

# Social Strategy 2021-2025



# Acknowledgement of Country

The City of Kwinana acknowledges the Traditional Custodians of the land on which we live, work, and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to the community, and pay our respect to Elders past and present.

The City of Kwinana is committed to the journey of conciliation and respects Aboriginal and Torres Strait Islander people's connection to the Country as the Traditional Custodians of the land. The City of Kwinana's mission is to work together with the Kwinana community to build positive relationships between Aboriginal and Torres Strait Islander communities and non-Aboriginal communities. Throughout this journey, the City aims to promote and assist with the development of pathways and opportunities in support of Aboriginal and Torres Strait Islander communities that are meaningful, mutually beneficial, and sustainable.



### Message from the Mayor

I am pleased to present the City of Kwinana's Social Strategy (2021-2025) which will serve as a guiding vision to deliver many important outcomes to ensure everyone in our community is able to take full advantage of the many opportunities that are available to them in Kwinana.

The City of Kwinana's population is projected to have 85,000 residents by 2036 and includes a wonderful mix of cultures, people, places, groups and communities that give Kwinana a unique identity.

We have much to celebrate and love about Kwinana but like any community we also face some challenges, so the City is committed to planning and delivering pragmatic and dynamic responses to the needs of both our existing and future community as it grows and changes.

The Social Strategy provides direction for implementing the City's Strategic Community Plan social aspirations in more detail, by articulating a Social Vision, Social Strategy Outcome Themes and a set of Social Strategy Priorities. It is underpinned by our Engagement Policy and Engagement Framework, which encourages strong stakeholder and community relationships and collaboration.

I hope you find the Social Strategy informative and aspirational, I invite you to continue having conversations with the City to assist us to develop and deliver our actions that this Social Strategy informs.

Yours sincerely

**Carol Adams OAM** 

Mayor, City of Kwinana

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#### Introduction

#### **Background**

In the past, the City has developed a range of varied strategies and plans that were often overlapping. Some of these included the Multicultural Action Plan; Youth Strategy; Lifelong Learning Plan; Crime Prevention and Community Safety Plan and others. They each contained different levels of strategic and action-oriented content. The Social Strategy has consolidated the strategic content of these previous stand-alone strategies and plans into one streamlined document, with the action-oriented content transitioning to specific operational level Action Plans.

The City works from a strength-based approach, and the Social Strategy isn't a 'gap-based' document. The strategic priorities outlined in the Social Strategy capture both what we already do well and should continue to focus on, as well as where we can focus additional efforts and resources.

The Social Strategic Priority statements intentionally avoid specifying different cohort groups or demographics to enhance conciseness and inclusiveness. Where specific actions need to be tailored to different demographic or cohort groups, these would be detailed in the Action Plans.

Consultion with community and key stakeholders' across different backgrounds was integral to ensuring that the Social Strategy reflects our community's collective vision and aspirations for the future. Ongoing engagement will be conducted with specific stakeholders and community groups to inform the development of the Action Plans.

The Social Strategy supports the City's Strategic Community Plan in delivering its social outcomes. It is an integrated approach that will deliver prioritised social outcomes based on continuous community engagement.

#### 1.2 Purpose

The Social Strategy provides a set of strategic social priorities determined through community engagement, to drive actions that strengthen existing initiatives, guide future responses, and inform organisational improvement.

#### 1.3 Objectives

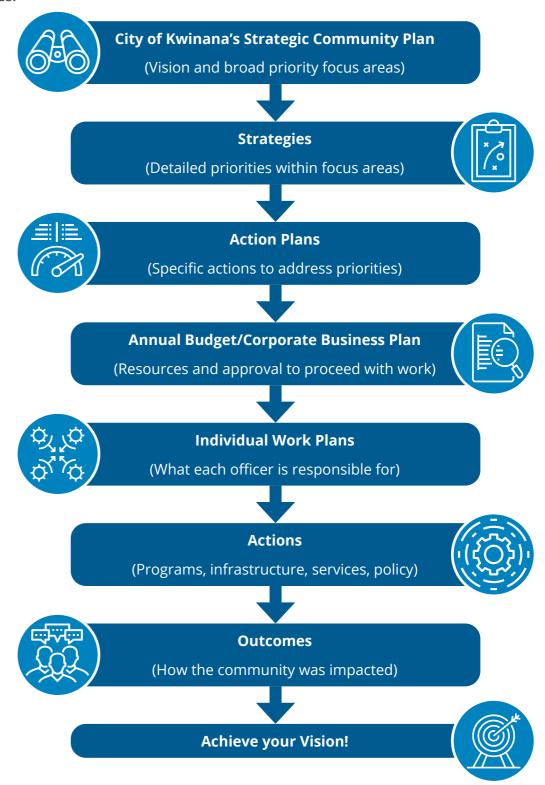
The objectives of the Strategy are to

- Identify current and emerging social issues, community priorities and articulate strategies to respond to current or projected needs and aspirations;
- · Leverage established relationships and maintain ongoing consultation with the community to facilitate their participation and engagement in future planning and program delivery;
- Develop an integrated social planning framework for planning, implementing and reporting on socially focused initiatives.

#### 1.4 Strategic planning context

The Social Strategy sits under the Strategic Community Plan (2021-2031). It will deliver the community's social strategic priorities and provide direction for implementing the City's Strategic Community Plan (SCP) aspirations. The City's Action Plans then sit at a level below the Social Strategy and specifically state the programs, infrastructure, services and policies that will be implemented to address those priorities identified in the Social Strategy, including who will be responsible, the resources required, partners involved and measures of success.

The Social Strategy will be reviewed every four years, in the year following the Strategic Community Plan review in order to be informed by it, with the Action Plans being dynamically changing documents that will annually inform our Corporate Business Plan and Budget development processes. The below diagram shows how our strategic planning cascades into outcomes.



#### 2. Who we are

#### Size

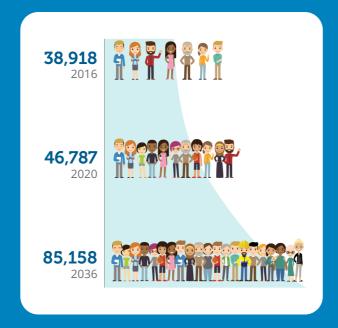
The City of Kwinana is a local government area within Western Australia (WA). It is located in the outer southern suburbs of Perth's metropolitan area, approximately **38 kilometres south of the Perth central business district**. The community is located within extensive native bushland and public open space. The City contains a total land area of nearly **120** square kilometres.

The demographic statistics for this document have been sourced from Forecast ID, the Australian Bureau of Statistics information on Data by Region and Government of Western Australia South Metropolitan Health Service report on City of Kwinana Health and Wellbeing Profile 2019.



#### Population

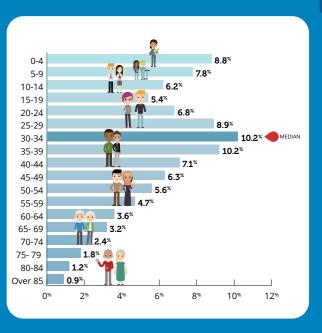
The City of Kwinana is one of the fastest-growing local goverment areas in WA. The City's total population increased from 38,918 in 2016 to 46,787 in 2020. It is estimated that the population will increase to 85,158 by 2036. The population density is 3.90 persons per hectare.



#### Age

In 2019, the median age of residents was 33 years, with females having a median age of 32.9 years and males 33.2 years.

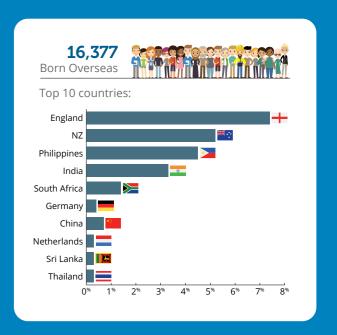
The City's population is made up of 16.6% people aged 0-9 years, 18.4% young people aged between 10-24 years, and people aged between 25-49 years accounting for the largest proportion of 42%. Seniors aged 55-84 years account for 23% of the City's total population.



#### **Cultural diversity**

In 2016, the percentage of the total population who identified as **Aboriginal and Torres Strait Islanders was 3.6%**, compared to Perth (3.1%) and Australia (2.8%).

A total of 16,377 (42%) of residents were born overseas. There has been a notable increase in the proportion of people of Filipino (4.9%), Indian (4%) and Chinese (2.4%) ancestry. The ten top countries of origin of overseas-born residents are listed to the right. Approximately 19% of residents speak other languages apart from English at home. These languages included Tagalog (2.3%), Filipino (1.6%), Punjab (1.3%), Mandarin (1.2%) and Hindi (0.8%).



#### Dwelling and household composition

In 2016, the City had 15,304 dwellings, with 89.7% occupied and 10.3% unoccupied. The average number of bedrooms per occupied private dwelling was 3.4. 75.8% were family households, 21.0% were singleperson households and 3.2% were group households. There was a higher proportion of couple families with children and single-parent families than the Perth average. 33.5% of total families were couple families, and 12.8% were one-parent families when compared with 32.3% and 9.8% respectively for Greater Perth.

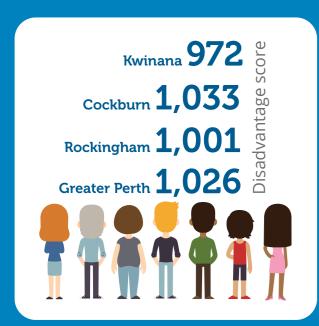


# ■ 10.6% Kwinana Unemployment 2020 • 6.7% WA average Unemployment

#### **Employment**

The unemployment rate in December 2020 was 10.6%, compared to Greater Perth 6.7%.

#### Socio-economic disadvantage



The Socioeconomic indexes scores for areas (SEIFA) consist of social and economic variables such as income, educational attainment, employment and the number of unskilled workers. SEIFA scores are based on a national average of 1,000 and areas with the lowest scores are the most disadvantaged.

According to the 2016 ABS Census data, the City of Kwinana had a SEIFA Index of Disadvantage score of 972, ranking at the 47th percentile nationally (just below average). The Greater Perth average is 1,026, with neighbouring Local Governments including Cockburn at 1033 (85th percentile), Rockingham at 1,001 (69th percentile), and Serpentine Jarrahdale at 1,040 (87th percentile).

In relation to household income, the median household income was \$1,471 per week,

compared to a Western Australian average of \$1,595. 17.7% of households earned a 'high income' (top 20% of household incomes nationally) and 15.9% were 'low income' households (bottom 18% of household incomes nationally), compared with 24.8% and 15.7% respectively for Greater Perth.

Highest education attain

#### **Education**

In 2016, almost all suburbs have lower levels of educational attainment compared to the Western Australian average, with the newer suburbs attaining the highest average levels of education in Kwinana.

**44.9% of people aged 15 and over held post-school qualifications and 41.2% had no qualifications**, compared with 51.7% and 38.1% respectively for Greater Perth.

# Highest education attained KWINANA GREATER PERTH 14.3% Bachelor Degree or higher 7.7% Diploma or Advanced Diploma 23% Vocational qualification 41.2% No post-school qualification 2016

#### Health and disability

In 2018, **15.2% of people had a disability**, including 3.8% with severe and 7.7% with mild core activity limitations. **8.1% of the population** were carers of someone with a disability.

Based on the South Metropolitan Health Service report on City of Kwinana Health and Wellbeing Profile 2019:

- 43% of adults were not active
- 67% of adults were overweight or obese
- 23.4% of adults drank alcohol at a high-risk level for long term harm.
- 21% of adults smoked
- 52% of adults ate less than two serves of fruit daily
- 94% of adults ate less than five serves of vegetables daily
- 35% of adults ate meals from fast outlets at least weekly
- 16% of adults had current high blood pressure
- 1,038 of adults were hospitalised due to injuries from accidental falls between 2012-2016
- 22% of adults have been diagnosed with a mental health problem in the last 12 months



# 3. What we currently do to address social priorities

The City plays a crucial role in facilitating community well-being and provides support, advocacy and coordination of services to improve residents' quality of life, working in partnership with the State and Federal Governments and community service organisations and groups. The City currently provides a wide range of services in a prioritised and financially sustainable manner to address the needs of our diverse community, with some examples being:

Community Recreation Facilities and Programs (e.g. Kwinana Recquatic Centre)

Club Development Support

Provision Of Ovals, Parks and Reserves (e.g. Adventure Park)

Sports and Achievement Grants



**Public Library Services and Programs** 

Employment, Education and Training Programs

Life Long Learning Programs

City's Website, Social Media and other Information Services

Volunteer Centre

Child Care Services (Bright Futures)

Children, Youth, Adult and Seniors' Programs

**Community Events** 

**Community Funding Programs** 





City Assist

Community Well-being Support Services

Community Liaison Service

Fire and Emergency Services

Kwinana Heritage Buildings and Museum

Koorliny Arts Centre

Place Activation Community Collaborations

**Public Art Installations** 

Cultural Celebrations



### 4. How We Developed the Social Strategy

The Social Strategy Outcome Themes and Strategic Priorities were developed through the following processes.

#### 4.1 Desktop review of the City's existing strategies and plans

The City had a range of existing socially focused strategies and plans that had been developed with extensive community engagement. These plans provided a good baseline of endorsed strategic priorities that informed the development of an initial set of draft Social Strategy Themes and Priorities. These formed the basis for our consultation with the community, where we asked the community to give us feedback on whether the Social Strategy Priorities are still current and relevant or whether they needed refinement.

#### 4.2 Strategic Community Plan consultation

In 2020, the "Love my Kwinana" campaign was created to engage with the community and to provide the opportunity for the Kwinana community to review the City's Strategic Community Plan (SCP) (2021-2031). The main goal of the SCP was to understand community vision and high-level strategic priorities across environmental, economic, social and governance areas. The SCP community engagement process was a two-phased exercise. The first engagement phase was conducted with Kwinana's community to understand the broad vision and aspirations for the future. The second engagement phase gained feedback on the new draft strategic direction as well as the City's proposed future key projects.

This consultation identified some community social priorities including 'a lack of physical activity' and 'maintain the unique identity of Kwinana'.





#### 4.3 Background research

Evidence-based findings from relevant research publications, government reports and other credible sources of information were used to analyse the trends and forecasts relevant to the Strategy.

This included data from the City's Community Services and Wellbeing Scorecards which surveys a representative sample of local residents about how the City is performing in various aspects of our services and programs. This emphasised that our library, recreational and youth programs, facilities and services were highly regarded, as well as a need for improving community safety.

#### 4.4 Benchmarking

To obtain the information needed to support the continuous improvement of our services and to identify opportunities, best practices from interstate and Western Australian local government authorities were also considered.

#### 4.5 Social Strategy project reference team

An internal project reference team was established, consisting of key City Officers across different organisational business units. The team provided their own expertise and input to inform the Social Strategy development, as well as follow-up support including direction setting, draft document review and delivering community and stakeholder consultation sessions.

#### 4.6 Stakeholder and community consultation

The research, benchmarking and review of previous plans guided the development of draft Social Outcomes Themes and Social Strategy Priorities, to provide a basis for consulting with the community to ensure contemporary relevance and check for new and emerging priorities and aspirations.

The City is committed to adhering to the International Association of Public Participation (IAP2) Code of Ethics for our community engagement processes. This includes being purposeful in design; building trust with participants; being clear on the role of participants; being open in providing information; being respectful of community differences and advocating fairly about the input provided. In alignment with this evidence-based approach, we utilised engagement methods that suited our community and stakeholders.

Between March and April 2021, the City conducted sixteen face-to-face consultation sessions with targeted key stakeholders and the community to seek their input, with over 200 people participating.

Diverse specific demographic focus groups were held, including with Aboriginal and Torres Strait Islander people, young people, seniors, culturally and linguistically diverse communities, advisory groups, clubs and resident groups. Furthermore, Councillors of the City of Kwinana were provided with an opportunity to provide their feedback, along with internal City Officers.

The community was also provided with an opportunity to provide their feedback via an online portal through the City's Love My Kwinana Engagement Hub. A detailed consultation report has been developed and distributed to those who provided input, and is available on request from the City.



SCRIBE BY PAULINE MURPHY -MARCH 2021- PMDI\_ILLUSTRATION - NOONGAR LAND

# City of Kwinana Social Strategy **Timeline**

## **Previously**

14 previous plans or strategies each with community consultation



**Social Strategy** consultation participants

March 2021

Focus group sessions, individual interviews and online

**Draft priorities** and background information promoted

February 2021





**Community Services** 

Scorecard surveying

and Wellbeing

**Strategic Community Plan Research of other** information sources

January 2021

August 2020

consultation with responses

December 2020 - May 2021

people









Councillor and internal City Officer feedback





38,918

residents and all key stakeholders invited to make a submission

August 2021





Formal advertising of final draft document for submissions

#### 5. Consultation feedback

#### 5.1 Overall Social Strategy approach

Overall, the approach of integrating the varied City's strategies and plans into a consolidated format in the form of a Social Strategy capturing strategic priorities, supported by specific Action Plans that were more dynamic, was well-received by engagement participants. Community priorities that were raised aligned with the draft strategic priorities provided for consultation, with some minor amendments made to provide clarification or points of additional emphasis.

#### 5.2 What our community asked us to continue doing well

As well as supporting the Draft Social Strategy Priorities generally, community feedback showed they particularly valued the City's current focus on:

- Providing and enhancing community spaces including parks and infrastructure that enables people to meet and connect;
- Maintaining and celebrating our identity of a green natural environment and encourage the use and enjoyment of these green spaces;
- Delivering and supporting place activations and community events;
- Supporting community and organisations with capacity building staff, grants and other supports;
- Delivering key community centres and their programs including the Recquatic, Darius Wells Library and Resource Centre and Zone Youth Space.

#### 5.3 What our community asked us to focus on

The following summarises the particular areas the community has asked the City to further emphasise:

- Further inclusive efforts that promote tolerance, the celebration of diversity and coming together in harmony;
- Enhanced collaboration to build meaningful relationships and work together in partnership;
- Improving education and employment outcomes;
- Promotion of social connection and networks within the community;
- · Promotion of healthy and active lifestyles;
- Help to achieve a safe and secure community.

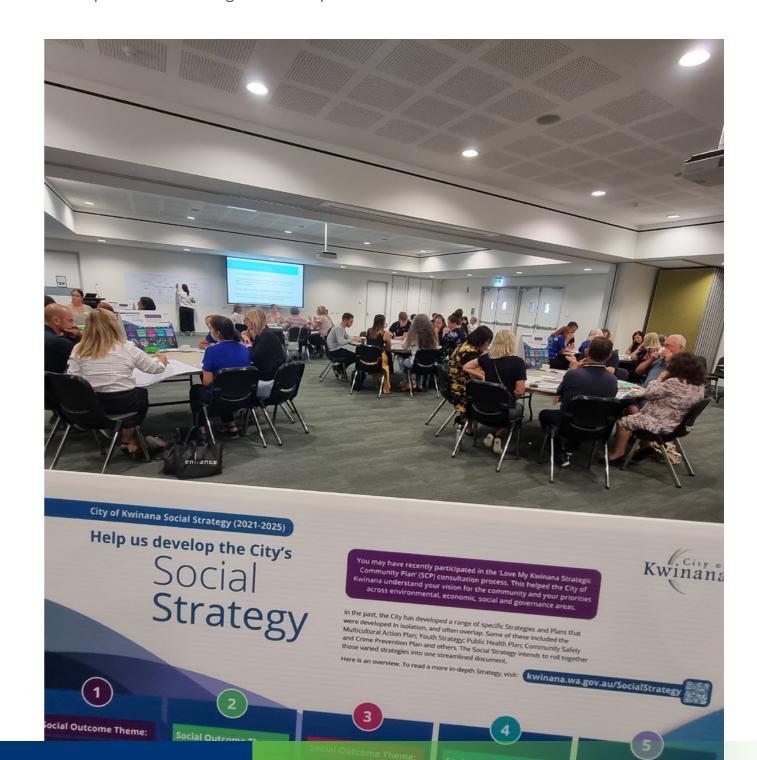
Our community also provided us a great deal of valuable detail including specific priority cohort groups for different priorities, and even suggestions for actions. These are captured in the Consultation Report and forwarded to relevant City Officers for consideration when developing their Action Plans.

#### 5.4 Consultation driven amendments

We listened to our community feedback, and changes were made to reflect the identified focus areas. For example, we heard about community feedback on the importance of healthy eating, and programs to promote active transportation. We made changes and added emphasis on preventative health and motivation to adopt an active lifestyle for a healthier community.

Furthermore, in consideration of community feedback some Social Strategy Priorities that have similar objectives were either deleted or combined to reduce duplication. Additionally, to provide further emphasis on the City's differing responsibilities towards community safety and supporting wellbeing, the original draft 'Social Strategy Theme 4' called "Supported and Safe" was separated into two distinct Themes: "Safe and Resilient", and "Caring and Supported".

Similarly, we were able to determine that some draft Social Strategy Priorities focused on working in partnership with community or building upon existing strengths, reinforced our draft Principles that were relevant across all our priorities. As a result, some of the Priority wording that duplicated the wording of the Principles was refined.



# 6 Social Strategy Vision and Principles

As a result of the community input we were able to better understand how we should work across all the Priorities, leading to some refining of our Social Strategy Principles. The refining of the Social Strategy Outcome Themes also enabled us to articulate an overarching vision for the Social Strategy.

#### 6.1 Vision

The City's Strategic Community Plan outlines the Council's overall vision for the City as 'a unique and livable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities'.

The SCP also outlines two Outcomes of particular relevance to the Social Strategy: Outcome 3 'Infrastructure and services that are sustainable and contribute to health and wellbeing'; and Outcome 4 'A unique, vibrant and healthy community that is safe, connected and socially diverse'.

The below Social Strategy Vision aims to capture those socially focused aspirations: To develop a vibrant, healthy, inclusive, safe, and capable community that is socially connected, with a shared sense of well-being and a unique identity and cultural richness that is celebrated.

#### 6.2 Principles

Our work towards achieving the Social Strategy Priorities will be guided by the following Principles.

Collaboration



We will endeavour to build and maintain relationships with our community and stakeholders, using a collaborative approach to decide what actions are the best options to attend to the community social priorities. We will be working together wherever possible to deliver actions and ensure that these relationships are interconnected to enhance coordination and reduce duplication.

Strengths Based



We will have a positive approach and appreciate the strengths and contributions of our community organisations and individuals. We will also work to support and enhance those existing strengths to achieve outcomes.



Place Approach



We understand that our communities are diverse, we will work together with the community wherever necessary in tailored and best suitable ways that identify the unique communities and places that make up the City.

Social Justice



We will be a strong advocate for social justice by identifying ways we can enhance equity, tolerance, accessibility, human rights and dignity. We will be mindful not to be populist and act in the interests of those members of our community under-represented, and also those most vulnerable and disadvantaged.

Goal Oriented



We will set clear goals that focus on achieving genuine outcomes and impacts that are financially sustainable. There will be a strong emphasis to measure progress towards the goals and objectives, and we will provide feedback to community on how we are progressing.

Integrated



The Social Strategy will be well integrated within the City's wider planning framework, and cascade seamlessly to Action Plans that provide a clear link between the strategic priorities and operational actions we undertake to address them.

# 7 Social Strategy Outcome Themes and Priorities

Following the comprehensive engagement process, the City has identified six Social Strategy Outcome Themes to categorise the associated Strategic Social Priorities, as outlined in the following tables.



#### Social Strategy Outcome Theme 1: **Healthy and Active**

Objective	Social Strategy Priority		
	1.1	Facilitate a diverse range of active lifestyle opportunities	
A physically and mentally healthy and active community	1.2	Deliver initiatives that enhance the use of public open space and natural environment reserves	
	1.3	Reduce barriers to in active lifestyle activities	
	1.4	Promote physical, mental and nutritional health with a focus on prevention and motivation	
	1.5	Provide infrastructure that enhances opportunities for recreation, play and relaxation	
	1.6	Support local services and programs that promote healthy relationships	
	1.7	Promote active transportation including walking and cycling	
	1.8	Address relevant requirements under the Public Health Act and Environmental Health Protection guidelines and regulations.	
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#### Social Strategy Outcome Theme 2: Connected and Inclusive

Objective	Social Strategy Priority	
	2.1	Facilitate improved stakeholder relationships and networks to enhance coordination and collaboration
Equitable and inclusive social connection and engagement with community life	2.2	Plan for open and accessible community spaces when developing suitable facilities to facilitate community interaction
	2.3	Value and support the importance of social connections and consider how new and existing programs and services can contribute to reducing social isolation
	2.4	Facilitate initiatives that encourage social interaction and connection at both a local and community-wide level
	2.5	Support and deliver programs that promote awareness of diversity and the importance of inclusivity, tolerance and harmony
	2.6	Facilitate and promote diverse opportunities for volunteering
	2.7	Promote and provide opportunities for civic participation in leadership, engagement and decision making
	2.8	Facilitate programs that provide opportunities for intergenerational interaction
	2.9	Demonstrate organisational leadership and best practice in inclusion and diversity including meeting all requirements under relevant Acts and regulations





#### Social Strategy Outcome Theme 3: Informed and Capable

Objective	Social Strategy Priority		
	3.1 Use diverse informing methods to improve community awareness of the full range of programs, events, services, infrastructure and information available		
Information, learning and development opportunities enhance individual and community capacity	3.2 Assist community members and organisations to build upon their own strengths and develop their capacity		
	3.3 Develop programs and infrastructure that facilitate diverse learning opportunities and the exchange of information and knowledge		
	3.4 Improve education and training outcomes and promote a culture of lifelong learning		
	3.5 Enhance employment and entrepreneurial opportunities		
	3.6 Facilitate intergenerational knowledge-sharing and mentoring opportunities		







#### Social Strategy Outcome Theme 4: Safe and Resilient

Objective	Social Strategy Priority	
	4.1 Develop awareness campaigns and initiatives to address priority safety issues	
	4.2 Facilitate accurate crime and safety awareness to reduce misperception of crime	
	4.3 Ensure community planning, infrastructure, transport, services and programs provide for safe use and participation	
Safe enjoyment of community life	4.4 Advocate to responsible authorities for appropriate resources and actions to reduce crime	
	4.5 Improve local community pride-of-place and neighbourliness	
	4.6 Encourage community-led safety initiatives and reporting of crime	
	4.7 Plan and prepare for emergency management, recovery and community resilience	





## Social Strategy Outcome Theme 6: Vibrant and Celebrated

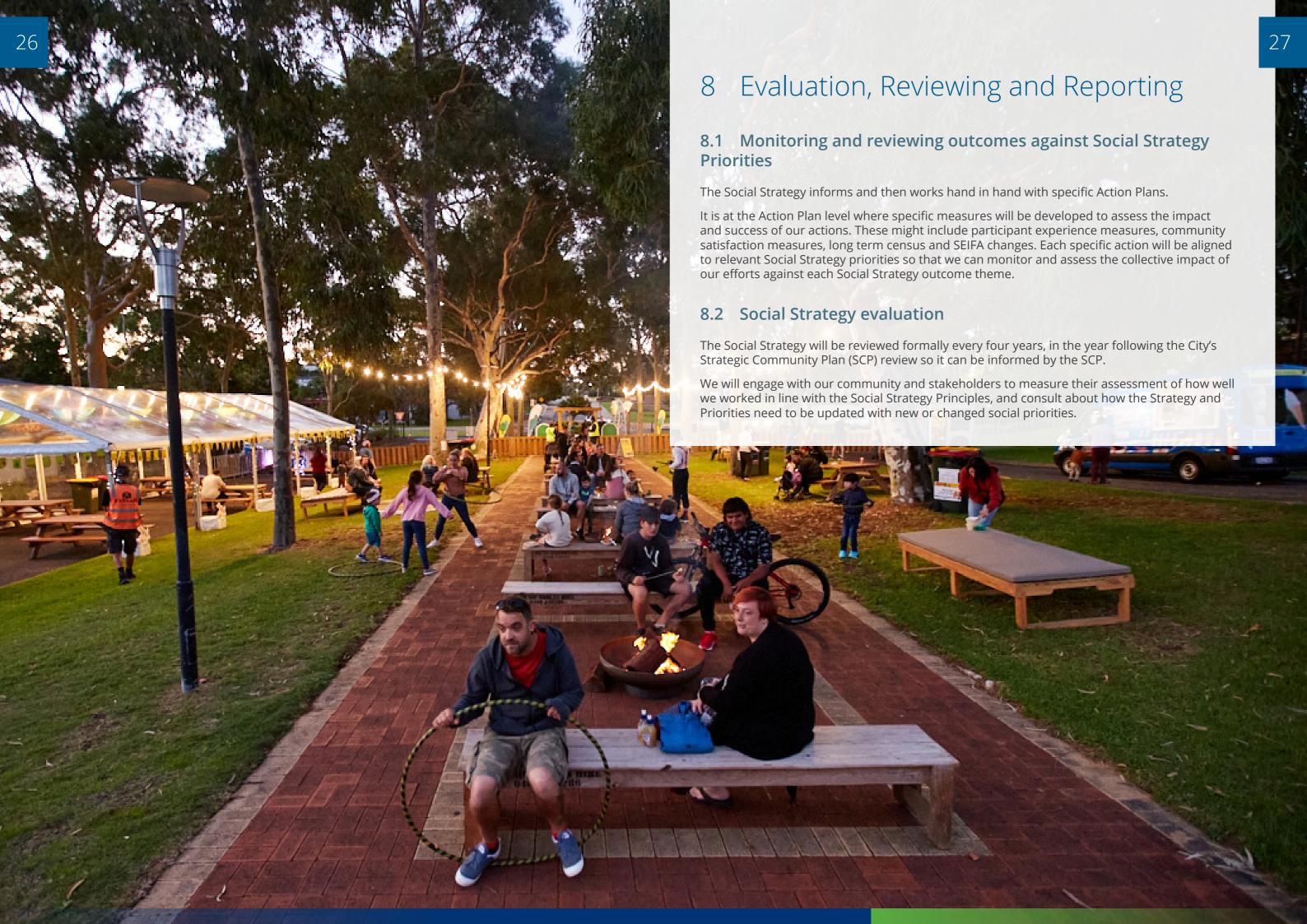
Objective	Social Strategy Priority		
Vibrancy and creativity thrive and our unique identity and achievements are celebrated	6.1	Encourage creative processes which explore and celebrate Kwinana's history, stories, identity and cultural diversity	
	6.2	Provide significant events and activities to promote vibrancy and celebration	
	6.3	Support community activation and participation in arts, culture, events and heritage initiatives	
	6.4	Identify, capture, conserve and manage natural, heritage and cultural assets, stories and collections	
	6.5	Facilitate community art projects in public spaces	
	6.6	Provide opportunities to establish a thriving creative economy	
	6.7	Highlight and acknowledge community achievements	



# Social Strategy Outcome Theme 5: Caring and Supported

Objective	Social Strategy Priority	
	5.1	Engage with at-risk community members proactively and connect them to relevant supports
Challenges to wellbeing are supported by a caring community	5.2	Support and provide programs and services to support community members facing barriers to their development and wellbeing
	5.3	Advocate to responsible authorities and service providers for increased capacity to support community members facing barriers to their wellbeing
	5.4	Facilitate life-skills programs to develop independence and self-sufficiency
	5.5	Advance community awareness and advocacy for human rights and social justice
	5.6	Enhance interagency coordination to reduce duplication and collaborate on support efforts
	5.7	Plan for housing diversity and advocate for appropriate housing support







#### 9. Invitation

The City is keen to work with community members, organisations, businesses or other stakeholders to to continue to develop the Kwinana that we love.

We would like to know if you wish to be involved in our ongoing development and implementation of our Action Plans. Your involvement will assist us to determine the specific programs, services, policies and infrastructure that are required to address our Social Strategy Priorities.

Please contact or engage with us in the Love My Kwinana Engagement Hub at **lovemykwinana.com** 

#### Contacting the City of Kwinana



In person

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