



SOCIAL STRATEGY

2019



This page is intentionally blank.

DRAFT

Mayor's Message

The City of Wanneroo is committed to moving from a 'one size fits all' approach to one of Place Activation, which acknowledges the local uniqueness, diversity and heritage of its communities.

Guided by this Social Strategy, the City of Wanneroo will help its community to reach the best possible social outcomes through:

- **Working in partnership** with residents and local organisations
- **Policy development** that recognises community needs and identifies gaps and strengths in service delivery
- **Providing** services, facilities, funding and programs that meet community expectations within the framework of the City's financial sustainability policies
- **Regulatory functions** such as land use planning, local laws and public health
- **Acting as a catalyst** and an **advocate for change** that benefits our community
- **Advising** residents to help them understand the City's role and responsibilities.

Enhancing the social prosperity of our City is a fundamental and exciting process that ensures the development of safe, healthy and vibrant communities.

We look forward to embarking on this exciting journey with you.

Mayor Tracey Roberts JP

Contents

OVERVIEW	5
STRATEGIC ALIGNMENT	7
THE JOURNEY AHEAD	8
COMMUNITY IMPACT CONTINUUM	9
GUIDING PRINCIPLES	10
OUR APPROACH	11
CITY SERVICES	13
COMMUNITY PROFILE	14
CHANGE DRIVERS	17
MONITORING & REPORTING	19
ALIGNMENT OF CITY SERVICES WITH SOCIAL STRATEGY	20

Overview

The City of Wanneroo's vision is to create a vibrant and progressive City within which our communities can prosper. We recognise the opportunities and challenges presented by steady population growth and increasing diversity within our community. Our ten year Strategic Community Plan (SCP) outlines our aspirations in relation to this, and the outcomes that we want to deliver for the communities of Wanneroo.

Purpose

The Social Strategy sets out how the City will deliver on the long term vision for our community and provides the direction on how the social objectives identified by the Council will be achieved.

The Social Strategy:

- recognises the differing needs and challenges faced by individuals and families throughout their life and aims to provide a range of opportunities that enable them to thrive and prosper in our community;
- recognises the importance of proactive and preventive approaches to safeguard the social, environmental and economic wellbeing of the community;
- prioritises resources to enhance social cohesion and reduce disadvantage; and
- assists the City to gain important information on objective and subjective social outcome indicators to measure and assess community wellbeing and areas for development.



Strategic Context

The City's SCP 2017/18 – 2026/27 sets out the vision and aspirations for the City across four key themes: Society, Economy, Environment and Civic Leadership. The Social Strategy guides, in particular, how the objectives of the Society theme are to be developed, delivered and evaluated in line with the City's priorities and services.

The Social Strategy is both informed by and informs other Strategies and Plans developed and delivered across the organisation. As such, the Strategy aims to provide clarity on the approach and delivery of organisational initiatives undertaken through these various community-directed plans. It is therefore essential that all future plans and projects continue to align with the Strategy's guiding principles and approach.

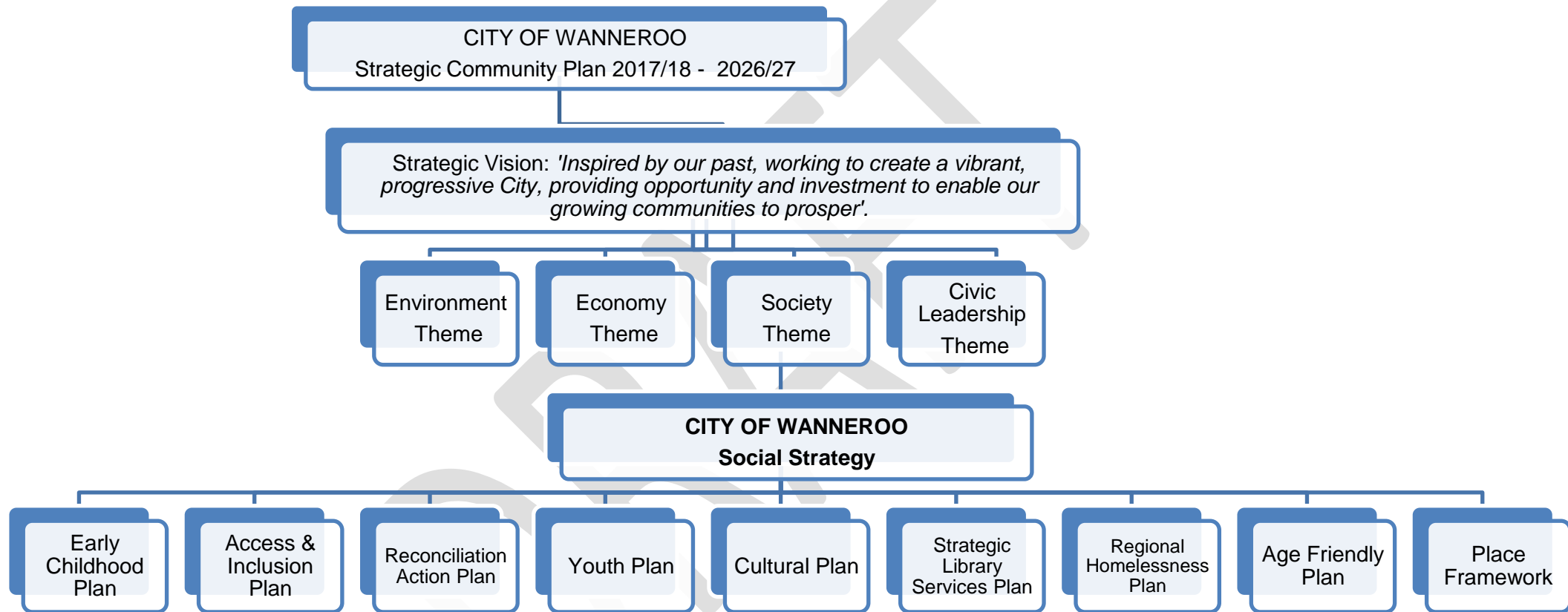


Objectives

The objectives of the Social Strategy are to:

- Outline a set of guiding principles that underpin the Society theme;
- Adopt a capacity building approach to deliver localised place based responses to community need;
- Facilitate enhanced relationships with the community in planning and project delivery;
- Provide guidance to achieving the outcomes and priorities of the Society theme; and
- Inform Strategic and Service Planning.

Strategic Alignment



Other Relevant Plans: Community Facilities Planning Framework, Active Reserves Masterplan, CCTV Service Plan

The Journey Ahead

Although the Strategy is guided by the content and themes identified through existing Plans, it also aims to be visionary so that any new plans that require development can align to the guiding principles and identified approaches. In turn, identified future initiatives also assist in reviews of the SCP.

To achieve the aspirations and vision of the SCP, the City's Social Strategy is taking a considered and staged approach to delivering current priorities. The City is committed to moving from a "one size fits all" approach to adopting a community centric Place Approach that acknowledges the local uniqueness, diversity and heritage of communities living within the City.

Planning to meet our immediate and future community needs is an evolving process that utilises new communication strategies and interactive opportunities for community participation. The City's forward planning strategies bring a renewed energy and focus to how we engage with the community to support future goals and aspirations for their local areas.

The *Community Impact Continuum* illustrates the City's journey towards realising the aspirations of the Strategic Community Plan through the Plans and Services that deliver on the Social Strategy.



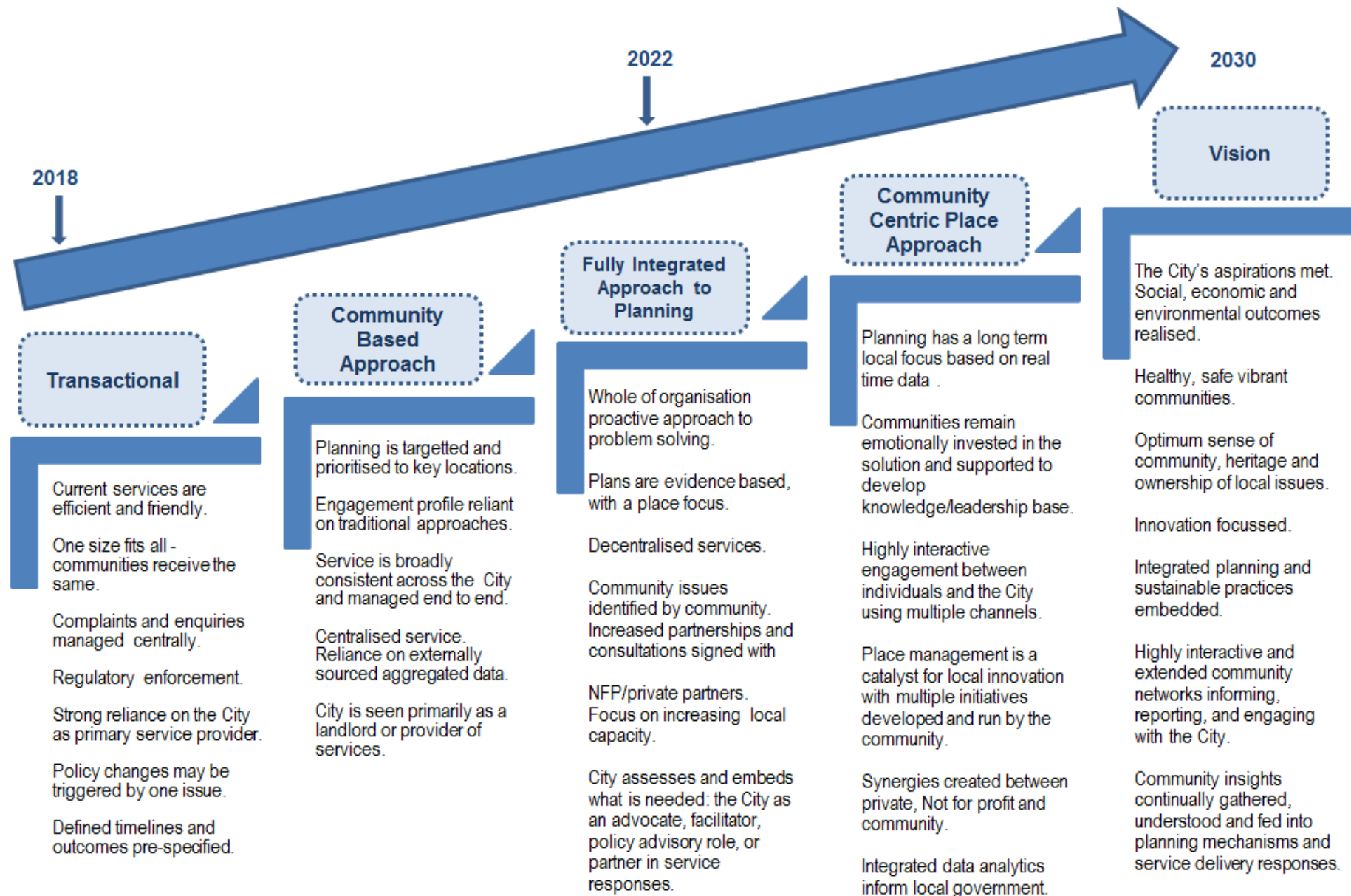
Community

People living in the same locality and the relationships between them.

...includes place based, interest based and other forms of new and emerging communities.

Kalpana Goel

Social Strategy Community Impact Continuum



Guiding Principles

The following principles apply to the Social Strategy and are considered to be fundamental to enhancing our community's health and wellbeing. These principles will be considered across all plans, projects and services either delivered by the City, on behalf of the City, or in partnership with the City.

The City:

Places the health and wellbeing of the community as the paramount consideration in all its interactions.

Demonstrates a proactive approach to community engagement by promoting opportunities for participation in the planning, review and improvement of services and projects for our community.

Strengthens its cultural capability by engaging with people from culturally and linguistically diverse backgrounds.

Demonstrates its commitment to reconciliation by proactively and meaningfully engaging with Aboriginal and Torres Strait Islander peoples.

Contributes positively to place based community driven solutions to local needs.

Plans for new and/or repurposing of spaces to reflect character and distinctiveness of place that is reflective of local heritage and natural environment and responds to changing community needs.

Develops self-sufficiency of individuals and communities through the provision and promotion of volunteer opportunities, leadership and capacity building initiatives, and continuing to leverage from local knowledge and skillsets.

Ensures that vital social infrastructure is coordinated and integrated into place activation strategies and land use planning.

Supports high quality sustainable services for the community that utilise multi-sector approaches and encourages innovation, continuous improvement and maximum benefit to the community.

Leads information sharing, partnerships and collaboration with different stakeholders to further strengthen the City's social, environmental, cultural and economic wellbeing.

Meets governance standards and accountability measures that reflect quality and value for money.

Our Approach

The City works with the community to effect positive change and sustainable development, while having regard for Wanneroo's distinctive and diverse communities and places of interest.

The City has a wealth of skills and expertise to enable a good understanding of community needs and aspirations through its community engagement and strategic planning processes, data gathering and research base. The City's planning activities across all themes of the SCP includes undertaking evidence-based research and seeking the input of our residents, service users, business, community and stakeholders including partners across all levels of Government, peak bodies, private providers and the non-government sector.

To achieve healthy, safe, and connected communities; the City through its plans and actions will undertake a range of key roles to achieve the City's priority outcomes for 2018-2022. These roles include:

1. Information and Engagement

The City has a role in ensuring the community is well informed of City business and has the opportunity to engage, connect and inform the prioritising and improvement of City services and facilities.



2. Advocacy and Support

The City is well placed to provide a mechanism for individuals and communities to express their needs and for the City to negotiate on their behalf for resources, funding and recognition.

3. Partnership Development

The City actively develops and maintains relationships with key stakeholders to ensure that service provision is maximised within the City. The City will identify and work closely with partners to collaborate in the provision of community services and community capacity building.

4. Service and Facility Provision

The City provides services and facilities in partnership with government, community and business.

5. Community Leadership and Empowerment

The City is able to encourage and promote opportunities for community leadership by leveraging from local skill sets and facilitating solutions which enhance community capacity and self-sufficiency.



6. Policy and Planning

The City takes a planned, considered approach to all initiatives in accordance with legislation and best practice, and develops Policy to support this approach as needed.



Community Development

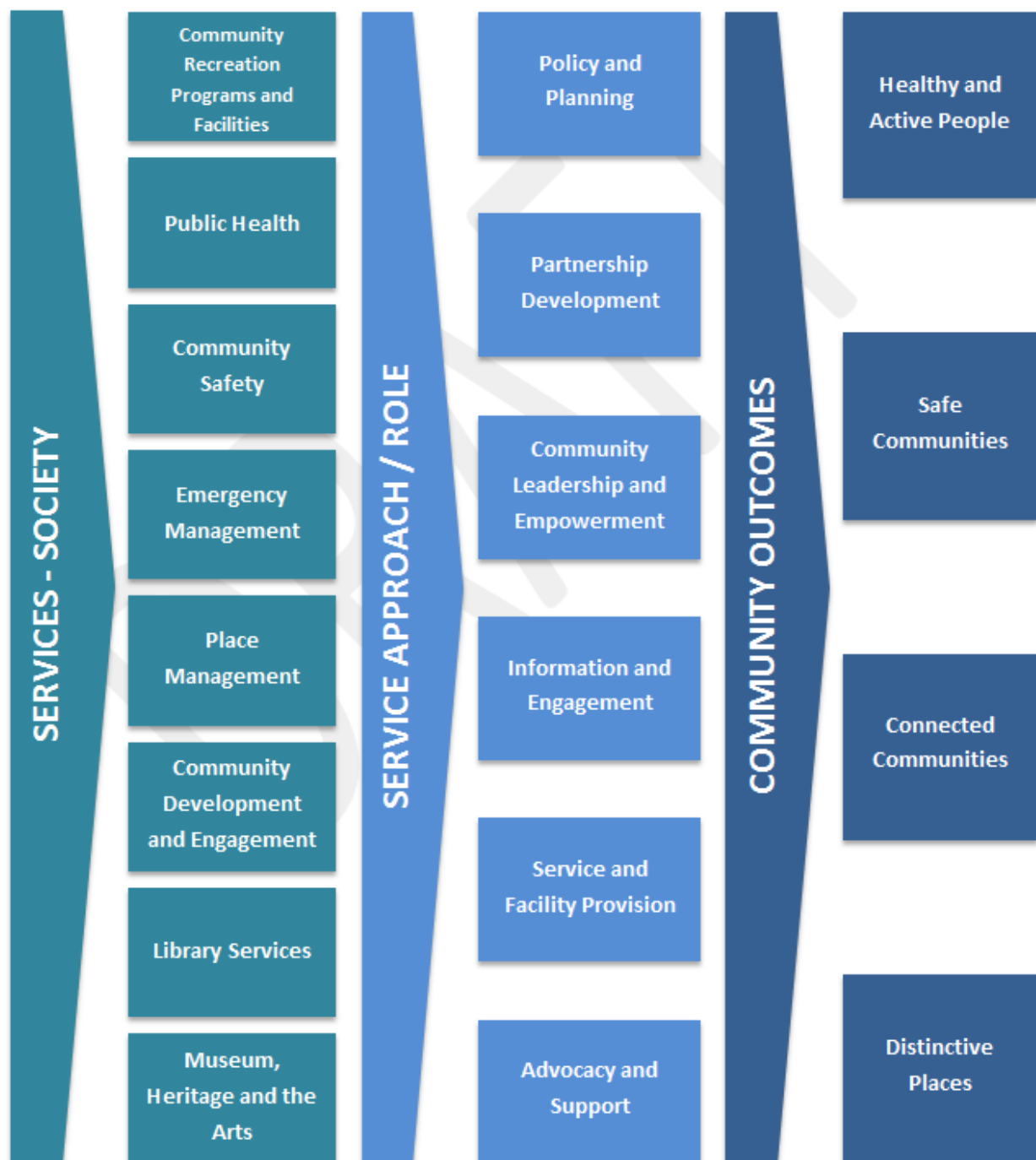
Community Development is a process based on social justice and mutual respect and assists Local Government to work with their communities to develop active, sustainable and supportive environments in which people live and work.

WA Local Government Association

City Services

The City offers a variety of services that connect directly with the community and provide support for a range of community and social priorities.

These services are provided directly or indirectly by the City through its varied roles and approaches to achieving community outcomes.



Community Profile

The Strategy is far reaching, across a City with changing demographics and a variety of services.

Community

212,096 Estimated number of residents in 2018

20% Speak a language other than English at home

33 years Median age of residents

24,748 Expected increase in population from 2018-2021

41% Of our residents were born overseas

3,000 Additional dwellings needed per year

Community Facilities



4 Libraries



2 Recreation Centres



25 Community Centres

Infrastructure

575 Parks and open spaces

1,650 Kilometres of road

Totalling:

2,608 Hectares

1,284 Kilometres of pathways

This includes:

41 Active parks comprising golf courses, sporting complexes and sports grounds

128 Conservation reserves such as bushland and wetlands

Data taken from the City of Wanneroo Strategic Community Plan 2017/18 – 2026/2027, Corporate Business Plan 2018/19 – 2021/22 and Access & Inclusion Plan 2018/19- 2021/22.



8.9%

ARE UNPAID CARERS
ASSISTING A PERSON
WITH A DISABILITY,
LONG TERM ILLNESS
OR OLD AGE



3.5%

NEED HELP IN THEIR
DAY TO DAY LIVES DUE
TO A DISABILITY



41%

OF RESIDENTS WERE
BORN OVERSEAS

20%

ARRIVED IN AUSTRALIA
5 YEARS PRIOR TO 2016



17%

CAME FROM
COUNTRIES
WHERE ENGLISH
WAS NOT THEIR
FIRST LANGUAGE



FASTEST GROWING

The City is the fastest growing local government in Western Australia and fifth fastest growing in Australia.

Perth's next major Strategic Metropolitan Centre at Yanchep is currently being developed in the City of Wanneroo's north.



TOTAL AREA

683km²



RAPIDLY EXPANDING

The City of Wanneroo is a rapidly expanding outer metropolitan local government on the northern fringe of the Perth Metropolitan Area.

The City is located approximately 12 kilometres from the Perth CBD at its nearest point and 63 kilometres at its furthest point.



COUNTRY OF BIRTH

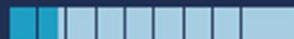
AUSTRALIA **55%**



OTHER **21%**



UK **17%**



NEW ZEALAND **4%**



SOUTH AFRICA **3%**



How does this data inform the City?

This data assists the City to:

- Plan for, approach and engage the most vulnerable groups at risk of disadvantage and isolation;
- Identify areas of emerging need;
- Inform our range of plans; and
- Prioritise our approach to best meet community need where it is most felt.



In doing so, we will continue to create opportunities that enable enhanced community health and wellbeing, well connected social and economic infrastructure, and safe and distinctive spaces which maximise our natural environment, vegetation and habitat and can be enjoyed by the whole community.

A key commitment is to create connected communities by building on the strength of the cultural and heritage diversity within our community. Heritage plays a big part in shaping an area, and in responding to this, we are committed to creating a City with distinctive places based on the identity of areas and people's connection to these places.

Capacity Building

The process of developing and strengthening the skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt, and thrive in a fast-changing world.

United Nations Academic Impact

Change Drivers

The Social Strategy is informed by and integrates with other Strategies and Plans which have been developed to respond to the following key drivers in our operating context:

Economy:

- Slowdown in the National and State economy has increased the demand for jobs, recreation and services close to home along with increasing pressure for transport solutions.
- The City is undertaking place management and place activation at the Girrawheen Hub and the Yanchep Two Rocks Access Centre (YTRAC) to recognise the business development needs and skills retraining requirements of the local community.

Environment:

Environmental issues such as scarcity of resources and climate change has created greater community awareness and ownership/stewardship of their environment including beaches, parks, bushland and wetlands. Responses to environmental issues include:

- Joint Agency Risk Mitigation (Lake Joondalup)
- Local Emergency Management Arrangements
- Coastal Hazard Risk Mitigation and Adaptation Plans
- Biodiversity Plan
- Environmental Management Strategy

Service Delivery:

Changes in the role of Local Government in context of Federal and State policy drivers and funding allocation, together with changing community expectations, has required development of different service models, increased collaboration, resource sharing through partnerships, and advocacy. Examples can be found in the:

- Transition of Home and Community Care Services
- Reinstatement of funding for financial counselling
- Partnerships i.e. Merriwa Hub

Growth:

Population growth has put pressure on housing diversity, with a corresponding demand for services that respond to diverse cultures and age demographics. Responses to population growth include:

- | | |
|---|-------------------------------|
| • Active Reserves Master Plan | * Local Area Planning |
| • Community Facilities Planning Framework | * Place Framework |
| • Developer Contribution Plans | * Strategic Land Use Planning |

Accountability and Engagement

An increased accountability and performance requirement from State Government, through initiatives such as the Integrated Planning and Reporting Framework, requires higher standards of governance systems, transparency and engagement with communities evidenced through:

- Community Engagement Framework
- Customer First Strategy
- Annual Performance Reporting

As such, the roles played by the City in delivering on the Strategy will be based on:

1. Achieving the City's priorities for 2018/19-21/22.
2. A strong understanding of demographic, social and economic issues and trends, developed in consultation with the community about what works best to inform decision making.
3. Incorporating ways that technology may provide affordable options for the community that improve access to information and service delivery responses.
4. Applying business, governance and financing models that attract social enterprise and investment from our community partners and stakeholders.
5. Supporting continuous improvement in the way services are delivered.
6. Place based approaches that connect, improve and transform communities.



Monitoring & Reporting

This Strategy aims to provide direction for the City, and its many residents and stakeholders to collaborate on initiatives which meet the goals and objectives of the SCP and other key strategic documents.

Reporting

The Strategy is reflected through the City's annual Service Planning process with key actions delivered through Service Plans, both strategic and operational. Alignment with the Strategy will be reported to Council through the Annual Reporting process against both individual Informing and Resourcing Plans.

It is anticipated that social outcome measures will be developed throughout the lifecycle of this Strategy in order to analyse and review achievements and learnings.



Review

The Strategy will be reviewed in conjunction with major reviews of the SCP (every four years) to ensure alignment with the priorities of Council to reflect the aspirations and future needs of the community.

As the City moves towards holistic service-based planning, the overarching principles and approach of the Social Strategy are intended to be integrated with the Corporate Business Plan, and therefore the objectives of this document will adapt accordingly. In addition, when community driven plans or strategic documents are created or reviewed, this will be in accordance with the Guiding Principles and Approaches of the Social Strategy.

Alignment of City Services to Social Strategy Roles and Approaches

Service	Social Strategy Roles & Approach	Informing & Resourcing Plans
Community Recreation Programs and Services <ul style="list-style-type: none"> • Sport and recreation program delivery • Community and sporting clubs liaison • Surf lifesaving beach patrols • Community facility planning • Community facility bookings • Facility management 	<p>Information and Engagement The City has a key role in ensuring the community is well informed of programs, services and events which encourage healthy, active lifestyles and promote positive physical and mental wellbeing. It is important that the City engages and connects with its community in order to deliver programs and services aligned to community needs.</p> <p>Partnership Development To develop and maintain relationships with key stakeholders to ensure that service provision is maximised within the City. The City will partner and collaborate with relevant stakeholders to increase physical and mental wellbeing, through leisure and recreation services/initiatives and a variety of high-quality facilities, open spaces and parks which promote healthy lifestyles and connection within the community. This includes strong relationships with sporting and community clubs and partners who assist the City to deliver vital services such as Surf Lifesaving Patrols.</p> <p>Service and Facility Provision The City will provide access to facilities, services, programs and events which encourage community members to participate in activities which promote healthy, active lifestyles and community connections. The City will explore opportunities to use and leverage social infrastructure to build community wellbeing in partnership with government, community and/or business.</p> <p>Policy and Planning The City will plan for and provide innovative models for quality community facilities and programs to enable opportunities for healthy and active lifestyles.</p>	<ul style="list-style-type: none"> • Facility Asset Management Plans • Active Reserves Master Plan • Master Plan for Sport related Cycling Facilities • Community Facilities Planning Framework • Customer First Strategy • Access & Inclusion Plan • Community Engagement Framework • Asset Management Plan • Youth Plan • Age Friendly Strategy • Cultural Plan • Regional Homelessness Plan • Early Childhood Strategy • Reconciliation Action Plan • Strategic Library Services Plan
Public Health <ul style="list-style-type: none"> • Food safety • Water quality monitoring • Disease prevention • Pest control • Built environment • Pollution monitoring 	<p>Policy and Planning The City will ensure statutory compliance through the provision of integrated compliance services to facilitate healthy and safe communities.</p> <p>Information and Engagement To continue to raise awareness and provide information about a range of public health risks including vector and pest control, domestic and commercial noise, pollution and handling of asbestos.</p> <p>Service and Facility Provision To effectively meet the statutory requirements and local laws particularly in the areas of food safety, air, land and noise pollution. The City will also continue to monitor and respond to emerging environmental health risks.</p>	
Community Safety <ul style="list-style-type: none"> • Community Safety Education • Safety Patrols • Local Law enforcement • CCTV Management • Animal Management 	<p>Information and Engagement To ensure the community is well informed of City business in relation to community safety, including provision of information and education initiatives in conjunction with industry partners. The City will also engage and inform the community through its Community Safety Working Group which responds to identified community safety priorities such as monitoring of hot spot areas.</p> <p>Partnership Development The City will actively inform and engage with its partners to ensure timely, proactive information sharing. The City will collaborate with a variety of stakeholders i.e. WA Police in order to provide more integrated, holistic services around risk management and safety promotion.</p> <p>Service and Facility Provision To provide services as appropriate and/or facilities in partnership with government, community or business. This is delivered through the City's CCTV Plan, Animal Care Centre management and various events and programs which promote community safety and education.</p> <p>Policy and Planning Contributing to policy and planning on community safety related initiatives including Local Law development and implementation for animal management, and ensuring property/public spaces are planned and built in accordance with Crime Prevention through Environmental Design (CPTED) principles.</p>	<ul style="list-style-type: none"> • CCTV Plan • Regional Homelessness Plan • Facility Asset Management Plans • Customer First Strategy • Community Engagement Framework • Asset Management Plan

<p>Emergency Management</p> <ul style="list-style-type: none">• <i>Fire protection</i>• <i>Management of volunteer bushfire brigades</i>• <i>Local emergency preparedness</i>• <i>Management of recovery</i>	<p>Information and Engagement</p> <p>The City provides information and education to the community, business and other stakeholders in relation to disaster preparedness, to enhance community resilience and increase the district's ability to respond and recover from emergency situations. The City will actively inform and engage with its partners to ensure timely, proactive information sharing particularly in response to bushfires, ensuring that the City and local private properties are prepared to the fire season.</p> <p>Advocacy and Support</p> <p>The City will develop community resilience to crises and minimise potential risk through preparedness and recovery from natural disasters such as bushfires and floods.. The Local Emergency Management Committee provides a forum to ensure that all relevant agencies have appropriate disaster mitigation and recovery plans in place through the provision of the required advice and support.</p> <p>Partnership Development</p> <p>To develop and maintain relationships with key stakeholders to ensure that the City's ability to respond and recover from disasters is maximised, for example through the Local Emergency Management Committee and Bushfire Advisory Committee. The City will collaborate with stakeholders and relevant authorities to ensure emergency preparedness and risk mitigation i.e. Bush Fire Brigades and Department of Fire and Emergency Services.</p> <p>Service and Facility Provision</p> <p>To provide appropriate services and facilities in partnership with government, the community and business to enable the community to be prepared and to recover from emergency situations. This is delivered through the, the provision of Local Emergency Response Centres, Bushfire Management and various programs which promote disaster relief and emergency preparedness.</p> <p>Community Leadership and Empowerment</p> <p>The City actively promotes opportunities for community leadership through ongoing support and development of volunteers whose skills and expertise promote safe Wanneroo communities and enable recovery from emergency situations and response to wild fires i.e. Volunteer Bushfire Brigades.</p>	<ul style="list-style-type: none">• Age Friendly Strategy• Access & Inclusion Plan• Local Emergency Management Arrangements• CCTV Plan• Regional Homelessness Plan• Reconciliation Action Plan
<p>Place Management</p> <ul style="list-style-type: none">• <i>Coordination of City services in place</i>• <i>Development of Local Area Plans</i>• <i>Place Activation advisory service</i>	<p>Information and Engagement</p> <p>To ensure the community is well informed of City business and has the opportunity to engage and connect with the City services, facilities and each other in place. It is important for the City to also receive information from the community regarding their needs and those from within discrete areas and local places to better inform service delivery. The community will be actively engaged in the development and activation of Local Areas across the City through contributions to planning, design, infrastructure and the implementation of programs and services.</p> <p>Advocacy and Support</p> <p>To provide a mechanism for individuals and communities to express themselves and negotiate on their behalf for resources, funding and recognition. The City will use knowledge and data regarding the specific needs of each Place Management Area to provide relevant and adequate advocacy and support to individuals, groups and businesses which allows them to flourish.</p> <p>Partnership Development</p> <p>Develop and maintain relationships with key stakeholders to ensure that service provision is maximised within the City. It is vital that the City collaborates with a range of partners to influence and drive changes to ensure that residents have access to quality, place-based, sustainable services into the future.</p> <p>Service and Facility Provision</p> <p>The City will identify opportunities to improve, expand or diversify the provision of social infrastructure and service/program delivery in order to maximise social inclusion. The City's hubs aim to meet the needs of specific areas by ensuring services offered in place enhance the culture, heritage and distinctiveness of each place. Infrastructure will be planned for and built to reflect the uniqueness and local characteristics of the area. The City provides a varied community events program which is designed to align with and enhance the distinctiveness of each place.</p> <p>Community Leadership and Empowerment</p> <p>To encourage and promote opportunities for community leadership by mobilising community assets, identifying gaps and facilitating solutions to improve self-sufficiency. The City's Place Approach encourages community led initiatives driven by groups and individuals in order to add value to Local Areas in a sustainable manner.</p> <p>Policy and Planning</p> <p>To access local knowledge, information and data regarding the specific needs of each Place Management Area and advocate for the needs and support of individuals, groups and businesses. Decision making is based on clear, transparent processes. A strong emphasis on planning is integral to the delivery of distinctive places and ensuring the implementation of local, accessible services.</p>	<ul style="list-style-type: none">• Place Framework• Local Area Plans• Community Facilities Planning Framework• Community Engagement Framework• Cultural Plan• Access & Inclusion Plan• Economic Development Strategy• Strategic Asset Management Plan• Strategic Library Services Plan• Reconciliation Action Plan• Facility Asset Management Plans• Local Planning Strategy• Youth Leadership Model• Strategic Library Services Plan

<p>Community Development and Engagement</p> <ul style="list-style-type: none"> • <i>Community transport</i> • <i>Social Inclusion</i> • <i>Age Friendly initiatives</i> • <i>Youth services</i> • <i>Early childhood services</i> • <i>Community funding</i> • <i>Access and inclusion</i> • <i>Reconciliation</i> • <i>Volunteering</i> • <i>Community engagement</i> • <i>Community capacity building</i> • <i>Events management</i> • <i>Assessment of event applications</i> 	<div> <div> <p>Information and Engagement</p> <p>Meaningful community engagement is essential in order to guide and shape ongoing service delivery and ensure residents feel connected with the City and one another. The City uses its varied communication channels to connect, inform and engage with the community in a variety of different ways, in a format which is inclusive and accessible for all members of the community.</p> </div> <div> <p>Advocacy and Support</p> <p>To negotiate on behalf of the community for resources, funding and recognition, with the aim of supporting individuals and communities to flourish. The City aims to ensure access and inclusion for the whole community and advocates for service provision where there are identified gaps.</p> </div> <div> <p>Partnership Development</p> <p>The City will develop and maintain relationships with key stakeholders to ensure that service provision is maximised within the City. Working with the community, industry, businesses and all level of government towards common outcomes will expand the City's capacity to improve social inclusion and create connected communities.</p> </div> <div> <p>Service and Facility Provision</p> <p>The City will focus on the development and activation of community hubs, facilities and unique places. Facilitation of programs, events and activities will allow local communities to connect with one another and access relevant, beneficial information or support.</p> </div> <div> <p>Community Leadership and Empowerment</p> <p>To encourage and promote opportunities for volunteerism and community leadership by leveraging from local skill sets which drive and shape local initiatives. The City is committed to developing self-sufficiency within the community and acknowledges the important role which community leaders and volunteers play in advising the City and delivering vital programs and events.</p> </div> <div> <p>Policy and Planning</p> <p>The City enables robust planning, policy and service delivery designed to support social and economic participation for all. The City's Plans aim to identify and support hard to reach communities, build capacity, engage individuals and families and develop responses and options to increase their participation in community life.</p> </div> </div> <div> <ul style="list-style-type: none"> • Youth Plan • Age Friendly Strategy • Cultural Plan • Regional Homelessness Plan • Early Childhood Strategy • Strategic Library Services Plan • Reconciliation Action Plan • Access & Inclusion Plan • Wanneroo Cycle Plan • Facility Asset Management Plans • Active Reserves Master Plan • Master Plan for Sport related Cycling Facilities • Customer First Strategy • Community Engagement Framework • Asset Management Plan </div>
<p>Library Services</p> <ul style="list-style-type: none"> • <i>Community resources, facilities and engagement</i> • <i>Literacy and lifelong learning</i> • <i>Digital media provision</i> 	<div> <div> <p>Information and Engagement</p> <p>The City provides a strong digital presence to promote library activities and online resources, connecting with members and the broader community through various communication channels. The City engages and informs the community via these channels and within libraries to ensure program and service delivery remains relevant to community needs.</p> </div> <div> <p>Service and Facility Provision</p> <p>The City will provide access to library facilities and services, including online and physical resources, in addition to being community hubs that encourage the community to meet and participate in programs, events and activities that promote learning, connection and leisure opportunities</p> </div> <div> <p>Community Leadership and Empowerment</p> <p>Stimulating Learning, Discovery and Creativity, the City libraries offer experiences for our local communities so that people are empowered to develop as literate, skilled and confident life-long learners.</p> </div> <div> <p>Partnership Development</p> <p>Embracing a community-led philosophy to involve communities in the designing and delivery of programs and services responsive to community needs the City will partner and collaborate with internal and external stakeholders. Partnerships will leverage our libraries as communities hubs that foster belonging and connection, adding to the vibrancy of our community.</p> </div> <div> <p>Policy and Planning</p> <p>The City will plan for and provide innovative library model, services and programs to enable opportunities for the community to learn and connect.</p> </div> </div> <div> <ul style="list-style-type: none"> • Youth Plan • Age Friendly Strategy • Early Childhood Plan • Cultural Plan • Place Framework • Strategic Library Services Plan • Reconciliation Action Plan • Access & Inclusion Plan • Customer First Strategy • Community Engagement Framework • Information and Communication Strategic Plan </div>

Museum, Heritage and The Arts

- *Cultural and artistic experiences*
- *Management and promotion of cultural and heritage collections and sites*
- *Heritage education programs*
- *Community history reference and retrieval services*

Information and Engagement

Increasing the community's access to and engagement with cultural activities and spaces, providing opportunities to connect, stimulate new ideas and develop skills and knowledge responsive to local aspirations and priorities.

Partnership Development

The City will strengthen partnerships with internal and external stakeholders to showcase local culture, and foster creative, heritage and learning outcomes for the community

Service and Facility Provision

Fostering the diversity and sustainability of the sector by identifying opportunities for building capacity and connecting individuals with community groups and agencies. Raising the profile of the City's facilities, services, and natural environment to build distinctive places, showcase our region and enrich our community.

Community Leadership and Empowerment

The City offers cultural and artistic experiences for our local communities so that people are empowered to learn, discover and be creative via events, programs and activities within Museum, Gallery, Libraries, Heritage sites and public spaces.

- Cultural Plan
- Strategic Library Services Plan
- Reconciliation Action Plan
- Access & Inclusion Plan
- Customer First Strategy
- Community Engagement Framework

----- END -----