus through recovery.

A total of 17 roundtables were hosted. They included:

- Wyndham business organisations
- Wyndham retailers
- Agriculture and Agribusinesses
- Tech and Start Up stakeholders

- Culturally and Linguistically Diverse Community Leaders and Faith Based Organisations
- Health Sector
- Tourism and Major Events
- Arts and Creative Community
- Residents Groups
- Non-Governmental Organisations
- Local MPs
- Wyndham developers
- TAFE and Higher Education sector
- Disability organisations and networks
- Youth organisations
- Emergency Services
- Local sporting clubs

### **COVID-19 Community Survey**

A COVID-19 Community Survey was conducted in November 2020 to understand residents' experiences and issues in the context of the pandemic. Included in the survey was a question relating to the future challenges foreseen for Wyndham, which helped to form the shocks and stresses highlighted throughout this Strategy. The survey allowed the community to provide feedback on our recovery efforts, helping to guide the areas of focus to build resilience.

### **The Loop**

A page on the Loop, Council's community engagement platform, was established to promote the development of Resilient Wyndham as well as to capture community stories on resilience.

### **Capital for Engagement**

As a Council, we pride ourselves on our established partnerships – whether that be with local businesses, residents, community groups, other tiers of government, or any other stakeholder within Wyndham.

In developing this Strategy, stakeholder consultation and engagement has been key. By engaging different sectors of the Wyndham community, we were able to identify key trends, experiences, stories and emerging challenges within Wyndham.

This is not the end of our engagement and consultation. As we progress through this next chapter, we will continue to have conversations that will shape the future of Wyndham.

Each and every stakeholder plays a valuable part in our journey of resilience, and we thank them for their contribution.



# OUR AREAS OF FOCUS

**Resilient Wyndham is divided into Focus Areas, Targets and Actions. The five Focus Areas address the challenges and greatest opportunities for building resilience.**

## **FOCUS 1. Our People: Healthy, connected and inclusive**

The diverse communities of Wyndham are connected to each other and respect each other, have equal access to services such as healthcare, housing and food, and feel proud of where they live. People put up their hands to volunteer to help their neighbours, especially in tough times. Community members spend their money locally, supporting the Wyndham economy. The community of Wyndham trust and feel empowered to work with Council for the benefit of the wider community and be involved in decision making processes. Community leaders are valued, appreciated and encouraged.

## **FOCUS 2. Our Environment: Flourishing natural spaces**

The natural environment is respected and appreciated for sustaining life in Wyndham: water, air, green spaces and visual amenity. There are multiple water sources for residential and agricultural purposes, and spare capacity in the system for years when dry periods are experienced. Green spaces thrive, taking into account our future climate, providing biodiversity, shade and valuable active transport corridors for recreation and wellbeing. The community are custodians for the land and care for Country.

## **FOCUS 3. We are Ready: Disaster aware**

The Wyndham community share an understanding of the importance of being prepared for the unexpected and know the key shocks likely to impact on them. They are prepared, knowing what action to take before, during and after a shock. They support those

in the community who are less able to take care of themselves. The community understand that slow burning social stresses undermine their ability to survive shocks and support each other to thrive. Information is shared effortlessly through well established and inclusive communication channels and looking after each other is a way of life.

## **FOCUS 4. Our Places: Resilient and sustainable**

Future ready design and development of Wyndham's urban environment ensures infrastructure, systems and services are prepared for a future climate and what that may bring. Liveability and sustainability outcomes are embedded, and developers work with Council and community to deeply engage and create resilient and sustainable communities. Renewable technologies and innovations are supported, working towards a carbon positive city and to build confidence in Wyndham as a business hub, thinking to the future. All residents have access to technology and are confident in its use. Waste is considered an important resource and opportunities to reuse and repurpose waste streams into valuable materials is a key part of a new circular economy.

## **FOCUS 5. Our Future: Walking our talk**

The City of Wyndham is walking its talk and putting its resilience principles into action. Leading by example, Wyndham builds and enables partnerships across multiple sectors and involves the community in engaging democratic processes, especially around decision making. Council invests in a local first program, building the capacity of local businesses to be financially literate and to embed resilience into the design of their businesses. Lifelong learning is valued and encouraged, and the community learn from each other across generations. Wyndham attracts investments from commercial organisations and state government, also valuing resilience and a vision for the future.

# OUR PEOPLE:

## HEALTHY, CONNECTED AND INCLUSIVE

- Social equality
- Equitable access
- Food security
- Health (incl. mental health)
- Local first
- Volunteering and Civic participation









## OUR PEOPLE: HEALTHY, CONNECTED AND INCLUSIVE

The diverse communities of Wyndham are connected to each other and respect each other, have equal access to services such as healthcare, housing and food, and feel proud of where they live. People put up their hands to volunteer to help their neighbours, especially in tough times. Community members spend their money locally, supporting the Wyndham economy. The community of Wyndham trust and feel empowered to work with Council for the benefit of the wider community and be involved in decision making processes. Community leaders are valued, appreciated and encouraged.

As a designated growth area of Melbourne, we are often ranked as one of the fastest growing Council's in the nation. This level of rapid growth means that infrastructure and services are under pressure to keep up

Whilst this growth is beneficial for much of our population, not all Wyndham residents have experienced this increased prosperity. With cost of living continuingly on the rise and housing affordability at an all-time low, compounding stresses continue to burden local communities here and across the country.

A range of social factors impact on the wellbeing and development of the community.

Our population is one rich in diversity, with our net migration largely from overseas. With this comes challenges but also a great opportunity to build a community that is connected, empowered and adaptable to the challenges we face now and into the future.

Research shows that well connected communities have improved safety, better mental wellbeing and recover quicker in times of disaster.



### SHOCKS & STRESSES ADDRESSED



Social inequality and mental wellbeing



Lack of networks and social capital



Housing affordability



Health system failure



Financial stress and cost of living

### QUICK STATS



**22,600**

Approximately **22,600** Wyndham residents volunteer, this is less than other Victorians (13.9% compared with 19.2% of the population) (Australian Bureau of Statistics Census 2016)



**23%**

Almost 1 in 4 (**23%**) of Victorians did not feel connected with others, up from 1 in 10 (10%) in February 2020 (VicHealth Coronavirus Victorian Wellbeing Impact Study)



**57.4%**

**57.4%** of Wyndham residents aren't meeting fruit and vegetable consumption guidelines compared to 51.4% for Victoria (Victorian Population Health Survey 2017)

## TARGETS

- By 2030 all residents have knowledge and access to fresh food within their neighbourhood (growing or purchasing)
- By 2024 a strong partnership model is developed to ensure a collaborative response to food security by organisations across Wyndham
- Public spaces in Wyndham are inclusive of women and gender diverse people.
- Increased social capital and civic participation.
- Increase in the number of people who know their neighbours.



## SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



## WHAT WE ARE ALREADY DOING

- Environment & Sustainability Strategy
- Greenhouse Action Plan
- Municipal Public Health & Wellbeing Plan
- Active Transport Strategy 2020
- Growing Wyndham's Community Strength Policy and Framework
- Volunteer Strategy 2019- 2024
- Affordable Housing Strategy / Neighbourhood Housing Strategy
- Towards Equality in Wyndham
- Women's Participation in Sport and Active Recreation in Melbourne's West Action Plan for Change
- Life Course Framework
- Child, Youth and Family Interim Action Plan
- Aged and Disability Service Access Policy
- Family Friendly Charter



## CALL TO ACTION

### SAY HELLO TO YOUR NEIGHBOURS

Getting to know your neighbours creates a stronger sense of neighbourhood belonging. Social connections improve mental health and wellbeing- and you never know when you might need to borrow a cup of sugar!

### GET GROWING

Get growing some of your own food. This could be harvesting a crop of juicy tomatoes in January or as simple as growing herbs in your windowsill. Not sure where to start? Visit [mysmartgarden.org.au](https://mysmartgarden.org.au) for access to free workshops and resources all year round.

# OUR ENVIRONMENT:

## FLOURISHING NATURAL SPACES

- Water for our future
- Urban greening/Urban heat
- Open spaces
- Active transport
- Community leaders
- Climate adaptation







## OUR ENVIRONMENT: FLOURISHING NATURAL SPACES

The natural environment is respected and appreciated for sustaining life in Wyndham: water, air, green spaces and visual amenity. There are multiple water sources for residential and agricultural purposes, and spare capacity in the system for years when dry periods are experienced. Green spaces thrive, taking into account our future climate, providing biodiversity, shade and valuable active transport corridors for recreation and wellbeing. The community are custodians for the land and care for Country.

Wyndham is home to many significant waterways, wetlands, coastal areas and grasslands, such as the Werribee River, Skeleton Creek, Port Phillip Bay coastline, Truganina Cemetery remnant grassland, Point Cook Coastal Park and the Western Treatment Plant Wetlands.

Rapid growth and urban expansion continue to provide environmental challenges, including growing congestion on road networks, habitat depletion and the challenges of a changing climate.

Historically, the Wyndham landscape was characterized by plains grasslands, coastal salt marshes, plains grassy woodlands and floodplain riparian woodland, all of which are now classified as vulnerable, endangered or depleted. The native grasslands, a once common ecosystem, are highly

significant, being critically endangered at a National level and endangered at a State level. Many of the plants and animals found in Wyndham are threatened; including 22 nationally listed species and 119 state listed species.

With a warm, dry, temperate climate, Wyndham is characterised by hot summers and cool, moist winters and spring. Historically the average rainfall is 538mm per year, although in the last decade average rainfall declined by 13% to 468mm per year. Summer temperatures are further impacted by hot northerly winds that blow across the open plains.



### SHOCKS & STRESSES ADDRESSED



Urbanisation and loss of natural environment



Drought and insecure water supply



Sea level rise



Storms / flooding / intense rainfall



Heat events/heatwave



Transport disruption



Transport options, access and congestion

### QUICK STATS



>35°C

Climate projections for Greater Melbourne by the 2050's show that the number of days where the temperature exceeds 35°C is expected to increase to between 13 and 21 days on average per year (Greater Melbourne Climate Projections 2019, DELWP)



Extreme rainfall events are expected to become more intense on average (Greater Melbourne Climate Projections 2019, DELWP)

## TARGETS

- Water use efficiency is maximised, and alternative water sources are used to provide green and cool spaces
- Invest in Council projects that supply 70 ML/yr of treated stormwater by 2040
- Assist the agricultural sector prepare for and respond to the impacts of climate change
- A 10% reduction in Wyndham urban area hotspots by 2030
- At least 25% potential canopy cover within streets across Wyndham by 2030 (moved forward from 2040)
- 35% potential canopy cover in Council's open spaces (excluding grasslands) by 2030 (moved forward from 2040)
- All Wyndham City staff understand climate risks and consider climate change adaptation in all decision-making processes by 2030.
- 30% of parks have a community group involved in park design, care and management



## SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



## WHAT WE ARE ALREADY DOING

- Environment & Sustainability Strategy 2016-2040
- Integrated Water Management Plan
- Wyndham Coastal & Marine Management Plan
- Open Space Master Plan
- City Forest and Habitat Strategy
- Significant Tree Register
- Tree Policy 2018
- Active Transport Strategy 2020
- Active Wyndham Strategy (walking and cycling)



## CALL TO ACTION

### PLANT A TREE

Get planting! Not only do trees look great but they help to keep the temperature down and improve air quality. Do you have a tree on your naturestrip? If not, you can request one by emailing [treeplanning@wyndham.vic.gov.au](mailto:treeplanning@wyndham.vic.gov.au)

### GET INVOLVED

Join one of Wyndham's fantastic environment groups and make a difference! Search the community directory to find a group that's right for you [www.wyndham.vic.gov.au](http://www.wyndham.vic.gov.au)



# WE ARE READY:

## DISASTER AWARE

- Capacity building
- Communication
- CALD communities
- Community capacity
- Emergency services







## WE ARE READY: DISASTER AWARE

The Wyndham community share an understanding of the importance of being prepared for the unexpected and know the key shocks likely to impact on them. They are prepared, knowing what action to take before, during and after a shock. They support those in the community who are less able to take care of themselves. The community understand that slow burning social stresses undermine their ability to survive shocks and support each other to thrive. Information is shared effortlessly through well established and inclusive communication channels and looking after each other is a way of life.

### *“Living in more cohesive and connected communities can save lives”*

Building Community Resilience: Social ties and connections

The greatest factor in a community’s ability to recover from a shock such as a natural disaster, is the level of community connection. Research on the impact of disasters on communities has shown that mortality rates when faced with the same impacts is different in different communities. Horizontal connections strengthen communities and strengthen social norms of supporting each other. Community connection is one of the best disaster mitigation strategies we have

Building Wyndham’s social capacity not only improves mental health and reduces isolation but builds helps us build back following a disaster.

*“Community preparedness education programs need to be grounded in community development, with a strong focus on supporting existing networks and encouraging trust between community members, partners and government agencies.”*

National Disaster Resilience Roundtable report, Melbourne 2012



### SHOCKS & STRESSES ADDRESSED



Extremist acts  
(including cyber-attack and acts of terror)



Pandemic – virus outbreak



Sea level rise



Heat events/heatwave



Fire



Transport disruption



Lack of networks and social capital



Social inequality and mental wellbeing

### QUICK STATS



**34%**

... of Melburnians in the West believe that most people in their neighbourhood can be trusted



**<20%**

**80%** of Australian’s think being prepared for a disaster is important, however less than 20% have a plan.

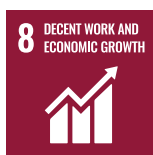


## TARGETS

- Wyndham City residents are aware of and know how to respond to unexpected shocks.
- 5,000 Wyndham Community members have actively participated in 'Get Prepared' Wyndham.
- Increased use of community leadership forums for broader engagement on key Council actions
- 50 Wyndham businesses participate in a workshop on disaster planning



## SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



## WHAT WE ARE ALREADY DOING

- Municipal Emergency Management Plan
- Wyndham Municipal Fire Management Plan
- Are you ready?
- Heat Action Plan
- Storm and Flood Management Plan



## CALL TO ACTION

### CREATE YOUR FAMILY'S EMERGENCY PLAN

Do you know what to do in an emergency?  
Download the Red Cross 'Get Prepared' app and create your family plan.

### FIRST AID

First Aid can help someone feel better, recover quicker and can even save lives. Become a 'life saver' and get some first aid training.





# OUR PLACES:

## RESILIENT AND SUSTAINABLE

- Resilient and sustainable development
- Sustainable buildings
- Sustainable transport
- Technology
- Renewable energy
- Circular economy









## OUR PLACES: RESILIENT AND SUSTAINABLE

Future ready design and development of Wyndham's urban environment ensures infrastructure, systems and services are prepared for a future climate and what that may bring. Liveability and sustainability outcomes are embedded, and developers work with Council and community to deeply engage and create resilient and sustainable communities. Renewable technologies and innovations are supported, working towards a carbon positive city and to build confidence in Wyndham as a business hub, thinking to the future. All residents have access to technology and are confident in its use. Waste is considered an important resource and opportunities to reuse and repurpose waste streams into valuable materials is a key part of a new circular economy.

Our community need open spaces in bad times as well as good. The COVID-19 pandemic highlighted how important access to open space and the natural environment is for mental and physical wellbeing as well as staying active, particularly during the period of extended lockdowns. Open spaces are equitable places where our community interact day to day. They enhance community resilience by improving quality of life, enabling access to recreation as well as reducing and buffering climate impacts. Natural spaces can also function as ecosystem services; for example, slowing and treating storm water and cooling urban areas with shade.

Greenfield growth areas (such as Wyndham), are anticipated to house 30 percent of Melbourne's new population, facing unique challenges in relation to liveability. The physical design, density and mix of uses in neighbourhoods have a considerable influence not only on their liveability, but also on the ability of residents to

bounce back from stresses and shocks and become more resilient as a result.

Buildings also play a key role when responding to disruptions and disasters, with Council facilities serving as a shelter in times of need such as heatwaves or emergency events. Whilst environmentally sustainable designed buildings are ensuring new developments are reducing our environmental footprint, we also need to ensure they are designed to accommodate extreme weather events such as floods, heatwaves and fires. There are opportunities to increase community connection and cohesion by designing for resilience in new residential developments.

Reliance for landfilling is shifting with waste transitioning from something to be discarded of to a resource with value, that is kept in use. Uptake in renewable energy is on the rise with postcodes 3029 and 3030 ranked within the top 15 postcodes overall in Australia for their uptake of solar energy.

Technology can be part of the problem with mounting cases of cyber-attacks and security breaches; but it can also be a solution for building resilience through innovation, e-commerce and social networks.

### SHOCKS & STRESSES ADDRESSED

-  Transport disruption
-  Social inequality and mental wellbeing
-  Sea level rise
-  Urbanisation and loss of natural environment
-  Transport options, access and congestion
-  Drought and insecure water supply
-  Financial stress and cost of living
-  Lack of networks and social capital
-  Storms / flooding / intense rainfall

### QUICK STATS



Wyndham's waste diversion rate is **33%**, below the state average of 43%



Wyndham residents are embracing renewable energy with 3029 ranked 3rd and 3030 ranked 14th overall across Australia for solar uptake



Compared to the Greater Melbourne average, Wyndham has a higher proportion of residents who travel to work by car (68.7% compared with 64.1%)

(Australian Bureau of Statistics Census 2016)

## TARGETS

- Proportion of mode share for walking and cycling trips to triple by 2040 (Active Transport Strategy)
- Wyndham City Council operations are carbon neutral by 2023
- All new Council buildings are gas free (where appropriate electrical solutions exist)
- Council decision making aligns to the science-based targets in the Paris Agreement
- By 2040 Wyndham has transitioned to become a zero-carbon community
- Halve household food waste to landfill by 2030
- 20% reduction in the waste we generate at home by 2030
- 90% of the waste we generate at home is kept out of landfill by 2040
- Wyndham residents are recycling right by 2030 (maximum 5% contamination)
- 20 Minute Neighbourhoods are included in the Wyndham Planning Scheme

## Sustainable Development Goal Alignment



## WHAT WE ARE ALREADY DOING

- Environmentally Sustainable Design Framework
- Environment & Sustainability Strategy 2016-2040
- Waste & Litter Strategy 2016-2040
- Wyndham Housing and Neighbourhood Character Strategy 2018
- City Forest and Habitat Strategy
- Significant Tree Register
- Tree Policy 2018
- Active Transport Strategy 2020
- Active Wyndham Strategy (walking and cycling)
- Integrated Transport Policy & Strategy 2016-2021
- Smart City Strategy
- RDF Strategic Plan

## CALL TO ACTION

### GIVE FOSSIL FUELS THE FLICK

Use the sun to power your home and invest in solar. Don't know where to start? We can help you on your solar journey. Simply email [green.living@wyndham.vic.gov.au](mailto:green.living@wyndham.vic.gov.au)

### ZERO IN ON FOOD WASTE

Are you sending precious food waste to landfill? Turn it into a resource with a worm farm or compost bin- you can even get a subsidy if you live in Wyndham by visiting [wyndham.wormlovers.com.au](http://wyndham.wormlovers.com.au)

# OUR FUTURE: WALKING OUR TALK

- Long term strategic planning
- Partnerships, collaboration, decision making
- Economy
- Local businesses
- Financial literacy









The City of Wyndham is walking its talk and putting its resilience principles into action. Leading by example, Wyndham builds and enables partnerships across multiple sectors and involves the community in engaging democratic processes, especially around decision making. Council invests in a local first program, building the capacity of local businesses to be financially literate and to embed resilience into the design of their businesses. Lifelong learning is valued and encouraged, and the community learn from each other across generations. Wyndham attracts investments from commercial organisations and state government, also valuing resilience and a vision for the future.



### SHOCKS & STRESSES ADDRESSED



Extremist acts  
(including cyber-attack and acts of terror)



Pandemic – virus outbreak



Health system failure



Storms / flooding / intense rainfall



Heat events/heatwave



Fire



Social inequality and mental wellbeing



Lack of networks and social capital



Sea level rise



Urbanisation and loss of natural environment



Transport options, access and congestion



Drought and insecure water supply



Financial stress and cost of living



Housing affordability



Economic downturn

It takes a resilient organisation to support community resilience.

Wyndham City is committed to walking our talk. By adopting resilience thinking across our organisation from our service delivery to our built and natural environment, Wyndham City will lead by example.

By better understanding our organisational resilience, we will be better placed to support and nurture community resilience.

Addressing our challenges requires connected and collaborative leadership. All parts of Wyndham including business, community and government agencies must work together.

We understand the importance of forging positive partnerships, understanding the communities needs through deliberative engagement and supporting our local businesses and economy to thrive. This Focus Area enables each of the other four Focus Areas by facilitating leadership and governance to support the Wyndham community.

Wyndham will be accountable and transparent in its efforts towards creating a more resilient City.

### QUICK STATS



For every **\$100** spent on a Wyndham owned business operating in the retail sector \$67.16 stays in the local economy

## TARGETS

- 100 businesses participate in Wyndham Connect and feel more informed about future challenges and are able to put in place strategies to be better prepared
- Increase number of staff at Wyndham who understand city resilience and feel confident to apply it in their work
- Implementation progress of Resilient Wyndham will be provided on an annual basis
- Wyndham's COVID-19 recovery and reactivation includes city resilience
- The Wyndham Pandemic Recovery Office is supported to assist the local community recover from COVID19
- Integrate sustainable procurement (social, economic and environmental) into all Council tenders and quotes (schedule in RFT/RFQ that is weighted and scored during the selection process)
- 25% of all Council procurement to meet sustainable procurement standards by 2040

## SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



## WHAT WE ARE ALREADY DOING

- Wyndham City Plan
- Municipal Public Health and Wellbeing Plan
- Economic Growth Strategy
- Advocacy Strategy – Securing Wyndham's Future
- Wyndham Partnership Framework
- Grow Werribee

## CALL TO ACTION

### ATTEND A COUNCIL MEETING

Have a voice on the issues that affect your community. Council meetings can be viewed online. Find out more at [wyndham.vic.gov.au](https://wyndham.vic.gov.au)

### GET TO KNOW YOUR LOCAL

Get to know your local butcher, baker and candle stick maker. Check out Wyndham's business directory [wyndham.vic.gov.au](https://wyndham.vic.gov.au)



# THE STRATEGY IS JUST THE BEGINNING

Resilient Wyndham 2021-2025 is a strategic document that captures and collates both Council and community priorities, with an aim of building a healthy and resilient Wyndham.

An action plan will be developed on an annual basis, outlining up-to-date priorities for action. These priorities will be informed by our community and Council, as areas that will provide the greatest 'resilience bang for buck'. An annual action plan will allow the strategy to be flexible and agile in its response to what is happening within Wyndham and around the globe.

The Climate Futures Office within Council will lead the development and evaluation of the annual action plan. Actions will be implemented by all areas of Council and the community.

The action plan will be evaluated on an annual basis, with progress reported to Council and the Wyndham community. We commit to:

- Maintaining the momentum generated during the strategy development phase through a governance process to oversee the implementation and review of the strategy comprising of both Council and community;
- Consulting and reporting on action development and progress quarterly through the Climate Futures and Environment Portfolio;
- Public reporting on the progress of actions through the annual Wyndham State of the Environment Report; and
- Completing two (2) and four (4) year evaluations on progress towards targets and the impact of actions using the Most Significant Change technique, a form of participatory monitoring and evaluation using stories.







# GLOSSARY

**100 Resilient Cities (100RC)** – A non-profit organisation pioneered by the Rockefeller Foundation to help cities around the world become more resilient. In 2019, 100RC transitioned to the Resilient Cities Network.

**Acute Shock** – Sudden event that threaten a city. Examples include heatwaves, floods, disease outbreaks and cyber attacks.

**Biodiversity** – Biological diversity or “biodiversity” is the variety of life forms, including plants, animals, micro-organisms and the ecosystems of which they are a part. Biodiversity encompasses all living things and, the functions and processes that link and sustain them. At a visual level, we see biodiversity in our local landscapes, natural systems, vegetation and wildlife.

**Chronic Stress** – Events that weaken the fabric of a city on a day-to-day or cyclical basis. Examples include ongoing issues such as inadequate public transport, rising inequity and lack of social cohesion.

**Circular Economy** – A model where resources are kept in use at the highest level possible for as long as possible in order to maximise value and reduce waste. This model moves away from the traditional linear resource model of ‘make, use, dispose’.

**City Resilience Framework** – A framework developed by Arup with support from the Rockefeller Foundation, based on extensive research on cities. It provides a lens to understand the complexity of cities and drivers that contribute to their resilience.

**Climate Adaptation** – the process or outcome of a process that leads to a reduction in harm or risk of harm, or realisation of benefits associated with climate variability and climate change.

**Climate Change** – a long-term change in the earth’s climate, especially a change due to an increase in the average atmospheric temperature. Human induced climate change is being caused by the increasing emission of greenhouse gases (particularly carbon dioxide and methane) that lead to global warming of our atmosphere.

**COVID-19** – Coronavirus disease 2019; a potentially severe, primarily respiratory illness cause by a coronavirus and characterised by fever, coughing, and shortness of breath. In some people the disease also damages major organs, as the heart or kidneys. The disease was discovered in China in December 2019 and then spread around the world, causing an unprecedented public health crisis.

**Equality** – Ensuring that all individuals have what they need to reach their full potential; however, it does not consider the fact that everyone does not start from the same place and need the same things.

**Greenfield** – A site that hasn’t previously been developed or built on.

**Qualities of Resilience** – Linked to the City Resilience Framework, the 7 qualities that resilience cities demonstrate- reflectiveness, resourcefulness, robustness, redundancy, flexibility, inclusiveness and integration.

**Resilient Cities Network** – A global city-led non-profit organisation driving resilience action to protect vulnerable communities from climate change and other physical, social and economic adversities and challenges.

**Social Cohesion:** A community, neighborhood, or society that works toward—and ensures—the full inclusion, sense of belonging, opportunity, and well-being of all its members.

**Sustainable Development Goals** – A collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. They were established by the United Nations in 2015 and adopted by member states including Australia.

**Traditional Owner** – Often used when describing Aboriginal peoples' connection to land, but also in the native title process. Traditional Ownership is a concept utilised by State and Territory Governments of Australia in order to determine who has the right to form a Registered Aboriginal Party. A Traditional Owner can be an individual, a group and/or an organisation as well as a Registered Aboriginal Party (RAP) organisation.

**Urban Resilience** – The capacity of individuals, institutions, businesses and systems within a city to adapt, survive and thrive no matter what kind of chronic stresses and acute shocks they experience.



















# YEAR 1 ACTION PLAN









TARGETS	YEAR 1 ACTIONS	DETAILS	RATIONALE	SDG
<b>FOCUS AREA: Our People: Healthy, connected and inclusive</b>				
<p>By 2030 all residents have knowledge and access to fresh food within their neighbourhood (growing or purchasing)</p> <p>By 2024 a strong partnership model is developed to ensure a collaborative response to food security by organisations across Wyndham</p>	<p>Develop a Food Resilience in Wyndham Program including tools, education, resources and events (Grow it Local)</p> <p>This program will involve both internal organisational capacity building as well as a community facing element. It will assist Council and the community to work together building trust between the two.</p>	<p>The program will include:</p> <ul style="list-style-type: none"> <li>• Development of a Wyndham Community Gardens Policy and supporting material</li> <li>• Mapping of existing food gardens and strategic approach for future investment</li> <li>• Community information sharing events (cooking classes, get to know your farmer sessions, food swaps, My Smart Garden)</li> <li>• Food production trials- street and park fruit trees, nature strip growing</li> <li>• Promotion / support for local food markets</li> <li>• Resources for local schools</li> <li>• Feasibility of a travelling food garden for education</li> </ul>	<p>Food resilience was a strong reoccurring theme in each workshop.</p> <p>While the capacity and ability to grow one's own food is important (particularly if there are future transport disruptions or extreme weather events leading to an impact on food distribution), this action inherently builds social connection, trust and builds social norms of looking after each other. This has been shown to be one of the most effective strategies to build resilience to future shocks and stresses.</p>	
<p>Public Spaces in Wyndham are inclusive of women and gender diverse people.</p> <p>Increased social capital and civic participation.</p> <p>Increase in the number of people who know their neighbours</p>	<p>Develop 'Resilient Streets Wyndham' to increase community connection, social cohesion and build social capital.</p> <p>This program will create a sense of belonging and safe, connected neighbourhoods. In connecting people to their local community, residents will know who to call on in times of emergency while thriving when times are good.</p>	<p>Resilient Streets Wyndham will include a suite of activities aimed at building community connection across neighbourhoods in Wyndham. It aims to facilitate trust between residents, connecting various sectors (community groups, businesses, residents) and enabling community-based action.</p> <p>This multifaceted program will include:</p> <ul style="list-style-type: none"> <li>• A series of events where the community comes together to plant, cook, listen to and play music, local storytelling, mural making, community cinema, informal sports, parent activities and more. The events will connect Council, businesses and the community</li> <li>• Technology enabled communication and organisation (an App) for the program which could include: <ul style="list-style-type: none"> <li>– Safe nightwalking for all</li> <li>– Processes to facilitate street/ neighbourhood parties/events</li> <li>– An interactive calendar of local community-based events</li> </ul> </li> <li>• Community picnics/Neighbour Days</li> <li>• Continue to provide the community grants program to support community-led actions that contribute to building community resilience</li> </ul>	<p>This action inherently builds social connection, trust and builds social norms of looking after each other. This has been shown to be one of the most effective strategies to build resilience to future shocks and stresses regardless of their nature.</p>	
<p>Increase capacity of local health service providers on infectious diseases</p>	<p>Work with Doherty Institute to provide capacity building on infectious diseases</p>	<ul style="list-style-type: none"> <li>• Facilitate professional development sessions in Wyndham to enable local health care providers (and relevant staff) to receive latest information</li> </ul>		



# YEAR 1 ACTION PLAN
















TARGETS	YEAR 1 ACTIONS	DETAILS	RATIONALE	SDG
<b>FOCUS AREA: Our Environment: Flourishing natural spaces</b>				
<p>Water use efficiency is maximised, and alternative water sources are used to provide green and cool spaces</p> <p>Invest in Council projects that supply 70 ML/yr of treated stormwater by 2040</p> <p>Assist the agricultural sector prepare for and respond to the impacts of climate change</p>	<p>Develop Water Resilient Wyndham: a program which responds to water security, and resilience of water supply into the future.</p>	<ul style="list-style-type: none"> <li>Implementing our Stormwater Harvesting Masterplan</li> <li>Development of an agri-business strategy#</li> <li>Identify active open spaces that are subject to flooding and sign them accordingly</li> <li>Assess the recommendations from DELWP to understand the implications of the Coastal Hazard Vulnerability Assessment of the Port Phillip Bay and incorporate the findings into precinct planning under the implementation of the Wyndham Coastal Management Plan</li> <li>Deliver our wetland rectification program</li> </ul>	<p>Storms, flooding, drought, sea level rise were all included as a shock or a stress in Strategy development workshops. Living with too much or too little water has the potential to not only impact agriculture but community safety and wellbeing.</p> <p>These actions aim to better understand future climatic impacts on Wyndham to assist an appropriate strategic response to guide future investment.</p>	  
<p>A 10% reduction in Wyndham urban area hotspots by 2030</p> <p>At least 25% potential canopy cover within streets across Wyndham by 2030 (moved forward from 2040)*</p> <p>35% potential canopy cover in Council's open spaces (excluding grasslands) by 2030 (moved forward from 2040)*</p> <p>All Wyndham City staff understand climate risks and consider climate change adaptation in all decision-making processes by 2030.</p>	<p>Develop Climate Resilient Wyndham: a program of works to better understand climate risks likely to impact Wyndham, prioritising action to mitigate risk and adapt when mitigation is not possible.</p>	<ul style="list-style-type: none"> <li>Develop and implement Cool Routes – create a map / App of cool places across Wyndham to improve community safety and comfort in increasing heat (map water fountains, cool places and routes to walk and spend time on hot days)</li> <li>Develop plan for revised tree canopy cover targets and prioritise future planting areas identified in heat vulnerability mapping (e.g. streets surrounding activity centres, schools)</li> <li>Continue to participate in the implementation of Living Melbourne: metropolitan urban forest</li> <li>Update climate change risks in Council's risk register</li> <li>Climate change adaptation and risk training /education for Councillors and staff</li> <li>Update heat mapping of Wyndham City to identify hot spot areas</li> </ul>	<p>Climate change presents numerous shocks and stresses for Wyndham including an increase in extreme heat days, changing rainfall, more frequent storms, flooding and sea level rise. Climate change also amplifies other shocks and stresses.</p> <p>Utilising the ecosystem services that nature provides delivers co-benefits; green infrastructure to manage extreme weather, improved and extended urban greening for the health and wellbeing of residents.</p> <p>Given the likelihood of impact, this action will support a strong foundation of understanding risk and process to prioritise future investment in an accountable manner.</p>	   
<p>30% of parks have a community group involved in park design, care and management</p>	<p>Develop Resilient Open Spaces; a strategic program to design and manage parks to be flexible and multi-purpose, to suit a range of community needs. Codesign with the community and involve community in the management of spaces</p>	<ul style="list-style-type: none"> <li>Scope a resilience park, including a "Thingery" (a library of all things to be shared, borrowed, taught) to enable sharing of skills, community connection and a space for workshops. Co-designed with the community – a space to showcase 'living resilience', educating residents on emergency awareness/ workshops, indigenous plants, wifi, fruit trees, recycled content playgrounds, sharing skills such as using tools for women.</li> <li>Review and replacement of Landscape Level of Service Guidelines with new COVID Safe Park Design Guide with a focus on park design for COVID and heat</li> </ul>	<p>Codesign of a resilience park with the community provides buy in and creation of a space to enable sharing of skills, demonstrate resilience in action, build awareness and increase education to a wide range of issues including emergency preparedness.</p> <p>Responds to a range of shocks and stresses.</p>	     

# YEAR 1 ACTION PLAN

TARGETS	YEAR 1 ACTIONS	DETAILS	RATIONALE	SDG
<b>FOCUS AREA: We are Ready: Disaster aware</b>				
Wyndham City residents are aware of and know how to respond to unexpected shocks. 5,000 Wyndham Community members have actively participated in 'Get Prepared' Wyndham.	Get Prepared Wyndham: Develop and deliver disaster preparedness program in partnership with Red Cross Australia	<ul style="list-style-type: none"> <li>Promote the Get Prepared program and App by the Australian Red Cross</li> <li>Run Get Prepared workshops</li> <li>First aid training for residents</li> <li>Psychological first aid training for community leaders</li> <li>Develop and communicate three key emergency messages for the community to identify with for preparedness and resilience</li> </ul>	Only one in five Australians have thought about being prepared and much less have actually done something about it, and that's despite almost 80 per cent of Australians thinking being prepared is important. This action assists an existing successful program delivered by the Red Cross grow in reach, saving Wyndham time and money. The approach can be localised to the Wyndham context and delivered in a way to drive action and reach targets.	 
Increased use of community leadership forums for broader engagement on key Council actions	Build a Wyndham Community Resilience Leadership Program: Build capacity of community leaders to understand shocks and stresses and actions for preparedness. Support their efforts in promoting resilience across the community.	<ul style="list-style-type: none"> <li>Community leader hosted kitchen table sessions</li> <li>Develop a resilience themed Building Blocks Leadership Program that builds and strengthens community leadership and participation; facilitates the emergence of local leaders, develops existing community leadership capabilities and strengthens civic participation</li> <li>Development of a community mentoring program where community leaders can be mentored by council staff to better understand council business and efforts</li> </ul>	Enabling Community Leaders can assist in empowerment, skills, self-organising ability and stronger links within the community to strengthen community based activities. Increase the diversity of local leaders including those that identify as indigenous, disabled, culturally and linguistically diverse (CALD) or disadvantaged (from a low socio-economic background). Increase participation by community leaders in significant local projects, processes and planning.	   
50 Wyndham businesses participate in a workshop on disaster planning	Develop Future Ready Businesses: Build capacity and continuity for our local businesses to be better prepared for future shocks and stresses	<ul style="list-style-type: none"> <li>Promote Victorian Government's Business Resilience Program and toolkit</li> <li>Partner with Corporate 2 Community to support businesses in Wyndham to be disaster ready</li> </ul>	Building the capacity of businesses to understand disaster risk and be better prepared for future shocks and stresses, supports local businesses to strengthen their long-term planning and business continuity.	 



# YEAR 1 ACTION PLAN

TARGETS	YEAR 1 ACTIONS	DETAILS	RATIONALE	SDG
<b>FOCUS AREA: Our Places: Resilient and sustainable</b>				
Proportion of mode share for walking and cycling trips to triple by 2040 (Active Transport Strategy)	Get on your bike: Develop a program to enable cycling across Wyndham for commuting and recreation	To include: <ul style="list-style-type: none"> <li>Education program to teach people basic bike riding skills, bike repair workshops and promotion of safe cycle routes</li> <li>Salary sacrifice or incentives to support active transport (bikes, e-bikes)</li> <li>New Council facilities to have end of trip shower/ change facilities and secure bicycle storage.</li> <li>Develop an Active Transport Network Plan to inform for further funding and resource allocation, to deliver the active transport missing links program</li> <li>Continue to advocate for additional secure bicycle parking at railways stations.</li> </ul>	Cycling is a way for the community to appreciate where they live, reduce fuel costs, reduce greenhouse gas emissions, increase health and wellbeing and provides a form of transport in case transport systems are disrupted.	     
Wyndham City Council operations are carbon neutral by 2023 All new Council buildings are gas free (where appropriate electrical solutions exist) Council decision making aligns to the science-based targets in the Paris Agreement By 2040 Wyndham has transitioned to become a zero-carbon community	Develop Zero Carbon Wyndham: <ul style="list-style-type: none"> <li>Mitigate impact (reduce greenhouse gas emissions and convert to renewable energy)</li> <li>Build climate resilience and enable the community to thrive</li> </ul>	To include: <ul style="list-style-type: none"> <li>Solar, battery and energy efficiency program (Wyn-R program)</li> <li>Stage 3B and 3C of Lighting the West program – streetlighting energy efficiency upgrades</li> <li>Assessment of local offset options in preparation for carbon neutrality</li> <li>Incorporate climate change adaptation and ESD measures in Council's updated ESD Framework / precinct plans</li> <li>Investigate a renewable energy micro-grid pilot for a greenfield site.</li> </ul>	Climate change presents numerous shocks and stresses for Wyndham including an increase in extreme heat days, changing rainfall, more frequent storms, flooding and sea level rise. Climate change also amplifies other shocks and stresses.  Fostering greater understanding of climate impact, utilising technology to deliver smart actions is a way to grow stronger economic recovery from COVID.	   
Halve household food waste to landfill by 2030 20% reduction in the waste we generate at home by 2030 90% of the waste we generate at home is kept out of landfill by 2040 Wyndham residents are recycling right by 2030 (maximum 5% contamination)	Towards a Circular Economy: Strengthen Wyndham's War on Waste by closing the gap between a take- make –dispose model to redefine waste as a resource that is valued and kept in use.	To include: <ul style="list-style-type: none"> <li>Expand Waste Watchers Program – community leaders to co-deliver a waste education program that not only improves our recycling habits but builds neighbourhood connections and enables a share economy</li> <li>Process developed to tackle contamination in recycling and green waste bins. Including bin inspection program, educational campaign, house visits, searchable A-Z to help people recycle</li> </ul>	Reducing waste to landfill aids in the reduction of greenhouse gas emissions and fosters innovative approaches to turn waste into a resource. Such innovations can stimulate economic regeneration in a sustainable manner.	    

# YEAR 1 ACTION PLAN

TARGETS	YEAR 1 ACTIONS	DETAILS	RATIONALE	SDG
<b>FOCUS AREA: Our Places: Resilient and sustainable</b>				
		<ul style="list-style-type: none"> <li>• Develop a waste avoidance program for both community and businesses (particularly hospitality venues) including campaign collateral and options for landfill avoidance such as through composting systems, coffee ground recovery, single use plastic avoidance</li> <li>• Develop the feasibility of a Thingery – A community owned space for sharing tools, repair café, workshops, bike maintenance. Can include materials for emergencies</li> <li>• Skill sharing workshops / upcycling workshops, including ‘Getting on the tools’ workshops for women</li> <li>• Build participation of local businesses in the ASPIRE Program – platform that intelligently matches waste producers with remanufacturers to help avoid landfill whilst building business connections</li> <li>• Develop a Waste map to help community to conveniently find recycling, reuse or repair options for common household items at the end of their life</li> <li>• Re-frame the terminology associated with waste to align with circular economy (i.e. waste is a resource)</li> </ul>		
Wyndham is a series of local neighbourhoods that deliver services, jobs and opportunities for communities locally.	20 Minute Neighbourhoods in Wyndham: Scale up approaches already undertaken for Wyndham to achieve connected neighbourhoods across the municipality in collaboration with developers, community, state government and other agencies.	<p>Build on work already underway in Wyndham (i.e. Mambourin) to establish 20 Minute Neighbourhoods across the municipality by:</p> <ul style="list-style-type: none"> <li>• Co-locating facilities with other activities including commercial and public functions;</li> <li>• Integrate a mix programs and services;</li> <li>• Be accessible to different community members from different ages, backgrounds, and abilities and provides services at different times of day and night for different purposes</li> <li>• Respond to the particular needs and character of the community</li> </ul>	<p>A key liveability-related mechanism proposed in Plan Melbourne is the ‘creation of a city of 20 minute neighbourhoods’, intended to ‘help improve health and wellbeing, reduce travel costs and traffic congestion and reduce vehicle emissions’. This direction is intended to combat a growing divide between neighbourhoods with ‘good access to a range of services and facilities’, including local shops and services, day care centres and schools, local gathering places and parks, and employment centres, and those that lack convenient access.</p> <p>This action not only looks to future communities but will assist the recovery from COVID.</p>	 



# YEAR 1 ACTION PLAN

TARGETS	YEAR 1 ACTIONS	DETAILS	RATIONALE	SDG
<b>FOCUS AREA: Our Future: Walking our talk</b>				
100 businesses participate in Wyndham connect and feel more informed about future challenges and are able to put in place strategies to be better prepared	Develop and deliver Wyndham Connect: a program aimed at supporting Small to Medium Enterprises (SMEs) in Wyndham to be more resilient and viable in response to future shocks and stresses they may face	<ul style="list-style-type: none"> <li>Develop a 'Wyndham made, Wyndham owned campaign' to celebrate local businesses and inspire the community to buy local</li> <li>Development of a Wyndham Business website including an online business directory</li> <li>Provide a training session on BCorps, a certification process which measures social and environmental performance</li> <li>Regional business resilience program through the Western Alliance for Greenhouse Action</li> <li>Provide training to local businesses on business continuity and cyber security</li> </ul>	COVID19 has significantly impacted SME's and this action aims to assist SME's be better prepared, more viable and literate about future challenges that made be incurred. In being better prepared for the future, SME's can bounce back better from the impacts of COVID and grow with a stronger foundation of knowledge and tools to apply.	   
Increase number of staff at Wyndham who understand city resilience and feel confident to incorporate into their work	Develop Resilience Fundamentals resources to increase capacity and better understand city resilience for Wyndham City staff	<p>To include:</p> <ul style="list-style-type: none"> <li>Develop resources to support staff to understand city resilience</li> <li>Establish a governance process to allow Council and community to oversee progress of Resilience Strategy</li> <li>Create an intranet page to support staff to apply resilience principles and assist in implementing this Strategy</li> </ul>	It takes a resilient organisation to support the community's resilience. Building the capacity of staff to better understand city resilience and its application will enable the achievement of resilience outcomes across all aspects of business.	  
Implementation progress of the Wyndham City Resilience Strategy will be provided on an annual basis	Report on progress: Measure and monitor resilience, and evaluate progress against goals and targets in the Wyndham City Resilience Strategy	Share with the organisation and the community, progress on implementing the Wyndham City Resilience Strategy including reflections and lessons learnt.	Wyndham will be accountable and transparent in its efforts towards a more resilient Wyndham.	
The Wyndham Pandemic Recovery Office continues to assist the local community recover from COVID19	Continue to support our community both residents and businesses – as we emerge from the pandemic	<ul style="list-style-type: none"> <li>Working alongside State and Federal Governments, as well as primary health networks and a network of local GPs to facilitate a safe and efficient rollout of the COVID-19 vaccine</li> <li>Building on the WynLocal Economic Support package through a range of measures, both targeted grants and other relief packages – to support our local economy to bounce back from the impacts of the pandemic</li> <li>The establishment of an Innovation Hub at 600 Sneydes Road, providing a safe space for small businesses and start ups to operate from, while encouraging collaboration and connection</li> <li>Partnering with other Councils and Government departments to share physical office spaces to retain employees into Wyndham regardless of their primary place of work, while taking steps towards becoming a polycentric city</li> </ul>	Continuation of the Pandemic Recovery Office to support our community – both residents and businesses – as we emerge from the pandemic.	  

# YEAR 1 ACTION PLAN

TARGETS	YEAR 1 ACTIONS	DETAILS	RATIONALE	SDG
FOCUS AREA: Our Future: Walking our talk				
<p>Integrate sustainable procurement (social, economic and environmental) into all Council tenders and quotes (schedule in RFT/RFQ that is weighted and scored during the selection process)</p> <p>25% of all Council procurement to meet sustainable procurement standards by 2040</p>	<p>Embed resilience into Wyndham's Procurement processes</p>	<ul style="list-style-type: none"> <li>Annual sustainable procurement reporting – 2021/22 target of 6%</li> <li>Identify 10 procurement contracts in 2021/22 that can serve as case studies of social/local procurement and track their short and medium-term outcomes over 18 months</li> <li>Update Wyndham Staff Sustainable Procurement Guide to include social, economic and environmental guidelines.</li> <li>Promotion of Supply Chain Sustainability School with Council suppliers and trial learning pathway on selected Council project.</li> <li>Establish an internal Sustainable Procurement Working Group to identify opportunities to imbed sustainable procurement into Council procurement process.</li> <li>Update Wyndham Staff Sustainable Procurement Guide to include social, economic and environmental guidelines.</li> </ul>	<p>Council's Procurement Policy and its implementation is a mechanism to ensure investment is made in ways to bolster Wyndham's overall resilience. An audit will inform council on where its spending can be aligned with its vision for a more resilient future.</p> <p>To deliver on Council's commitment to the local community and the environment, Council uses procurement as an opportunity to generate social, environmental and economic benefits beyond the purchases required.</p>	