City of Swan

Draft Social Strategy
2024

Acknowledgement of Country

Ngalak Maali Boodja Kaditj

Wadjuk Moort Noongar Boodjara

Baalap Kalyagool Noyyang

Boodja Kep Moort

Ngalak Kwabaduk Wirn

Kabarli Bworan Kora Kora

Yeyi Ngoongoolong

The City of Swan acknowledges the Traditional Custodians of this region, the Whadjuk people of the Noongar Nation and their continuing connection to the land, waters and community. We pay our respects to Elders past and present, and their descendants.

About the City of Swan

The City of Swan, located north-east of Perth, is the largest local government by land size in the Perth metropolitan area and has one of the fastest growing populations.

The City covers an area of 1,042 square kilometres, equivalent to almost 20 per cent of the Perth metropolitan area. A beautifully diverse expanse of land, the City is rich in natural assets, including the iconic Swan River and internationally renowned Swan Valley viticulture region, established in 1829.

Our location, services and facilities make the City an attractive place to live. The population across our 42 suburbs stands at 172,988 in 2024 and is set to reach almost 300,000 by 2050.

The Whadjuk people of the Noongar Nation have been the Traditional Custodians of the land for more than 40,000 years. The Derbal Yerrigan (Swan River) holds enormous cultural significance for the Noongar people. The City is also rich in European history, and our community is a melting pot of multiculturalism, with one in three people being born overseas and one in five speaking a language other than English at home.

Our ideal location, significant history, diverse community and strong economy ensures a positive future for the City of Swan, full of opportunity.

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Executive summary

Society flourishes when people love where they live, feel safe, set aside time for their wellbeing and that of others, can participate in discussions and decisions that affect them, and have access to great places, services, education, events and opportunities.

The City passionately supports this work, including the individuals, organisations, networks and decisions that make it happen.

The role of local government

Historically, local governments were established to undertake road construction and maintenance, levy rates for services, and collect and dispose of rubbish ("roads, rates and rubbish").

While these functions are still important, local government's remit has widened, deepened and become more nuanced and sophisticated.

As explained by the Western Australian Local Government Association:

"The work of local government is varied, but it touches almost all areas of our day-to-day life as citizens...

- Infrastructure and property services
- Provision of recreation facilities
- Health services
- Community services
- Building services
- Planning and development approval
- Administration of facilities
- Cultural facilities and services
- Water and sewerage services, and
- Other services.

Local government now generally seeks to support and improve the quality of life for our residents.

For more information about the social services that the City delivers, please refer to page 14.

Corporate Framework

The City's Strategic Community Plan (SCP) sets out our vision, aspirations and objectives for our community over a 10-year period. The SCP is our guiding principal document.

It is divided into five key result areas (KRAs), each with its own overarching strategy:

1. Natural Environment
2. Economic
3. **Social**
4. Built Environment
5. Governance.

The SCP contains our social vision, outcomes, objectives and how we will measure our success. The role of the Social Strategy is to set out the focus areas and guiding principles needed to help us deliver on our SCP objectives.

Our underpinning plans contain the specific actions we will undertake to deliver the Social Strategy priorities.

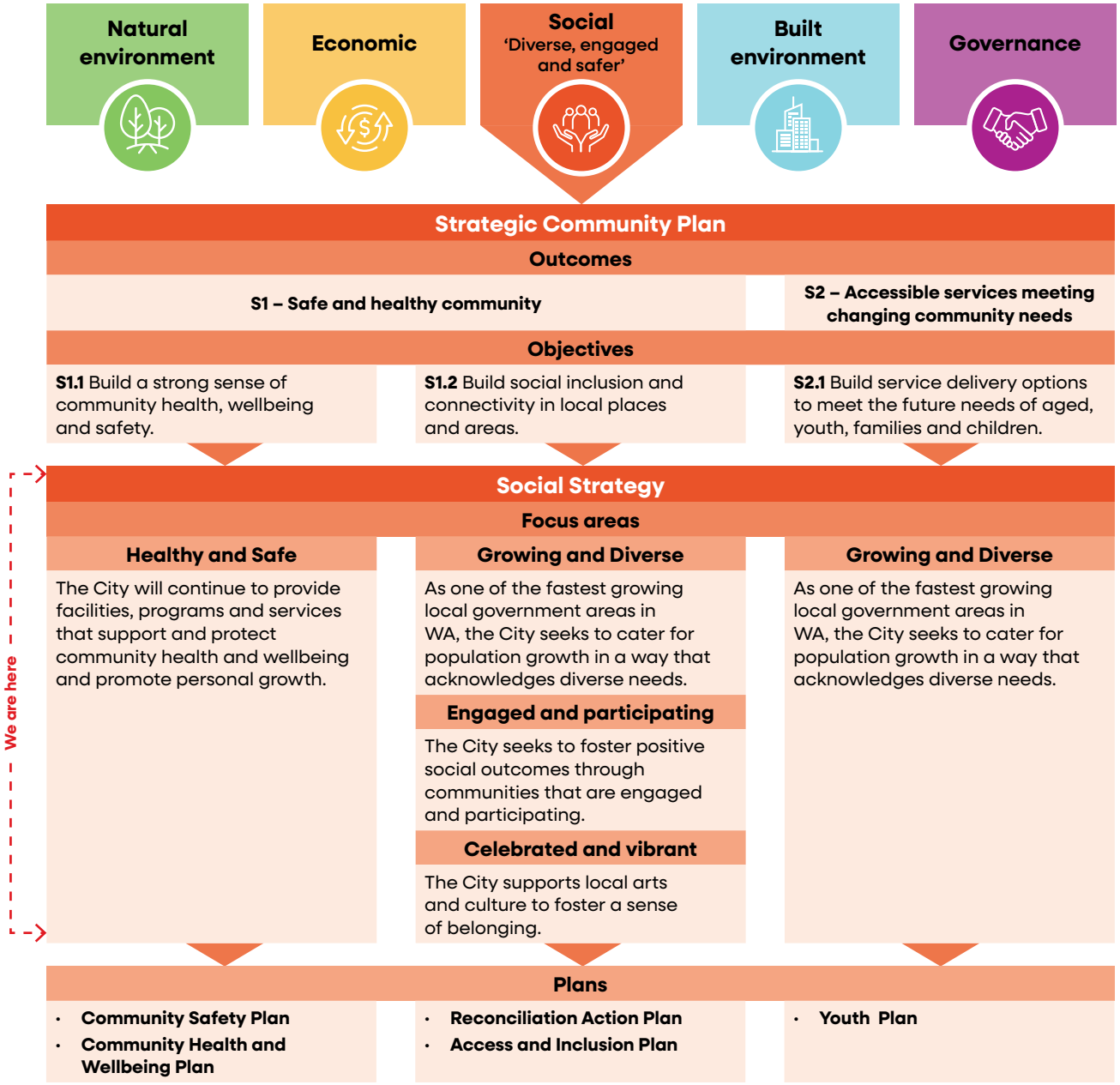


Figure 1: Relationship between SCP, Social Strategy and Plans

How social outcomes are strengthened by other KRAs

Social outcomes are improved by the City's performance in other KRAs. Accordingly, the Social Strategy is linked to the City's Sustainable Environment Strategy, Local Planning Strategy, Asset Management Strategy and Economic Development Strategy. While there is no formal strategy for governance, the City also acknowledges the importance of fair, accountable and transparent governance in promoting positive social outcomes.

Sustainable Environment Strategy

Quality of life and wellbeing is strengthened when communities have access to a healthy environment, natural areas and vibrant, green spaces. Parks provide spaces for people to connect socially and improve their quality of life through physical activities. To support this, there is extensive academic research pointing to the mental and physical health benefits of living in spaces with trees, parks and bushland (Dadvand et al., 2023)[1].

The City's Sustainable Environment Strategy seeks to improve environmental performance and conserve the environment for current and future generations. It also focuses on protecting biodiversity, seeking to increase the tree canopy and encourage participation in environmental land management. Through the Sustainable Environment Strategy, the City seeks to influence several key drivers of wellbeing.

Economic Development Strategy

Employment and income management are directly tied to social wellbeing. There are several factors that determine economic security, including national and global market conditions, taxes, wealth distribution policies, health, culture, education and family formation. However, employment, business skills and workforce training are three critical factors.

The City's Economic Development Strategy recognises that by supporting the expansion of employment centres, workforce training and business development, we can improve the household incomes that underpin social wellbeing.

"Having access to and the ability to manage economic resources means that people are able to acquire the goods and services required to meet their needs and maintain an acceptable standard of living. This includes the consumption of food, clothing, housing, education and leisure activities.

Economic wellbeing also relates to the risk of experiencing financial difficulties in times of need or unexpected expenses, such as not being able to pay for necessities or find funds if there is an emergency. These types of economic hardships may also contribute to people experiencing physical, mental and emotional stress."

– Australian Bureau of Statistics, 2022

Built Environment strategies

The places we live in are deeply linked to quality of life for current and future generations. The City maps its role in this space through the Local Planning Strategy, Asset Management Strategy, Local Planning Scheme and Transport Plan.

Through these strategies and plans, the City seeks to establish sustainable housing options, promote local heritage, provide community buildings that enhance social connection and make local travel accessible with integrated transport solutions.

1. Dadvand, P., de Vries, S., Bauer, N., Dayamba, D. S., Feng, X., Morand, S., ... & Yang, B. Y. The Health and Wellbeing Effects of Forests, Trees and Green Space. *Forests and Trees for Human Health: Pathways, Impacts, Challenges and Response Options*, 77.

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework informs, and is informed by, the Social Strategy and other strategies. The Framework ensures that strategies play a key part in our planning and resourcing.

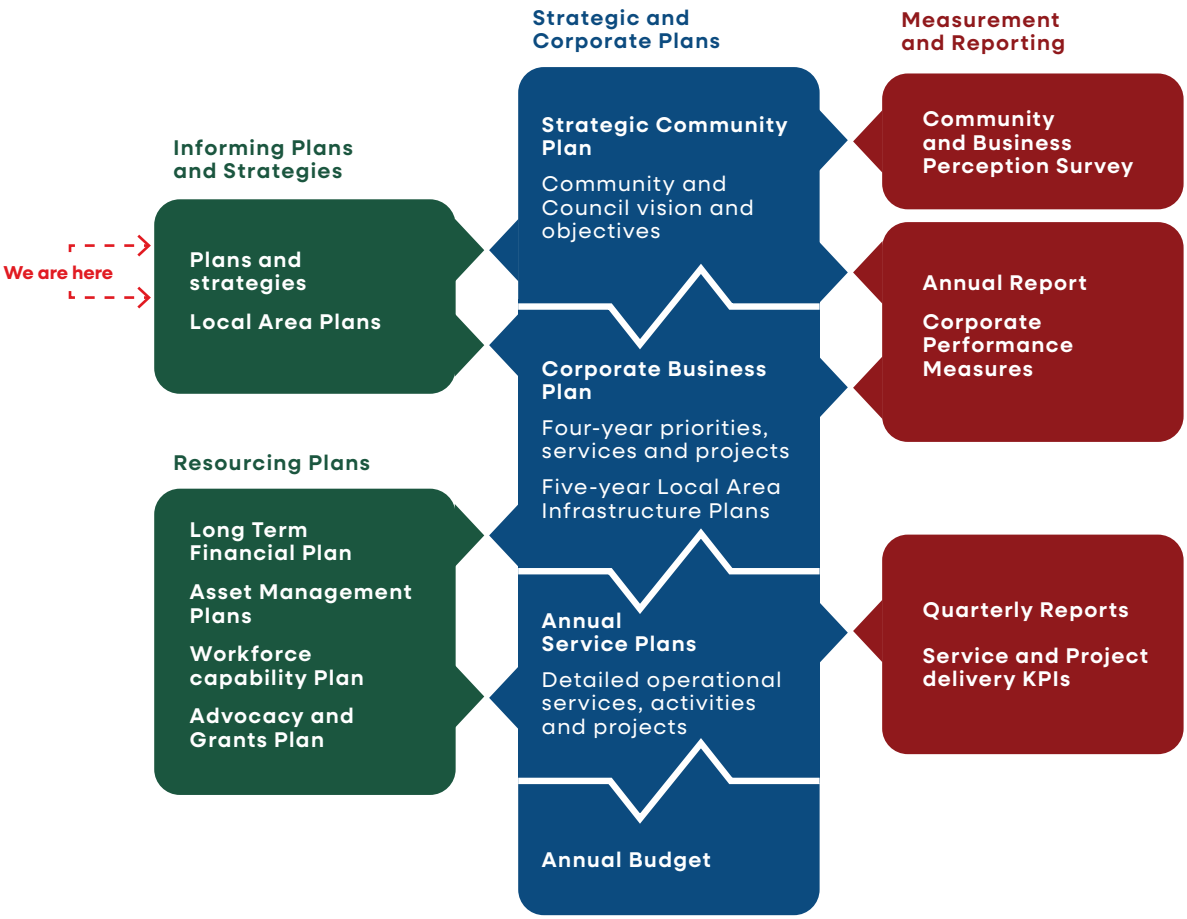


Figure 2: The City of Swan's Integrated Planning and Reporting Framework

Our community

Community statistics

In 2022, the unemployment rate was 3.6% compared to the Greater Perth average of **3.5%**.

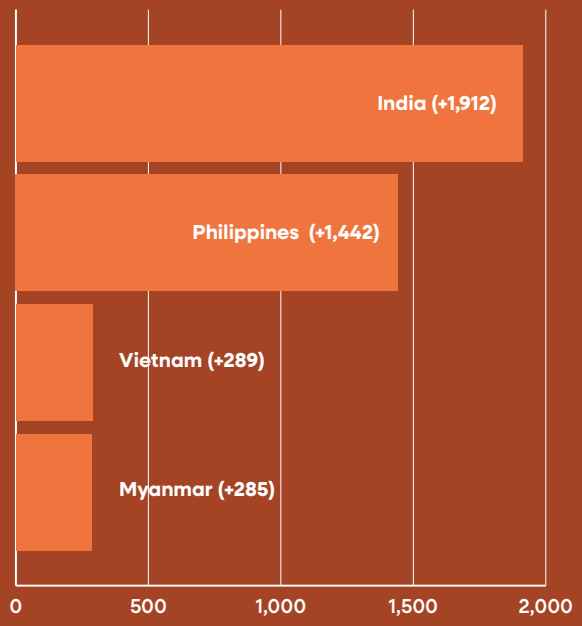
In 2021, 33.6% of the City's population was born **overseas** compared to **32.7% in 2016**.

In 2021, 23.2% of the population spoke a **language other than English** at home compared to **20.5% in 2016**.

Between 2016 and 2021, the percentage of the population that **most significantly increased** was **Islam, Hinduism and Sikhism**.

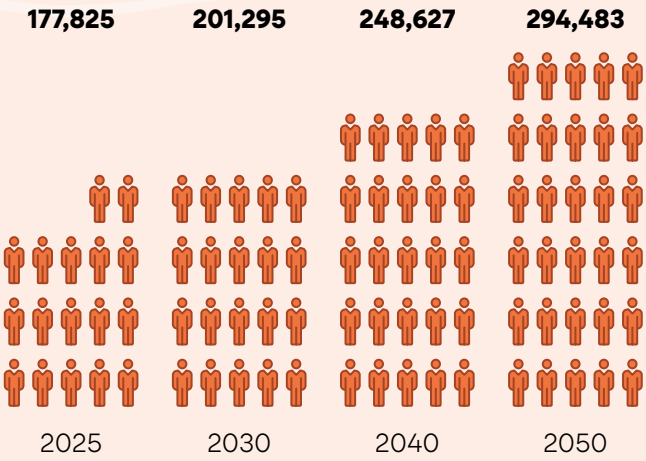
The **largest religious group** remains **Western Catholic**.

The largest change in birthplace for overseas born residents between 2016 and 2021 were:

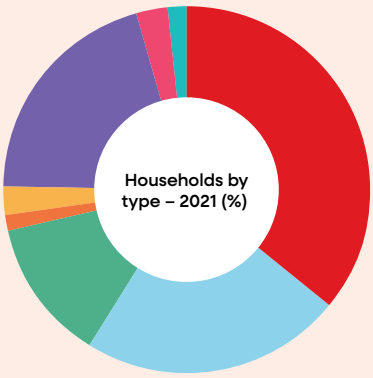


Source: www.profile.id.com.au/swan

Estimated resident population



Households by type – 2021 (%)



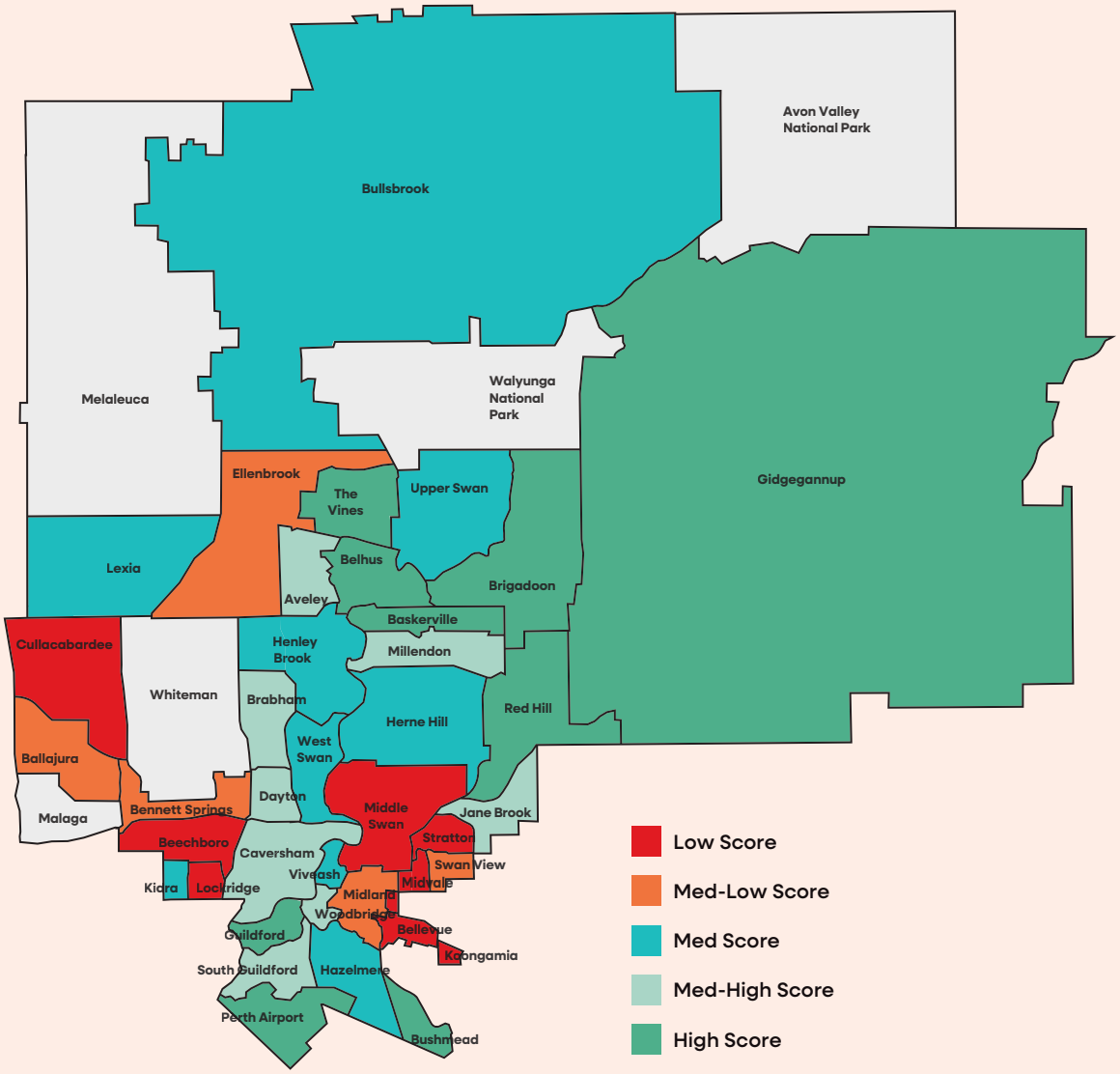
Couples with children	**36.1%**
Couples without children	**22.9%**
One parent families	**12.6%**
Other families	**1.2%**
Group households	**2.6%**
Lone persons	**20.3%**
Other not classifiable household	**2.9%**
Visitor only households	**1.4%**
Total households	**100%**

SEIFA Index of Disadvantage

SEIFA Index of Disadvantage for the City in 2021 was 995. This is close to the national average of 1000.

This index contains only socio-economic disadvantage indicators (e.g. unemployment, low incomes or education levels, single parent families, low skilled occupations, poor English proficiency). A lower SEIFA score indicates a higher level of disadvantage.

The following map shows level of disadvantage in the City relative to other suburbs across Australia.



Source: www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia

Planning social services across the City

The City is home to 12 local areas of culturally rich and diverse communities, living in a variety of situations including high-density activity centres, the hills and rural lifestyle settings.

Local area planning involves local community members working with the City to identify the specific issues affecting their community to produce a plan that captures the specific needs and unique character of their local area.

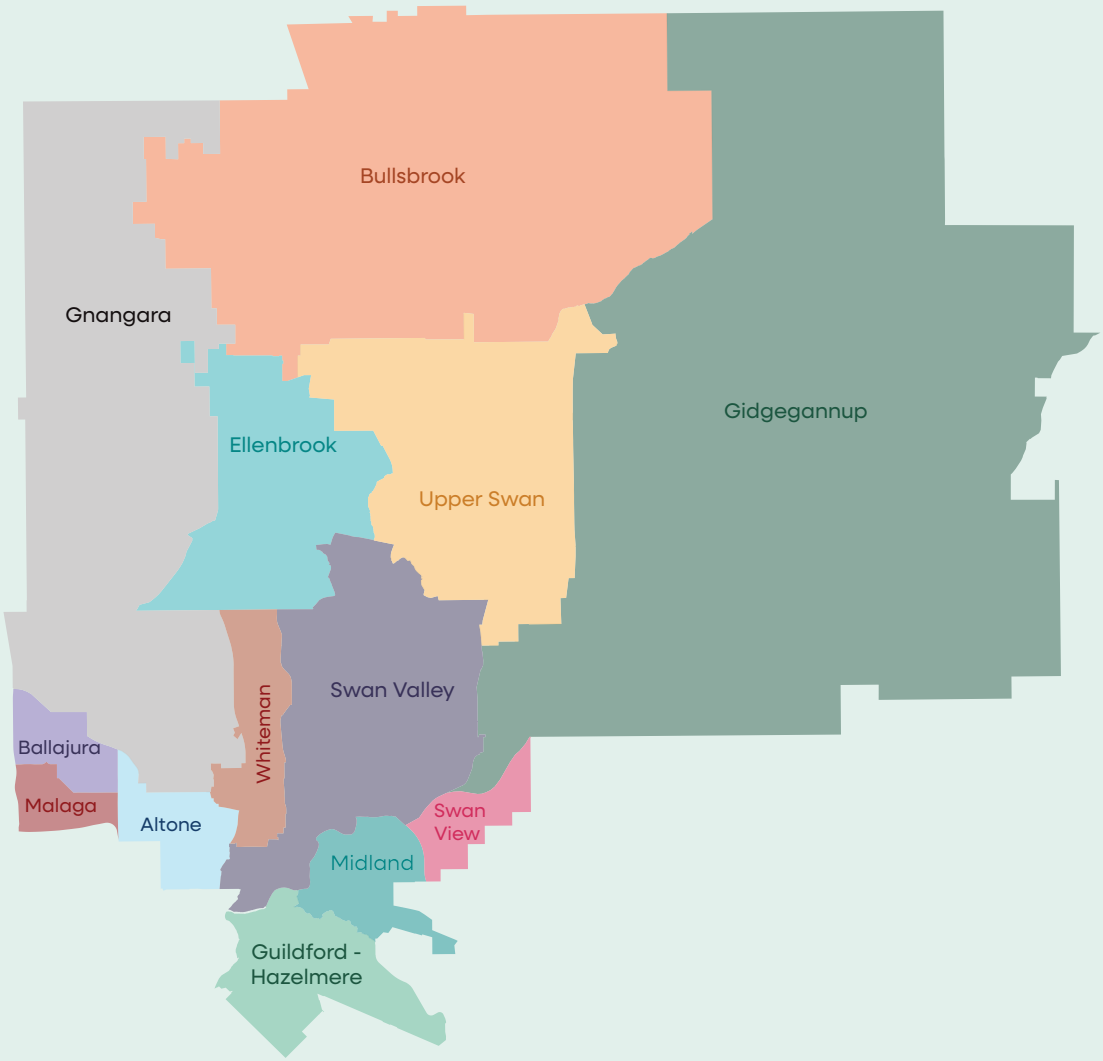
At the City, Local Area Plans (LAPs) help us map out a plan for future growth, community services and projects across each of our geographically distinct areas.

Through extensive research and community consultation, each LAP forms priorities for the local community and is integrated with the City's SCP and the Strategy and Plan Framework.

The vision and priorities established through our LAPs inform how we plan to deliver services and projects to the community.

The LAP process ensures that the City consults with each local area to understand unique social needs.

For more information, visit **www.swan.wa.gov.au/lap**



Risks and opportunities

The City considers social risks and opportunities in its operating environment when undertaking service planning.

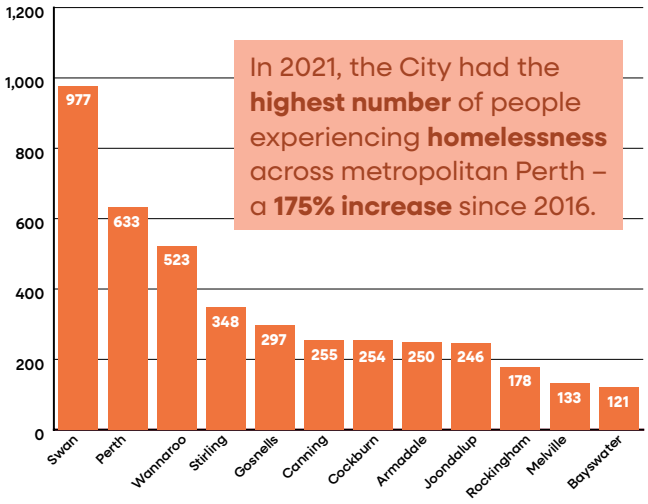
Some key factors include

Cost-of-living crisis

CPI %

The Consumer Price Index in recent years has been at the **highest rates since the early 1990s**[2]

Affordable living[5]



In 2021, the City had the **highest number** of people experiencing **homelessness** across metropolitan Perth – a **175% increase** since 2016.

Impact of technology

28.5%

In 2018, **1.1 million (28.5%)** Australians with disability did not use the internet.[3]

250,000 +

In 2018, **over 250,000 Australians** with disability lacked confidence or knowledge to use the internet.[3]

93%

In 2020, **93%** of older Australians (over 65s) had **internet access** in their home, **up from 68% in 2017**.[4]

80%

In 2020, **80%** of Australians over 65 find technology is changing so fast, it's **difficult to keep up with it**.[4]

Advocacy and funding

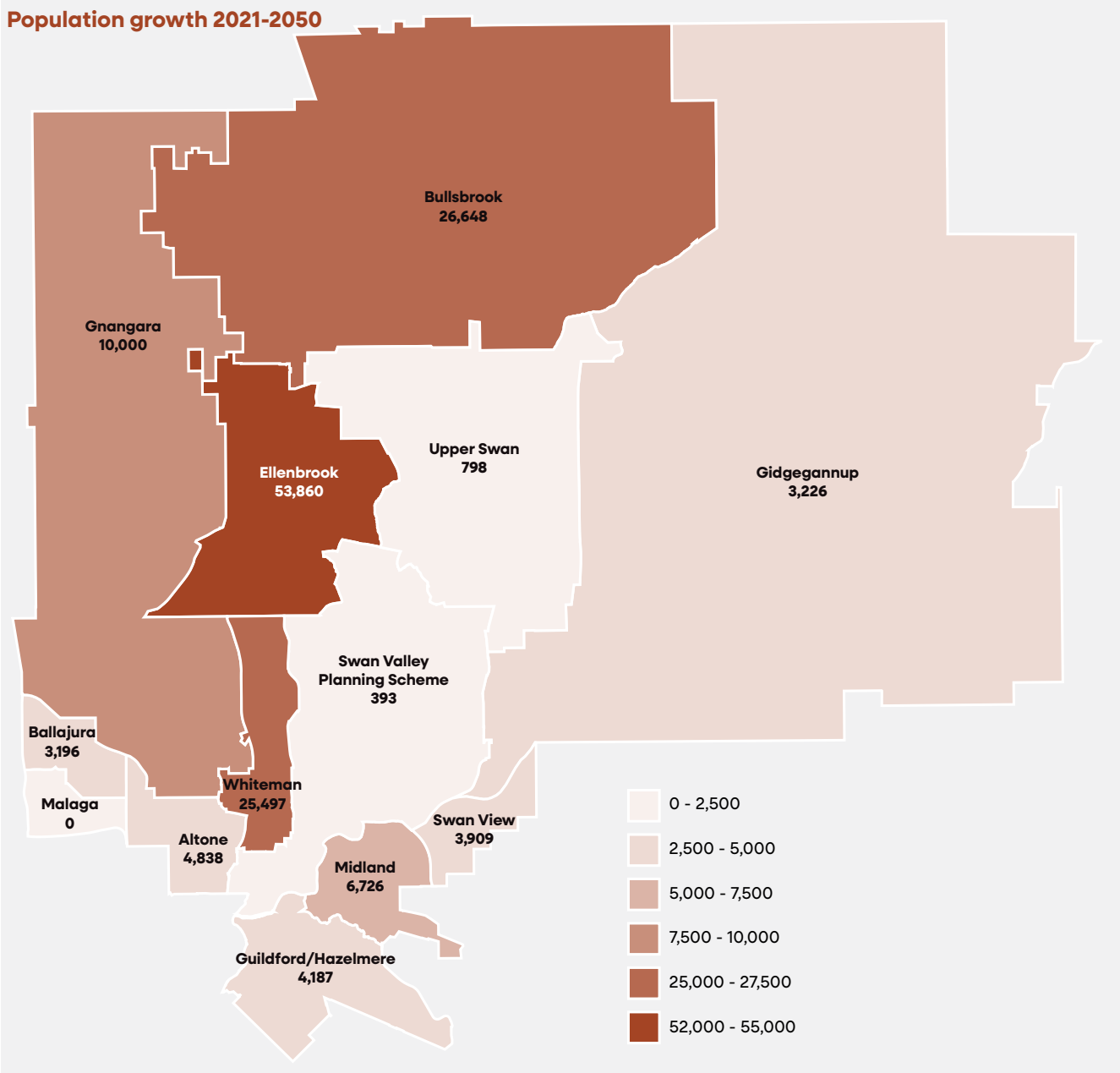
- Seeking State and Federal Government support or funding
- New infrastructure like Ellenbrook Youth Hub
- Social causes like homelessness

Emergency management

- responding to environmental crises

2. www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release
3. www.abs.gov.au/articles/use-information-technology-people-disability-older-people-and-primary-carers
4. *Communications and media in Australia: The digital lives of older Australians* (2021), Australian Communications and Media Authority
5. www.abs.gov.au/statistics/people/housing/estimating-homelessness-census/latest-release#key-statistics

Increasing levels of service to meet population growth in the areas where it's needed



Source: www.profileid.com.au/swan

Climate change

CSIRO[6] say that over the next 80 years:

Hot days will become more frequent and hotter
(very high confidence)

Sea levels will rise
(very high confidence)

Oceans will become more acidic
(very high confidence)

Snow depths will decline
(very high confidence)

Extreme rainfall events will become more intense
(high confidence)

6. www.csiro.au/en/research/environmental-impacts/climate-change/climate-change-information

How this strategy was developed

Outcomes of community engagement

[To be populated once public comment phase is complete – please leave space in the design for a paragraph or two].

Our social services

Library services

Our library services connect people with each other in our spaces, both physical and virtual, and provide resources that grow learning, knowledge and creativity.

Leisure services

Our leisure services enhance the quality of life of the community by providing a diverse and accessible range of leisure and recreational facilities, programs and experiences. We are the heart of our community, inspiring fun and enabling everyone to join in while fostering wellness within.

Community development services

We work to build resilient, inclusive, vibrant and connected communities through capacity building, supporting community-led initiatives, providing opportunities for engagement and developing partnerships which meet the unique needs of our local communities.

Youth development services

We provide a range of engagement activities for all young people aged 12-25 that meet their social, developmental and recreational needs while providing an environment for early intervention and support. A “universal” service for young people who live, educate, work or socialise in the City, we offer a range of programs, events and opportunities that provide support to young people. We help prepare them for adulthood and enable them to be active members of the community who are socially connected and participate in meaningful activities.

Community safety

Engaging with our community to ensure everyone living, learning, working and visiting the City feels safe and heard, while being treated in a fair, transparent and equitable manner.

Security services

Our reliable and secure CCTV network is shared with WA Police to help keep residents safe.

Community care and aged services

Through high-quality person-centred community services, we strive to support older people and people living with disabilities to actively live the life they choose with dignity, independence, personal growth and meaningful connections.

Public health services

We provide effective regulatory response to public health risks and deliver innovative and accessible public health programs that promote health and wellbeing in our community where possible.

Community arts, culture and funding

We support community art and culture, multicultural community events and community services which contribute to overall quality of life through social cohesiveness, sense of community, opportunities for participation, engagement and employment. We are dedicated to making the City vibrant, diverse and accessible.

Swan volunteer centre and services

We provide and promote best practice volunteering support and resources for individuals, organisations and community groups. We contribute to the economic, social and cultural wellbeing of the City's community, promoting community connectedness, reducing isolation and increasing social capital and community cohesion through volunteering.

Key supporting service

Communications and Engagement

The Communications and Engagement team delivers compelling communications and effective engagements on behalf of the City, with our community and customers front of mind.

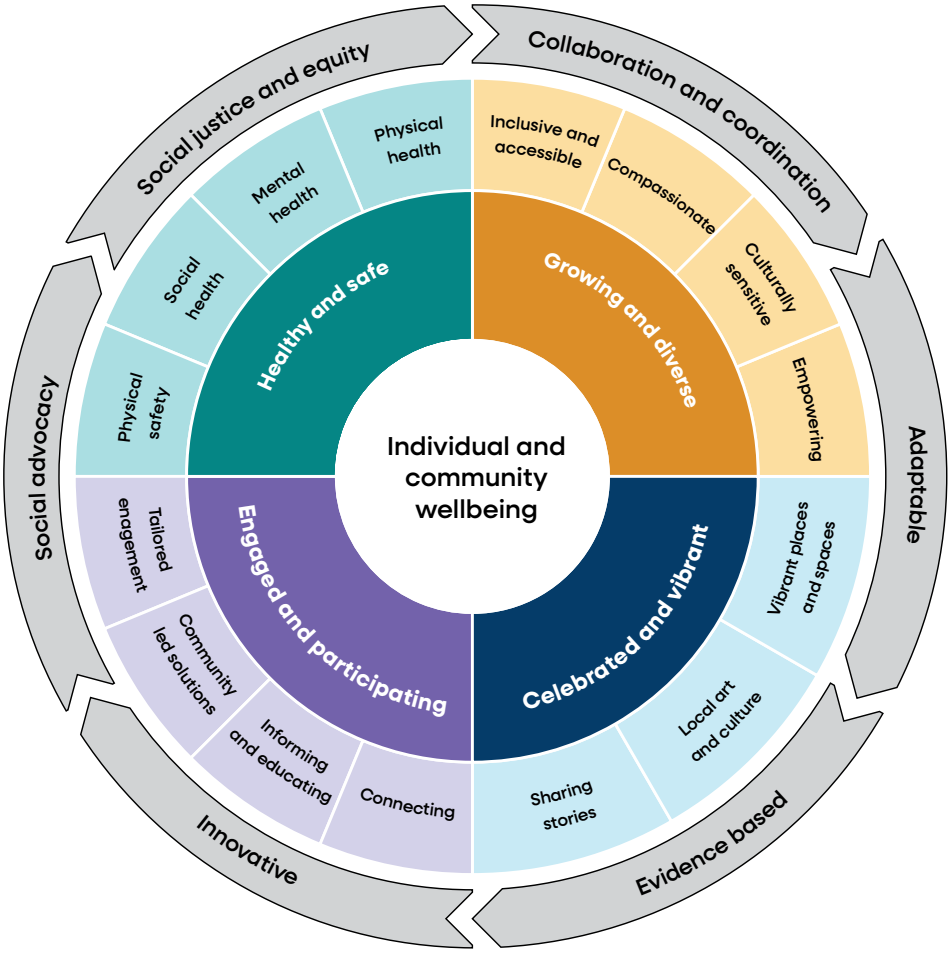
The City takes a planned and purposeful approach when engaging with stakeholders. We do this by designing the level of engagement to suit the type of project, the resources available and the impacted stakeholders. We engage by sharing information, creating discussion and listening to feedback, to inform projects and inspire action through empowerment and advocacy.

For current open engagements, visit **www.swanengage.com.au**

Social Strategy model

The City's Social Strategy model represents the way the City will work to improve wellbeing for everyone living in our community.

There are six guiding principles and four key focus areas.



Guiding principles

To meet the social objectives in the Strategic Community Plan (SCP) and deliver the Social Strategy, the City will work holistically in the following ways:

- **Collaboration and coordination** – working with other service providers and agencies to ensure the best outcome
- **Adaptable** – responding flexibly to changing needs
- **Evidence-based** – making data-driven decisions
- **Innovative** – applying innovation to the way we work
- **Social advocacy** – actively advocating for social needs
- **Social justice and equity** – striving for fairness and equal opportunity.

Focus areas

Our focus areas represent the strategic direction we propose for the next 10 years to help us meet our SCP social objectives.

Growing and diverse

As one of the fastest growing local government areas in WA, the City seeks to cater for population growth in a way that acknowledges diverse needs. We prioritise our planning and services to support these emerging social needs, particularly in growth areas. We advocate to State and Federal Government where there are gaps.

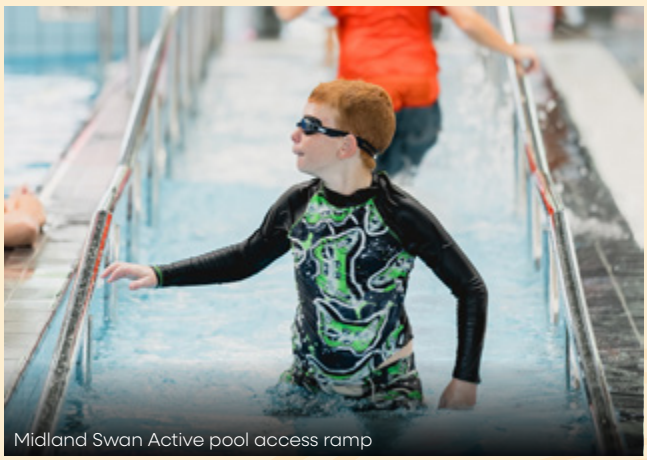
The City passionately supports inclusion and accessibility, seeking to reduce and eliminate barriers to participation. To achieve this, we design and deliver services and programs to address the needs of those who may be vulnerable to exclusion. We create safe places and spaces that welcome all, transforming lives through our services and facilities that cater for young and old, diverse cultures, people with disability, our LGBTQIA+ community and more.

We actively engage with community groups and local agencies to understand diverse and emerging needs.

We are proudly culturally diverse and seek to learn from and with our community. We promote cross-cultural education to build understanding and harmony.

The City seeks to increase social advocacy efforts and advance social justice, particularly for those who are disadvantaged.

Celebrating diversity at Altone Comes Alive


Midland Swan Active pool access ramp

Ellenbrook library

Altone Comes Alive

Sporting clubs using City of Swan spaces

SPOTLIGHT

Growing and diverse

Inclusive and accessible: The City considers social needs in growth areas like Ellenbrook. Planning is well underway to support increased service delivery needs by developing the new Ellenbrook Community Hub and Swan Active Ellenbrook recreational centre. These new spaces will facilitate access and inclusion for a growing and diverse group of people.

Refurbishments of Swan Active Midland include improved access, new ramp access into the main pool, adjustment of pool depths, installation of a changing places change room closer to the pool entry and an increased amount of accessible car bays.

Libraries are a space to meet, learn, play, create, relax and retreat for the whole community outside of private homes and workplaces. Libraries support inclusion through a range of free services, facilities, technology and programs to enrich the lives of its patrons.

Compassionate: The "Our Place" social drop-in is a safe place for young LGBTQIA+ people to connect and feel like a valued member of our community.

The City is committed to assisting people experiencing homelessness by providing welcoming and inclusive spaces, and relevant training and resourcing for its frontline staff. The City also coordinates the Midland Alliance to End Homelessness, a collaborative approach to strengthening access to local services.

Culturally sensitive: The Altone Comes Alive event is one of the City's most popular large events, celebrating harmony week and our cultural diversity.

Empowering: We support local sporting clubs to develop their capacity and become more sustainable. We also provide increasing opportunities for women to be part of sport.

Linked to: Community Infrastructure Plan (in development), Access and Inclusion Plan, Community Care Plan, Youth Plan

Healthy and safe

Wellbeing is a system. The City acknowledges the inherent interconnectedness between the dimensions of health and safety. As such, the City will continue to provide facilities, programs and services that support and protect community health and wellbeing and promote personal growth.

We consider wellbeing needs across all ages and cultures and according to individual requirements.

Physical health is improved through access to natural, green spaces and high-quality leisure facilities that significantly contribute to positive mental health and social outcomes.

The City also protects physical health and safety through its role in protecting public health. We use legislation to solve problems and protect and improve health and safety outcomes.

We know from our annual Community and Business Perceptions Survey that our community's highest priority continues to be community safety. We are committed to undertaking crime prevention and intervention to improve feelings of safety in the community.

Our commitment to social health reflects the importance of relationships as a source of wellness and healing.

The City understands it has an important role to play in solving complex social problems such as homelessness and family and domestic violence. We work in partnerships and advocate for facilities and services where there are gaps.

We value our Aboriginal and Torres Strait Islander peoples and are passionate advocates for reconciliation and closing the gap.

The City also recognises its role in planning for and responding to times of significant community stress and crisis and supporting the community to recover from these events.

Social wellbeing is a significant determinant of mental health. The City seeks to reduce social isolation and loneliness to improve overall community wellbeing.

CCTV keeping the City safe

Proudly promoting Aboriginal culture

Keeping physically healthy in Swan

Parkway Villas, Ellenbrook

SPOTLIGHT

Healthy and safe

Physical safety: The City's Community Safety Plan includes a range of actions designed to improve crime prevention and strengthen safety. For example, the City maintains over 600 fixed and 10 mobile CCTV units. Through this plan, the City will increase proactive monitoring of this footage.

Social health: Our Reconciliation Action Plan represents our commitment to working collaboratively with Aboriginal and Torres Strait Islander communities.

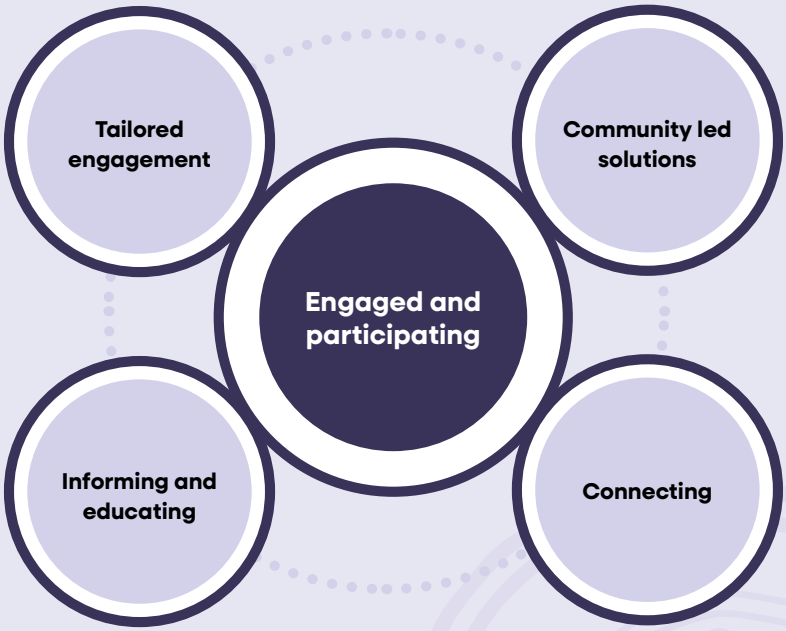
Mental health: West Swan Club supports people living with memory loss and dementia in a homely environment. Members engage in meaningful tasks, gardening, intergenerational activities and outings which bring choice, independence, companionship, meaning and purpose to their lives and supplementary assistance for carers and families.

Physical health: The Be Active Program is a great way for older Swan residents to stay physically active and connect socially with others.

We support resident health with food business inspections, public event approvals, public swimming pool testing and a range of other public health initiatives.

Linked to: Reconciliation Action Plan, Community Safety Plan, Community Health and Wellbeing Plan

Engaged and participating



The City seeks to foster positive social outcomes through communities that are engaged and participating.

The City encourages and supports community engagement in service design, consultation and decision making. Through this process, we tailor our engagements according to the diversity of the communities we are working with.

We believe the most effective solutions are ones the community is part of. We seek to empower the community with information and opportunities to harness its strengths.

The City helps to build neighbourhood connections through local activities, services, facilities and events that bring people together.

City of Swan Community Care

City of Swan Community Engagement

Midland Police and Community Youth Centre

City of Swan Community Care

Swan Volunteer Resource Centre

SPOTLIGHT

Engaged and participating

Tailored engagement: The City is developing a Community Engagement Framework underpinned by Aboriginal Engagement and Business Engagement guidelines that are grounded in trust and mutual respect.

The City uses the IAP2 Public Participation Spectrum as the basis for how engagements are planned in response to the likely level of stakeholder impact. The higher the potential impacts on the stakeholder, the more influence they should have in the engagement process.

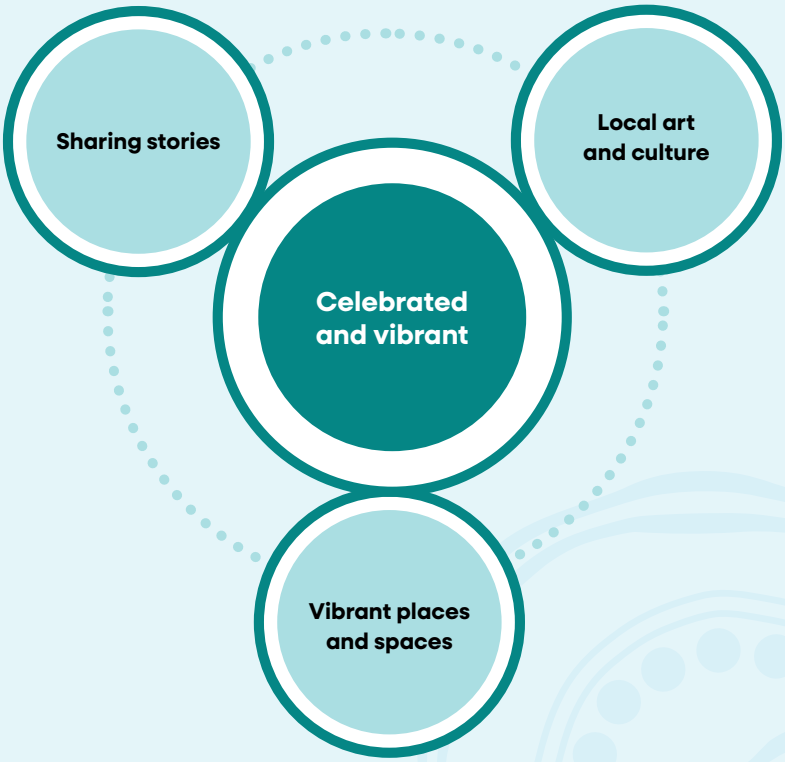
Community-led solutions: The City supports youth leadership committees to encourage young people to be part of decision-making processes and become active members of the community.

Informing and educating: We work with the Swan Community Care Advisory Committee to build dementia awareness and education, including workshops for individuals, service providers and businesses.

Connection: Our Swan Volunteer Resource centre is a "gateway" to all things volunteering, providing free services to help connect prospective volunteers and organisations seeking volunteers. Volunteering helps to connect the community and make a real difference.

Linked to: Volunteer Plan, Access and Inclusion Plan

Celebrated and vibrant



We support local arts and culture to foster a sense of belonging. We share stories to celebrate diversity and recognise the community members who make significant contributions to social outcomes.

We work alongside the community to activate local places and spaces to invite connection and promote our vibrant City.

The City acknowledges the link between places and wellbeing. We have a rich history and heritage which includes significant historical buildings and areas of cultural significance.

We also seek to increase participation in creative activities by advocating for the cultural infrastructure that our community deserves.

Celebrating NAIDOC

Midland Library

Rustic Art Awards

Elfenbrook Parade, Ellenbrook

SPOTLIGHT

Celebrated and vibrant

Sharing stories: The 2024 Swan Writer-in-residence Program has enlisted six authors from various cultural backgrounds to facilitate community programs and produce a work of creative writing inspired by their experience of Midland. The commissioned pieces will be published in 2025.

Local art and culture: Inaugurated in 2022, the Australian Rustic Farm Art Awards (ARFAA) is an outdoor exhibition of sculptures delivered each year through a partnership between the City and the Gidgegannup Agricultural Society. Founded in the wake of the devastating Wooroloo Bushfires, this grassroots art competition provides a creative avenue to help the community heal.

Vibrant places and spaces: Our grants program empowers community organisations to deliver local activities in local areas, including Ellenbrook's beloved Elfenbrook and local NAIDOC events.

Linked to: Arts and Culture Plan (in development), Place Activation Plans

How we will deliver the Social Strategy

Planning

The Social Strategy informs business planning through the Corporate Business Plan, service planning and other corporate plans.

Social Strategy

Informing corporate plans

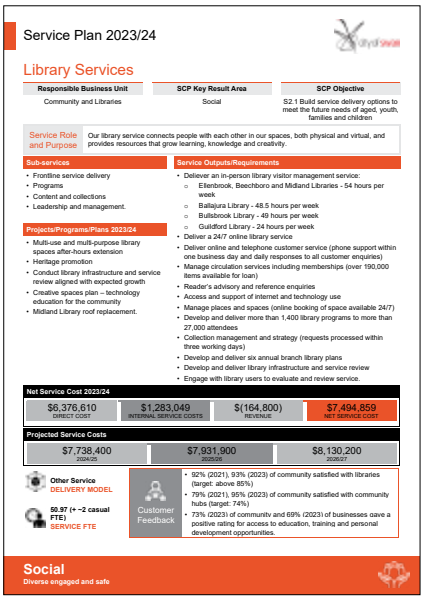
Social

- Reconciliation Action Plan
- Access and Inclusion Plan
- Community Health and Wellbeing Plan
- Youth Plan
- Community Care Plan
- Community Safety Plan

Governance

- Advocacy Plan

Service plans



Service Plan 2023/24

City of Swan

Library Services

Responsible Business Unit	SCP Key Result Area	SCP Objective
Community and Libraries	Social	S2.1 Build service delivery options to meet the future needs of aged, youth, families and children

Service Role and Purpose	Our library service connects people with each other in our spaces, both physical and virtual, and provides resources that grow learning, knowledge and creativity.

Sub-services

- Frontline service delivery
- Programs
- Content and collections
- Leadership and management.

Projects/Programs/Plans 2023/24

- Multi-use and multi-purpose library spaces after-hours extension
- Heritage promotion
- Conduct library infrastructure and service review aligned with expected growth
- Creative spaces plan – technology education for the community
- Midland Library roof replacement.

Service Outputs/Requirements

- Deliever an in-person library visitor management service:
  - Ellenbrook, Beechboro and Midland Libraries - 54 hours per week
  - Ballajura Library - 48.5 hours per week
  - Bullsbrook Library - 49 hours per week
  - Guildford Library - 24 hours per week
- Deliver a 24/7 online library service
- Deliver online and telephone customer service (phone support within one business day and daily responses to all customer enquiries)
- Manage circulation services including memberships (over 190,000 items available for loan)
- Reader's advisory and reference enquiries
- Access and support of internet and technology use
- Manage places and spaces (online booking of space available 24/7)
- Develop and deliver more than 1,400 library programs to more than 27,000 attendees
- Collection management and strategy (requests processed within three working days)
- Develop and deliver six annual branch library plans
- Develop and deliver library infrastructure and service review
- Engage with library users to evaluate and review service.

Net Service Cost 2023/24

$6,376,610	$1,283,049	$(164,800)	$7,494,859
DIRECT COST	INTERNAL SERVICE COSTS	REVENUE	NET SERVICE COST

Projected Service Costs

$7,738,400	$7,931,900	$8,130,200
2024/25	2025/26	2026/27

Other Service DELIVERY MODEL

50.97 (+ ~2 casual FTE) SERVICE FTE

Customer Feedback

- 92% (2021), 93% (2023) of community satisfied with libraries (target: above 85%)
- 79% (2021), 95% (2023) of community satisfied with community hubs (target: 74%)
- 73% (2023) of community and 69% (2023) of businesses gave a positive rating for access to education, training and personal development opportunities.

Social
Diverse engaged and safe

How we measure our progress

The City seeks community feedback on our services through the annual Community and Business Perceptions Survey.

Additionally, every year, the City will share on our website how we are tracking against our social objectives set out in our SCP, what we have achieved that year and what we have planned for the future.

For more information, visit **www.swan.wa.gov.au/city-and-council/our-performance**

How you can be involved

The City invites the community to be involved by having your say, volunteering, connecting with your neighbours and fostering goodwill in your local area.

If you want to find out more about ways you can get involved, visit **www.swan.wa.gov.au**

City of Swan

2 Midland Square, Midland
PO Box 196, Midland DC WA 6936
9267 9267
swan@swan.wa.gov.au
www.swan.wa.gov.au

This document can be made available in alternative formats and languages on request.

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