



CITY OF VINCENT

# PUBLIC HEALTH PLAN 2026 – 2031

THRIVING PEOPLE IN THRIVING PLACES  
– TOGETHER, FOR EVERYONE.



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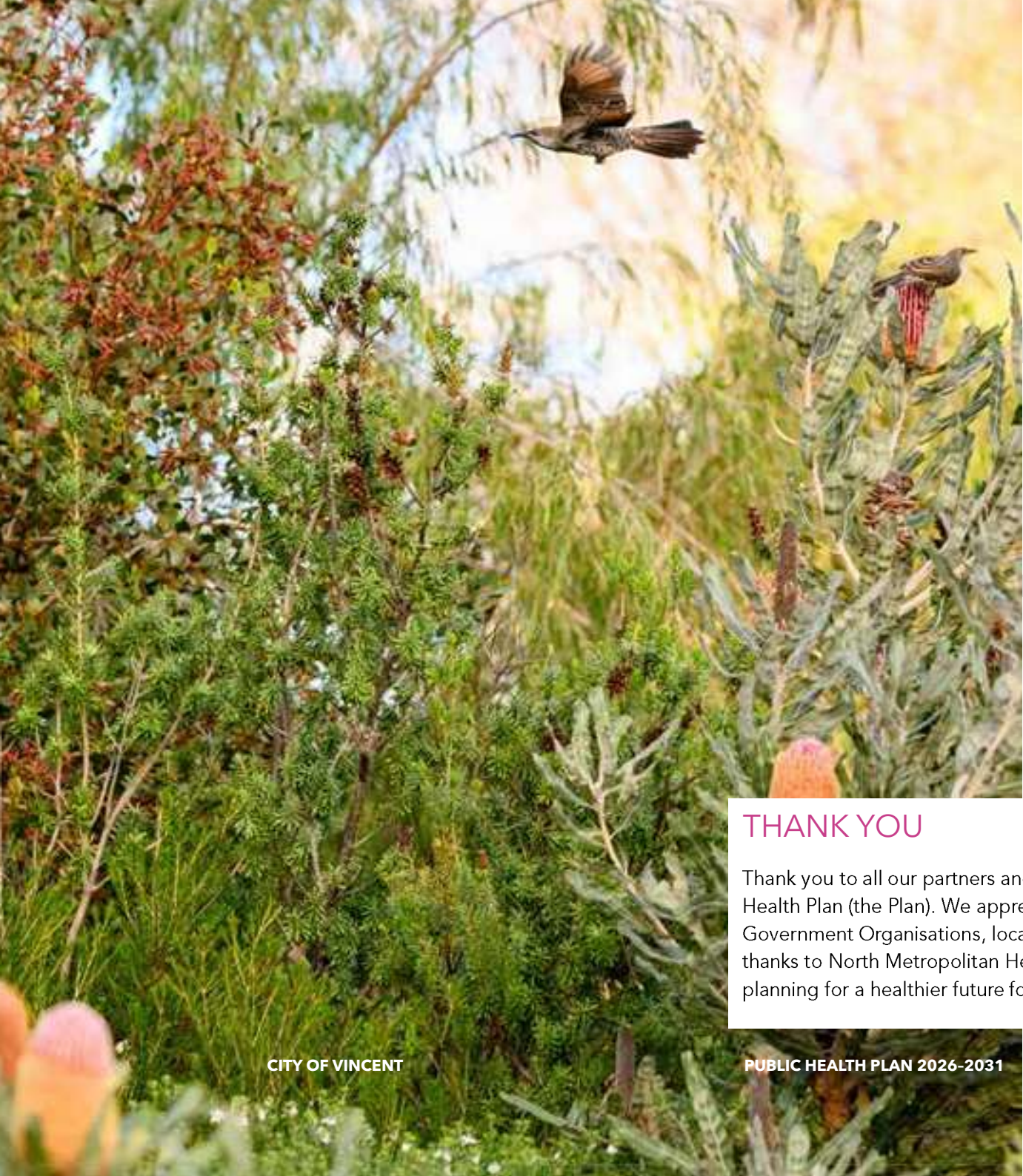




## Acknowledgement of Country

The City of Vincent acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past and present. We would also like to acknowledge all Aboriginal and Torres Strait Islander Elders for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander Australia. We recognise the contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners. The land on which we live, meet, and thrive as a community always was and always will be Noongar land.





# Message from Mayor

**MESSAGE FROM MAYOR**

## THANK YOU

Thank you to all our partners and community members who helped shape this Public Health Plan (the Plan). We appreciate the support from Government and Non-Government Organisations, local groups, and residents across Vincent. A special thanks to North Metropolitan Health Service for their guidance and assistance in planning for a healthier future for all of us within Vincent.



By planning for health today, we can help to prevent health problems tomorrow, ensuring our community **thrives** for generations to come.

# Introduction

The City of Vincent's Public Health Plan 2026–2031 sets out our approach to strengthening service delivery and directing efforts toward creating a community that supports health and wellbeing. It outlines the projects, plans, policies and initiatives that will promote, prevent, protect and enable the health and wellbeing of our residents.

## WHAT IS PUBLIC HEALTH

Having good health is more than just not being unwell. It means feeling well physically, mentally, socially, and for Aboriginal and Torres Strait Islander people, it also means cultural wellbeing.

The Public Health Act 2016 defines public health as *"the wider health and wellbeing of the community; and the combination of safeguards, policies, and programs designed to protect, maintain, promote, and improve the health of individuals and their communities, and to prevent and reduce the incidence of illness and disability."*

We can aim not just to be well but **thriving**. When we thrive, we can live full, active lives and contribute positively to our communities.

## OUR JOURNEY SO FAR

The City's vision, as described in the [Strategic Community Plan \(2022-2032\)](#) is that *"In 2032, the City of Vincent is a leafy and vibrant 24-hour city which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a Council that says YES!"*

The City's inaugural Public Health Plan 2020–2025 contributed meaningfully to achieving this vision. It put public health in the spotlight and set us off on a journey to incorporate public health, wellbeing and health equity principles and priorities into everything we do. We led by example, establishing strong partnerships with both government and non-government agencies to deliver a number of initiatives.

This is reflected in City of Vincent's rating as the 'Most Liveable City in Western Australia' and the second 'Most Liveable City in Australia', as rated by the community, in the 2025 Australian Liveability Census.



The City's flagship *Smoke-Free Town Centres* project achieved a 42 percent reduction in smoking within just 12 months, and three years ahead of schedule. Encouragingly, the project secured 81 percent community support in March 2025 for expanding smoke- and vape-free areas, demonstrating its sustained success over the life of the Public Health Plan and beyond. It is just one example of work which has paved the way for this new iteration of the Plan.

## LOCAL PUBLIC HEALTH PLANNING

Section 45 of the Public Health Act 2016 requires all local governments to prepare a Plan for their district. The Plan should be consistent with the [State Public Health Plan](#) to **promote** good health, **prevent** illness, **protect** people from health risks, and **enable** better health and wellbeing.

This Plan has been developed with consideration to various factors including:

- Local health profile and data analysis
- Community and stakeholder feedback
- Objectives, priorities and actions in the State Public Health Plan
- Alignment with the City's Strategic Community Plan (2022-2032)



The Public Health Plans forms part of the City's suite of informing strategies. It will guide the City's Corporate Business Plan, Long-Term Financial Plan and annual budgets. It will be supported by an action plan that is designed to be a flexible, living document so new opportunities can be considered as they arise.





The Plan will ensure that the City will make the best possible use of our resources and continue to collaborate with the community and external organisations for the benefit of current and future generations.

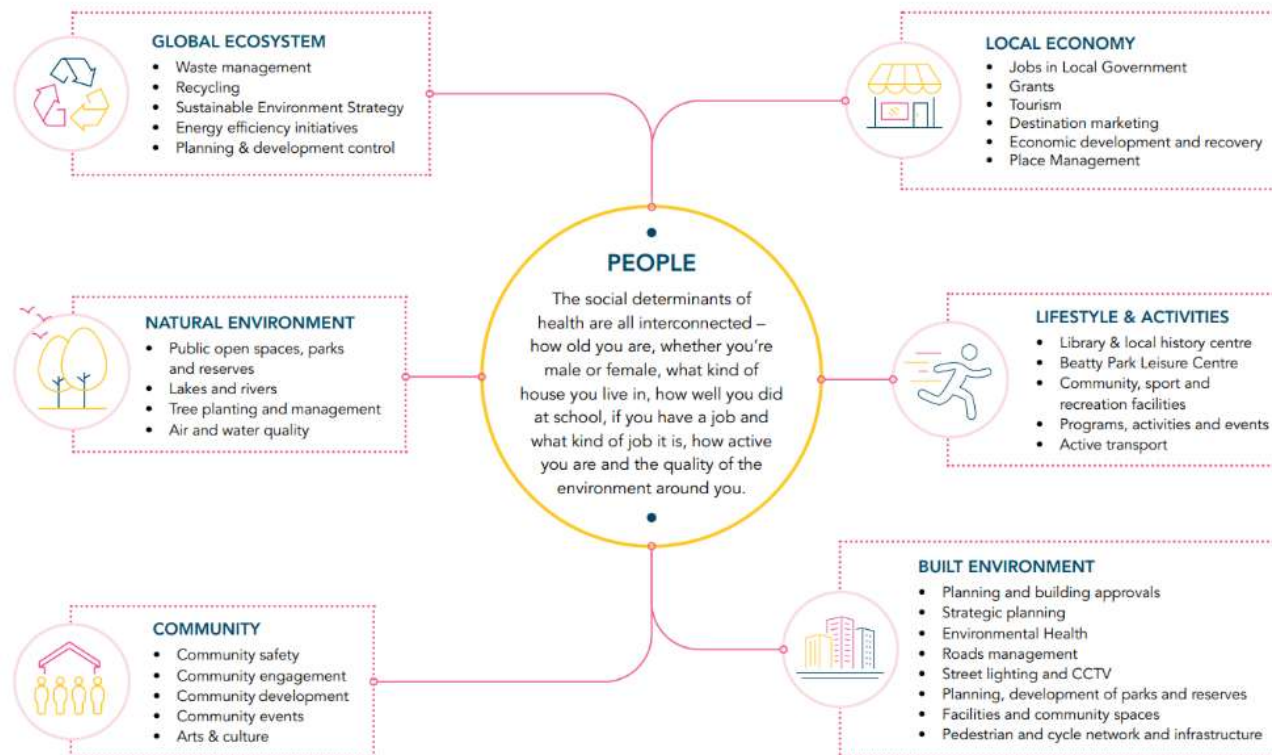






# The social determinants of health

Public health programs worldwide are shaped by the **social determinants of health** - the conditions where people are born, live, work, and age, and people's access to power, money and resources. These factors influence health and illness, and vice versa, and include income, education, housing, employment, social support, and access to health care.





## HOW WE CONTRIBUTE

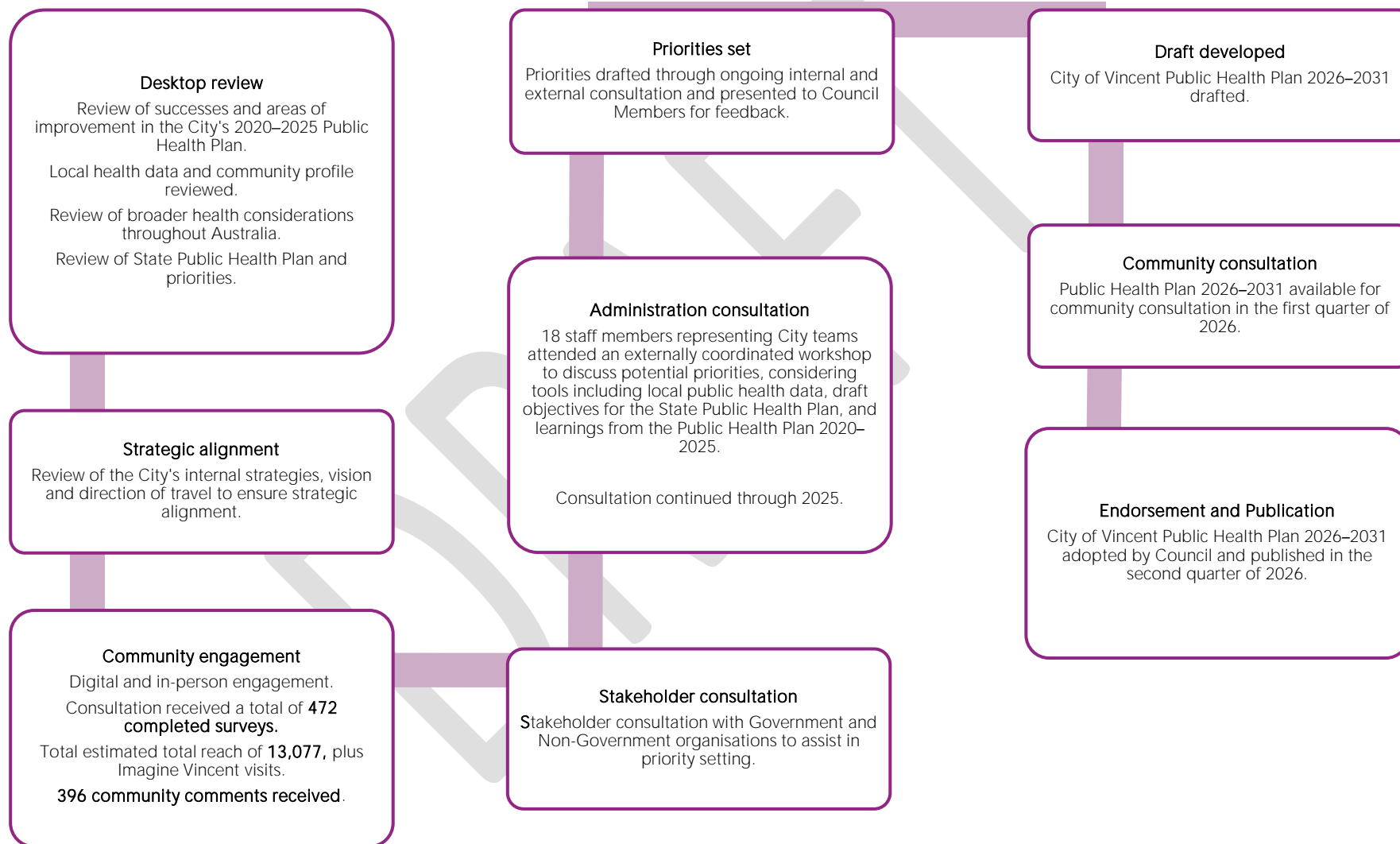
This plan provides a framework for supporting the health and wellbeing of our community and strengthens our proactive approach to protect future generations. It sets out priorities that consider health holistically and creates environments where healthy habits can thrive.

Our role is to create safe, clean, green, and accessible spaces, embed public health principles in local decision-making, advocate for public health priorities, and empower our community to make healthier choices. Local services, agencies, and community groups also play an important part. We know the best outcomes happen when responsibility is shared, so collaboration across government, services, and the community is essential. By working together, we can create conditions that make healthy living easier and more achievable for everyone. (INFOGRAPHIC WILL BE CREATED FOR BELOW)

As a Local Government, we can influence many areas which can directly or indirectly impact public health. Our role is to:

- Provide and maintain parks, sports fields, pools, and recreation centres to support active lifestyles.
- Act as a trusted source of health and wellbeing information, and to signpost to health experts.
- Offer resources to support public health.
- Enable, collaborate with and promote organisations that support community health.
- Manage waste and recycling to ensure clean and safe environments.
- Reduce injuries by maintaining roads and speed levels, footpaths, parks, and cycle paths.
- Provide infrastructure and property services, including parking and active travel options.
- Protect the community from environmental health hazards to reduce disease and manage risks like tobacco, water and food safety, noise, air pollution, and mosquitoes.
- Assess development proposals and building designs.
- Run programs and events and support community groups and cultural activities.
- Provide cultural facilities and services, such as the library.
- Advocate to State Government for initiatives that support public health.

# Developing the new Public Health Plan





# A snapshot of public health in Australia

An increasing number of Australians are living with long-term health problems and chronic diseases, often linked to how we live, eat, and move. Chronic diseases are the main cause of sickness, disability and death in Australia. In 2024, mental health conditions and substance use disorders were the second leading cause of disease burden in Australia, second only to Cancer.

In 2024, the leading risk factors contributing to disease burden in Australia were:

- |                                    |                             |
|------------------------------------|-----------------------------|
| 1) Overweight (including obesity), | 6) Alcohol use,             |
| 2) Tobacco use,                    | 7) Illicit drug use,        |
| 3) All dietary risks,              | 8) Child abuse and neglect, |
| 4) High blood pressure,            | 9) High cholesterol, and    |
| 5) High blood plasma glucose,      | 10) Physical inactivity.    |

In 2024, over one-third of the total burden of disease in Australia could have been prevented by reducing exposure to modifiable risk factors.

Other risk factors contributing to disease burden included air pollution and UV sun exposure.

## RISK FACTORS ARE CONNECTED

**Risk factors for ill-health are connected, so improving habits in one area of life can benefit other areas**

Health risks often overlap and impact other areas of health. For example, poor diet, excess weight, and low physical activity are closely linked: they contribute to overweight and obesity. In 2022, 66% of adults in Australia were living with overweight or obesity. Living with overweight or obesity can increase the risk of conditions and symptoms like heart disease, type 2 diabetes, and joint problems. These conditions can lead to reduced mobility and can negatively affect mental health. Limited mobility may also increase the likelihood of falls and injuries.

On the other hand, improving eating habits, increasing activity levels, and achieving a healthier weight can lead to wide-ranging benefits: reduced risks of chronic disease, better mental wellbeing, improved mobility, and in turn lower injury rates. Because risk factors for ill-health are connected, our Public Health Plan emphasises a **holistic approach** which tackles multiple risks at the same time to maximise health benefits.







# Community Profile

The social determinants of health show how public health is related to many other components of a community's profile. The following population overview identifies the demographic and social profile across our 11.km<sup>2</sup> City. **(INFOGRAPHIC WILL BE CREATED)**

## Population and density:

- 37,865 people
- Median age of 36
- 28.7% speak a language other than English at home
- 11.8% aged 65 or over (senior)
- 3532.8 persons/km<sup>2</sup> in 2023

## Vulnerability

- SEIFA Index of Disadvantage for the City of Vincent in 2021 was 1,068. *The national average is 1000. A higher score means lower disadvantage.*
- Estimated homeless population in the 2021 Census was 63 per 10,000. Estimated rough sleeping rate was 13 per 10,000.

## Housing:

In June 2025:

- Median house price of \$1,527,500
- Median house price increase of 12.6% in the past 5 years.
- Median weekly rent for a house of \$850

## Employment and Income:

- Unemployment rate of 3.9%
- 13.3% of residents had a total individual income (weekly) less than \$500

## Education and Volunteering

- 46.2% had achieved a Bachelor Degree level or above as highest level of educational attainment.
- 19.4% did voluntary work through an organisation or group in the last 12 months.

## Travel

On the day of 2021 census, to travel to work:

- 53.7% travelled to work by car as driver or passenger,
- 14.2% used public transport,
- 8.8% walked or biked.

## Aboriginal and Torres Strait Islander population

- 0.9% of the population, or 316 peoples, were recorded as Aboriginal and Torres Strait Islander peoples.
- 83.6% spoke only English at home, 8.5% spoke Australian Indigenous languages at home, 4.4% spoke Noongar (other Australian Indigenous Languages and Aboriginal English).
- 10.5% were unemployed.

# Health status in our City

The City of Vincent scores as 'excellent' on the 2024 SGS Cities and Regions Wellbeing Index, ranking 30<sup>th</sup> overall and 37<sup>th</sup> for health specifically of 518 Local Government Authorities. This means that residents in Vincent tend to live longer and have fewer major health issues compared to other areas. However, there are always opportunities to improve the health of the community by raising awareness and creating healthier environments to make it easier to make healthier choices.

The following data has been provided by North Metropolitan Health Service and is compiled by the Epidemiology branch of the Department of Health. It is supplemented with data from Injury Matters. It indicates how the City of Vincent compares to the WA State average across a number of health metrics in 2020.

Comparing our data to the WA State average gives us a useful comparison.

(INFOGRAPHIC WILL BE CREATED)



City of Vincent residents display a mix of positive health behaviours and indicate areas where increased local support may be beneficial. Understanding these trends has helped guide priority-setting and ensure deliverables in the Plan are targeted where they are most needed.

Category	Health Indicator	City of Vincent	WA State Average	What This Means
Lifestyle Risk Factors	Physical activity	47%	48%	Similar activity
	Screen-based activity	44%	45%	Similar screen-based sedentary behaviour
	Recommended fruit intake	49%	50%	Similar fruit consumption
	Recommended vegetable intake	8%	8%	Same vegetable consumption
	Fast food eaten at least weekly	24%	24%	Same fast-food consumption
	Obesity	30%	32%	Similar obesity rates
	Overweight	31%	35%	Fewer residents overweight
Mental Health	Stress	10%	10%	Same stress prevalence
	Anxiety	12%	9%	Higher anxiety prevalence
	Depression	9%	8%	Higher depression prevalence
	Psychological distress	10%	9%	Higher distress prevalence
	Any mental health condition	17%	16%	Higher mental health condition prevalence
	Self-harm resulting in death (per 100,000)	16	15	Higher rate of fatal self-harm
All categories of notifiable infectious diseases	-	Lower	Higher	Strong community health practices
Tobacco & alcohol use	Current smoking	8%	11%	Lower current smoking
	Deaths from tobacco (per 100,000)	69	62	More deaths from tobacco
	High risk alcohol use (short-term)	6%	8%	Lower short-term risky drinking
	High risk alcohol use (long-term)	23%	24%	Similar long-term risky drinking
	Deaths from alcohol (per 100,000)	41	34	More deaths from alcohol
Accidental falls*	Hospitalisations from falls (per 100,000)	1,325	1,099	More hospitalisations from falls
	Deaths from falls (per 100,000)	25	16	More fatal falls
	Hospitalisation cost (accidental falls) (2019–2023)	\$14.7m	–	Highest-cost injury category

\* Not all falls may have occurred in City of Vincent.

These insights help shape where effort and resources should be directed to achieve the greatest health improvements for the community.







# What did the community say?

A key process in developing the Plan was ensuring our community had opportunity to shape the priorities and tell us what mattered most to them. The community were invited to provide input on an online survey called 'Imagine Vincent,' through social media, emails, digital displays and face-to-face.

**Our community ranked these health and wellbeing topics as most important to them, ranked in order of importance:**

1. Mental health and wellbeing
2. Opportunities to exercise
3. Building social connections
4. Healthy, accessible food
5. Smoke and vape-free environments
6. Alcohol-free environments

In developing the plan, we reached an estimated 13,077 community members, plus Imagine Vincent visits.

We also asked the community what they find important to lead a healthy and happy life. **396 comments were received**, summarised in the following themes:

- Provision of parks, playgrounds and public open spaces
- Protection and increasing tree canopy
- Environments that support active lifestyles (accessibility, walkability, cycling networks)
- Creating safer, healthier, and more sustainable cities through urban planning
- Recreation facilities (including Beatty Park)
- Feeling safe in the community
- Reducing harms from environmental health hazards (asbestos, food, water, noise, air)
- Supporting our vulnerable community (including people experiencing homelessness)
- Community groups and sporting clubs
- Access to programs that support mental health and wellbeing
- Festivals and events that encourage community connection





## Our vision for health in Vincent

To ensure the City's Public Health Plan remains aligned with community needs and strategic priorities, the vision has been refreshed to provide a more aspirational and holistic direction for public health over the coming five years.

### THRIVING PEOPLE IN THRIVING PLACES - TOGETHER, FOR EVERYONE.

- *'Thriving people'* recognises that good health is not merely the absence of illness but thriving in all areas of life which can impact health.
- *'Thriving places'* acknowledges the importance of our built and natural environment on our health, and reflects the City's commitment to greening, canopy cover, quality design, and sustainability, as outlined in the City's 2032 vision: "In 2032, the City of Vincent is a leafy and vibrant 24-hour city, which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a council that says YES!"
- *'Together'* highlights the importance of connection and inclusivity in public health, reflecting our focus on priority population groups, and the importance of partnership working to achieve the best outcomes for our health.
- *'For everyone'* reaffirms our commitment to supporting the health and wellbeing of all members of the community.





Espresso (1.50)  
Short Macchiato (1.50)  
Long Macchiato (1.50)  
Long Black (1.50)  
Flat White (1.50)  
Cappuccino (1.50)  
Cafe Latte (1.50)  
Mocha (2.50)  
Hot Chocolate (1.50)  
Chai Latte (1.50)  
Specialty Tea (1.50)  
Iced Tea Plate (1.50)  
Fruity Iced Tea (1.50)  
Iced Coffee (1.50)  
Iced Chocolate (1.50)  
Iced Specialty (1.50)



# Our Public Health Priorities

To develop the priorities for the Public Health Plan, we considered several sources. We took into consideration ideas and data gathered from our community, external stakeholders, Council and the City's Administration. We are highlighting **two strategic focus areas**, alongside sixteen other areas of importance which we will build upon from the last iteration of the Public Health Plan.

## OUR PUBLIC HEALTH PRIORITIES

### Thriving minds – mental health

- Strategic initiatives
- Health literacy
- Healthy living environments
- Healthy, accessible and sustainable food and drink
- Healthy social connections through activities and programs
- Inclusive communities
- Healthy and safe events
- Thriving body, thriving mind: Sport and recreation

### Climate emergency

- Healthy and safe communities
- Healthy urban planning and design of communities
- Healthy and active travel
- Healthy streets
- Thriving parks, thriving people
- Environmental health
- Emergency management
- Promote community wellbeing by reducing waste and safeguarding natural resources and environments





## OUR FOCUSED PRIORITIES

### 1. A FOCUS ON MENTAL HEALTH: 'Thriving minds'

Around **8.5 million Australians** - about **43% of people aged 16 to 85** - have experienced a mental health condition at some point in their lives.

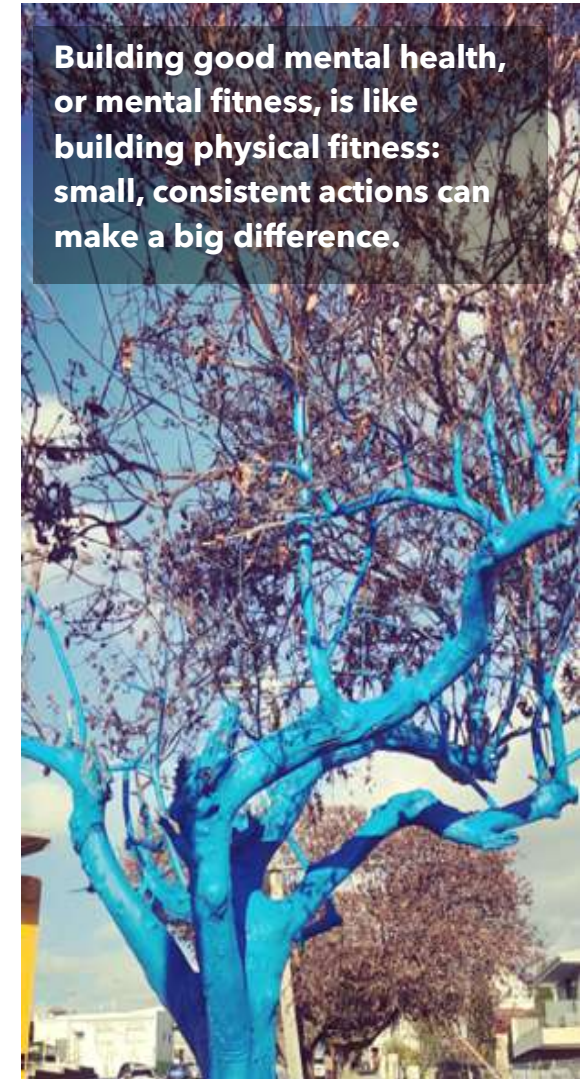
Mental health issues like anxiety and depression are **major contributors to poor health in Western Australia**. When people are struggling with their mental health, it can affect their ability to work, socialise, and take part in community life. It can also impact their physical health and make it harder to avoid unhealthy habits such as smoking or vaping, drinking alcohol, using drugs, eating poorly, or being inactive. Good mental health, on the other hand, helps people cope with stress, stay connected to others, and do well at work and in daily life.

We can think about mental health like a muscle - it can grow stronger with practice. Building 'mental fitness' means creating healthy habits that support our wellbeing. This looks different for everyone, but might include staying connected with others, getting enough sleep, eating well, exercising, or seeking support. For some people, this might involve talking to a health professional or creating a mental health support plan.

Local governments play an important role in supporting community wellbeing. We can help by **strengthening protective factors** that contribute to good mental health and by **reducing risk factors** that can lead to poor mental health.

Example protective factors for good mental health	Example risk factors for poor mental health
Awareness of mental health support available	Lack of awareness of mental health support; mental health stigma; low mental health literacy
Community connection, like events at our Library	Social isolation
Access to green spaces and nature to exercise	Climate change, extreme urban heat
Accessible recreation facilities like Beatty Park	Recreation facilities are non-existent or poorly accessible

**Building good mental health, or mental fitness, is like building physical fitness: small, consistent actions can make a big difference.**



## 2. A FOCUS ON THE CLIMATE EMERGENCY

The City's Enhanced Environment Strategy (EES) notes that extreme heat is the biggest climate-related threat facing Perth.

This Plan looks at how the climate emergency affects public health. This includes the impacts of rising temperatures, exposure to harmful UV radiation, and the mental health effects linked to climate stress.

By 2050–2059, it's estimated that in Perth we can expect:

- **33.5%** more heat-related hospital admissions compared with 2010, and
- **61.4%** more heat-related deaths compared with 2010.

Climate change can affect the health of our community in many ways, including:

- **More extreme weather events**, like heatwaves and bushfires. These can cause injuries, deaths, and mental health impacts, especially for people who are already vulnerable.
- **Higher temperatures and worsening air quality**, which can:
  - Reduce physical activity;
  - Worsen respiratory and heart conditions;
  - Increase the risk of skin cancer;
  - Change local ecosystems and expand mosquito-borne diseases; and
  - Affect crops, livestock, food systems, and water supply.
- **Growing concern or worry about climate change**, often called climate anxiety.

Heat-related impacts often affect some groups more than others, including:

- Older adults;
- People experiencing homelessness;
- People with mental health conditions; and
- People living with chronic health issues and/or disabilities.

These risks show that climate change isn't just an environmental issue, **it's a public health issue**. By acting on climate change, we can reduce these health risks and help our community stay safe, healthy, and resilient.

The World Health Organisation describes climate change as the defining issue for public health in the 21st century.<sup>1</sup>

*"A ruined planet cannot sustain human lives in good health."* Dr Margaret Chan, Director-General of the World Health Organisation



# Priority Population Groups

Some public health actions focus on everyone in the community because this is where we can make the biggest difference. But some groups face bigger health challenges than others and may need extra support.

Aboriginal health and wellbeing is an important focus of the State Public Health Plan. Vincent has a small Aboriginal and Torres Strait Islander population, but this community has some of the highest health needs in Western Australia. Some groups can have higher rates of unhealthy behaviours, and when these combine with social factors, people can experience poorer health and greater social or financial stress.

The City is committed to supporting Aboriginal health needs while also responding to the needs of other priority groups. We will do this by taking culturally appropriate approaches across all our work, as recommended by the State Public Health Plan. This means Aboriginal health will be woven through all priorities, rather than treated as a separate goal.

Other City plans, like the [Access and Inclusion Plan \(2022–2027\)](#) and the [Stretch Reconciliation Action Plan \(2025–2028\)](#), also help support priority groups. Public health priorities will continue to be built into our planning so we can help reduce health inequalities across the community.

We have identified the following priority population groups:

- Aboriginal and Torres Strait Islander peoples
- Our LGBTIQ+SB community
- People experiencing socio-economic disadvantage
- People with disability
- People living with a mental health condition
- People experiencing homelessness
- Seniors
- People of Culturally and Linguistically Diverse (CALD) backgrounds





# Public Health Pillars

In the 2020–2025 Public Health Plan, five public health pillars were created in response to consultation, local demographics, health data and policy review. After positive feedback, and continuity of themes from community consultation, we continue to endorse these five pillars which capture where the City can have the greatest influence in improving community health and wellbeing. Deliverables under each pillar will indicate anticipated long-term health goals. The deliverables will be supported by an annual work plan that will identify actions, responsibilities and timeframes to best achieve positive outcomes for the community.

Public Health Leadership	Social Environment	Built Environment	Natural Environment	Health Protection
The City aims to ensure public health outcomes are embedded within everything that we do, for the benefit of the community. This involves a commitment to lead, influence and advocate for optimal public health. Public health leadership encourages shared responsibility, both within the organisation and through stakeholder partnerships. It recognises that public health is closely linked to our other strategic goals.	A social environment supports optimal physical, mental and social health and wellbeing for people who work, live and visit the City. Social groups, programs and events provide valuable local networks and form an important part of people's identity. The main benefit of social connectedness and inclusion is improvement to quality of life and mental health and wellbeing. Social connections in the community include volunteering, joining a club or social group and, of course, spending time with our friends, family and neighbours.	Access to a built environment for people who live, work and visit the City includes all the humanmade physical spaces and built form including infrastructure, buildings, roads, footpaths and cycle ways. The built environment can support our health and wellbeing by having good walkability, space for bike riding, allowing ease of access to organised and incidental physical activity and all modes of transport and opportunities for social and community interactions. It is also important to provide accessible community spaces that are well utilised	Access to a healthy natural environment offers residents and visitors opportunities to be physically active and in turn increase mental health and wellbeing. Public open spaces are vital connectors for local walking and cycling networks, enabling people to opt for active transport modes, translating health and wellbeing benefits including an increase in incidence of physical activity. The impact of climate change is a concern for our community and we believe that local action is an important part of the solution to deliver a sustainable, natural	Health protection for people who live, work and visit the City is facilitated by a suite of essential services, awareness programs and legislative measures. These include the delivery of environmental and public health legislation, leading the local response in emergency situations, promoting screening and immunisation programs and advocacy for smoke, vape and alcohol-free environments. The many and varied monitoring, promotion and surveillance functions of the City contribute to the protection of health and wellbeing in the local community. These functions enable our local

		and activated by residents and local businesses.	environment for the local community. It's important that the City plans for and responds to emerging risks associated with climate change to protect the public and the environment from the harmful health impacts of climate change.	businesses to incorporate public health assurances into their operations and encourage our residents to look after the health of their household and their neighbours.
<i>Strategic Community Plan link – Innovative &amp; Accountable</i>	<i>Strategic Community Plan link – Connected &amp; Healthy Community; Thriving Places; Innovative &amp; Accountable</i>	<i>Strategic Community Plan link – Accessible City; Sensitive Design; Connected &amp; Healthy Community; Innovative &amp; Accountable</i>	<i>Strategic Community Plan link – Enhanced Environment; Accessible City; Sensitive Design; Innovative &amp; Accountable</i>	<i>Strategic Community Plan link – Thriving Places; Enhanced Environment; Innovative &amp; Accountable</i>







## Evaluation & Reporting

This Public Health Plan will guide the **City's Corporate Business Plan, Long-Term Financial Plan**, and annual budgets. Supported by an annual action plan, it is designed to be a flexible, living document so new opportunities can be added as they arise.

Measuring progress in reducing chronic disease and changing health behaviours is complex, and improvements often take a long time to show. The reporting requirements outlined in the Public Health Act 2016 specify that a local Public Health Plan must be reviewed annually, replaced at least every five years and publicly available without charge. The City will **monitor and track progress over the life of the plan**, reporting annually through **Council** at the end of each financial year. Updates on actions will also be shared with the community via an **Annual Report**, social media, newsletters, and other publications. In the 2031/2032 financial year, the City will once again establish a new five-year plan.

In the final year of the plan, we will **evaluate and review outcomes**, considering what worked well, what can be improved moving forwards, and reassessing community health needs using the latest data. A new Public Health Plan will then be developed, building on achievements and identifying fresh opportunities for supporting our future generations.

# Strategic action plan

Public Health vision					
THRIVING PEOPLE IN THRIVING PLACES - TOGETHER, FOR EVERYONE					
City of Vincent Public Health Pillars	Public Health Leadership	Social Environment	Built Environment	Natural Environment	Health Protection
<b>City of Vincent public health priorities</b>	<ul style="list-style-type: none"> <li>Strategic Initiatives</li> <li>Health literacy</li> <li>Healthy living environments</li> <li>Thriving minds – mental health</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, accessible and sustainable food and drink</li> <li>Healthy social connections through activities and programs</li> <li>Inclusive communities</li> <li>Healthy and safe events</li> <li>Thriving body thriving mind: Sport and recreation</li> <li>Healthy and safe communities</li> </ul>	<ul style="list-style-type: none"> <li>Healthy urban planning and design of communities</li> <li>Healthy and active travel</li> <li>Healthy streets</li> </ul>	<ul style="list-style-type: none"> <li>Thriving parks, thriving people</li> <li>Climate and biodiversity emergency</li> </ul>	<ul style="list-style-type: none"> <li>Environmental health</li> <li>Emergency management</li> <li>Promoting community wellbeing by reducing waste and safeguarding natural resources and environments</li> </ul>
<b>Anticipated long-term health goals</b>	<ul style="list-style-type: none"> <li>Policies, strategies and programs make healthy choices easy and build confidence for active, connected lives.</li> <li>Health literacy improves, reducing preventable illness and promoting mental wellbeing through awareness and partnership working.</li> <li>Public spaces and environments promote healthy habits and model healthy behaviour for future generations.</li> <li>Mental health is recognised as a critical component of public health through advocacy, awareness campaigns, and partnerships that connect the community to the right support.</li> </ul>	<ul style="list-style-type: none"> <li>The community can access nutritious food through local outlets and initiatives that encourage healthy eating habits.</li> <li>Inclusive programs, events, and activities build belonging and promote mental wellbeing.</li> <li>Partnerships connect people to services that reduce disadvantage.</li> <li>Public spaces and events are safe, welcoming, and culturally inclusive.</li> <li>Recreation facilities and programs enable physical activity and mental wellbeing; falls prevention initiatives help older adults stay active.</li> <li>The community is kept safe through collaborations and partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Planning and design make healthy living easy with safe, accessible community and sporting facilities; streets and public spaces invite social connection and everyday activity.</li> <li>Active travel and recreation reduces risk factors associated with chronic disease risk and support mental wellbeing; programs and events build confidence to use sustainable transport options.</li> <li>Street and infrastructure design improves safety and usability for pedestrians, cyclists, and vulnerable users.</li> </ul>	<ul style="list-style-type: none"> <li>Parks and green spaces make healthy living easy by inviting physical activity, social connection, and mental wellbeing through shade, vegetation, and community events.</li> <li>Climate-smart design reduces heat-related risks, especially for vulnerable populations, and improve air and water quality.</li> </ul>	<ul style="list-style-type: none"> <li>Proactive monitoring and education reduce health risks from environmental hazards; biodiversity and natural resources are preserved for future generations.</li> <li>Emergency preparedness is promoted so communities feel confident and informed; systems and planning help communities prepare, respond, and recover from disasters, reducing health risks during emergencies and supporting resilience.</li> <li>Public messaging encourages responsible waste reduction and resource recovery.</li> </ul>
City of Vincent Strategic Community Plan link	Innovative & Accountable	Connected & Healthy Community; Thriving Places; Innovative & Accountable	Accessible City; Sensitive Design; Connected & Healthy Community; Innovative & Accountable	Enhanced Environment; Accessible City; Sensitive Design; Innovative & Accountable	Thriving Places; Enhanced Environment; Innovative & Accountable

Priority population groups: Aboriginal and Torres Strait Islander peoples; Our LGBTIQ+SB community; People experiencing socio-economic disadvantage; People with disability; People living with a mental health condition; People experiencing homelessness; Seniors; and People of Culturally and Linguistically Diverse (CALD) backgrounds.











## Pillar 1. Public Health Leadership



**Objective** - Lead by example and influence public health commitment through leadership, advocacy and engagement.

PRIORITY AREA	DELIVERABLES	ANTICIPATED LONG-TERM HEALTH GOALS
1. Strategic initiatives 	<p>1.1 Embed public health and wellbeing principles into the City of Vincent's strategic plans and policies.</p> <p>1.2 Leverage City infrastructure to amplify healthy advertising and promote positive behaviours, increasing community exposure to messages that inspire healthier, more active lifestyles.</p> <p>1.3 Increase exposure to healthy advertising specifically in areas that children and young people may be more likely to frequent.</p> <p>1.4 Maintain a safe and healthy workplace for City of Vincent staff by prioritising physical and mental wellbeing, recognising that a well-supported workforce is essential to delivering strong outcomes for the community.</p> <p>1.5 Champion public health through robust advocacy and partnerships to strengthen community health and wellbeing to drive collective impact.</p>	<p><b>PROMOTE</b></p> <ul style="list-style-type: none"> <li>The community values health and wellbeing because policies and spaces make healthy choices easy.</li> <li>The community feels connected and confident to live active, healthy lives.</li> <li>Health literacy improves so everyone can make choices that support wellbeing.</li> </ul> <p><b>PREVENT</b></p> <ul style="list-style-type: none"> <li>Fewer preventable health problems occur because environments and education support healthy living.</li> <li>Mental health is understood to be a critical component of public health through advocacy, awareness campaigns, and partnerships that connect the community to the right support.</li> </ul>
2. Health literacy 	<p>2.1 Champion vibrant, community-wide health and wellbeing messaging by delivering bold, creative, and inclusive marketing campaigns.</p> <p>2.2 Strengthen the health, safety and wellbeing of young people in Vincent through tailored education and accessible resources.</p>	<p><b>PROTECT</b></p> <ul style="list-style-type: none"> <li>Public spaces are safe, clean, and healthy, lowering exposure to risks.</li> <li>The community is protected from influences that harm health and wellbeing.</li> <li>Actions today help protect future generations from harmful behaviours and model healthier behaviours.</li> </ul>
3. Healthy living environments 	<p>3.1 Lead the way in advocating for clean air across Vincent, including smoke- and vape-free spaces, providing strong role modelling for future generations.</p> <p>3.2 Implement proactive alcohol harm prevention strategies that foster safer community events, modelling healthier alcohol behaviours to the community and young people.</p> <p>3.3 Develop and endorse a comprehensive council position on alcohol management that considers public health principles in decisions on alcohol related applications and outlines strategies to prevent and reduce alcohol related harms.</p>	<p><b>ENABLE</b></p> <ul style="list-style-type: none"> <li>Strong partnerships and advocacy drive collective action for better health.</li> <li>Systems and resources make it easier for the community to take charge of their health.</li> <li>City staff are supported to stay healthy and well, so they can deliver positive outcomes for the community.</li> </ul>
4. Thriving minds – mental health 	<p>4.1 Prioritise mental health across the City of Vincent by expanding access to inclusive, protective, and empowering resources that support mental health and fitness for all.</p> <p>4.2 Reduce stigma surrounding mental ill-health and improve opportunity for good mental health in Vincent through coordinated, evidence-informed campaigns and programs delivered in partnership with external agencies.</p> <p>4.3 Champion the visibility of mental health and available support across the City of Vincent by promoting inclusive messaging, accessible services, and community-led initiatives that foster awareness and connection.</p>	





Indicates **our priority population groups** – Aboriginal and Torres Strait Islander peoples; LGBTQ+SB community; People experiencing socio-economic disadvantage; People with disability; People living with a mental health condition; People experiencing homelessness; Seniors; People of Culturally and Linguistically Diverse (CALD) backgrounds, particularly those people who have recently arrived in Australia. The State Public Health Plan defines two overarching priorities: Aboriginal health and wellbeing and Equity & Inclusion. We have highlighted the most relevant areas where we strive to go further, noting that through the Stretch Reconciliation Action Plan and Access and Inclusion Plan, these priorities are embedded in everything we do; further noting that public health deliverables and actions in one area will indirectly benefit these priority groups.








Indicates additional direct or indirect contributions to **climate change mitigation and/or adaptation**, complementing those in the primary 'climate emergency' priority area (15.1–15.8 inclusive).





## Pillar 2. Social Environment

**Objective** - Strengthen community connections and champion physical, mental and social health and wellbeing of our community.

PRIORITY AREA	DELIVERABLES	ANTICIPATED LONG-TERM HEALTH GOALS
5. Healthy, accessible and sustainable food and drink 	5.1 Implement the Healthy Food and Drink Policy to expand access to nutritious and sustainable options, fostering a healthier and more resilient community across the City of Vincent. 5.2 Promote local healthy food outlets and safeguard and signpost community access to healthy food sources.	<b>PROMOTE</b> <ul style="list-style-type: none"> <li>Local healthy food outlets are promoted, and the community knows where to find nutritious foods.</li> <li>The community feels connected through inclusive programs and activities that build belonging.</li> </ul> <b>PREVENT</b> <ul style="list-style-type: none"> <li>Healthy eating habits are encouraged through policy and community initiatives.</li> <li>Programs reduce health inequities by supporting priority groups and promoting inclusion.</li> <li>Events and activities help prevent social isolation and promote physical activity and mental health.</li> <li>Falls prevention initiatives help older adults stay safe, active, and independent.</li> </ul> <b>PROTECT</b> <ul style="list-style-type: none"> <li>Public spaces and events are safe, welcoming, and culturally inclusive.</li> <li>Access to healthy food and safe environments help to protect future generations.</li> </ul> <b>ENABLE</b> <ul style="list-style-type: none"> <li>Strong partnerships connect people to services that reduce disadvantage and homelessness.</li> <li>Community goodwill and volunteering opportunities strengthen social connection and resilience.</li> <li>Modern, accessible recreation facilities and sports programs enable physical and mental wellbeing.</li> <li>City systems and collaborations improve community safety and cohesion.</li> </ul>
6. Healthy social connections through activities and programs 	6.1 Encourage residents to foster a sense of belonging and connection through healthy projects and activities. 6.2 Promote inclusive health and wellbeing programs with people from priority groups that face heightened risks of inequity. 6.3 Create a welcoming and safe Library environment that invites the community to connect, learn, and thrive through inclusive spaces and enriching experiences.	
7. Inclusive communities 	7.1 Partner with organisations that provide services and assistance to people experiencing homelessness, to provide information, support and assistance. 7.2 Partner with organisations to support the health and wellbeing of individuals and families at risk of socio-economic hardship or other disadvantage. 7.3 Harness and promote goodwill opportunities that connects community members with local organisations and fosters participation that contributes to community health, wellbeing and social connection outcomes.	
8. Healthy and safe events 	8.1 Deliver and support healthy and safe events throughout Vincent that enhance social connections, reduce social isolation and cultural barriers.	
9. Thriving body thriving mind: Sport and Recreation 	9.1 Provide modern and accessible recreation and leisure services for the community to thrive physically and mentally through services at Beatty Park.	






	9.2 Support capacity-building initiatives for local sports clubs to strengthen their ability to promote health, wellbeing, and inclusive participation among members.	
10. Healthy and safe communities 	10.1 Enhance community safety and improve social cohesion through community and stakeholder collaborations and partnerships.	





## Pillar 3. Built Environment

**Objective** – Build, enhance and maintain well designed places and infrastructure to support the health, wellbeing and growth of our community.

PRIORITY AREA	DELIVERABLES	ANTIIPATED LONG-TERM HEALTH GOALS
11. Healthy urban planning and design of communities 	<p>11.1 Integrate and advocate for an evidence-informed public health lens in urban planning, design and development of the built environment.</p> <p>11.2 Build accessible, fit-for-purpose and safe community and sporting infrastructure projects that recognise active and passive recreation.</p>	<p><b>PROMOTE</b></p> <ul style="list-style-type: none"> <li>Planning and design make healthy living easier: there are more places to walk, cycle, and be active.</li> <li>Streets and public spaces invite social connection and everyday activity.</li> <li>Community and sporting facilities are safe, accessible, and welcoming for everyone.</li> </ul>
12. Healthy and active travel 	<p>12.1 Create a safe, connected transport network that brings people together and supports active, inclusive, and sustainable travel across the City of Vincent.</p> <p>12.2 Through resources, programs and events, upskill the community to better understand and engage with safe and active methods of travel.</p>	<p><b>PREVENT</b></p> <ul style="list-style-type: none"> <li>Active travel and increased opportunities for recreation help reduce risks for chronic disease onset and support mental wellbeing.</li> <li>Programs and events build confidence to use sustainable transport options.</li> <li>Street design lowers the risk for pedestrians, cyclists, children, and other vulnerable users.</li> </ul>
13. Healthy streets 	<p>13.1 Champion high-quality public realm, healthy built form outcomes, and walkable street environments that enable safer, more active, and more accessible everyday movement.</p>	<p><b>PROTECT</b></p> <ul style="list-style-type: none"> <li>Built environments and transport networks reduce injury through good design.</li> <li>Streets prioritise health and safety.</li> <li>Infrastructure decisions protect future generations by embedding health principles.</li> </ul> <p><b>ENABLE</b></p> <ul style="list-style-type: none"> <li>External funding is identified to deliver safe, accessible, high-quality community and sporting infrastructure that meets current and future needs.</li> <li>Age-friendly, safe design supports vulnerable users' mobility and independence to travel around Vincent.</li> </ul>





## Pillar 4. Natural Environment



**Objective** - Provide a sustainable natural environment for the health and wellbeing of our community.

PRIORITY AREA	DELIVERABLES	ANTICIPATED LONG-TERM HEALTH GOALS
14. Thriving parks, thriving people	<p>14.1 Increase, protect and preserve tree canopy to create cooler and shaded public spaces that promote outdoor activity and social connection.</p> <p>14.2 Mitigate urban heat island effect through reducing hard stand surfacing and increasing canopy and vegetation coverage.</p> <p>14.3 Design and nurture parks and green spaces that promote physical activity, mental wellbeing, and social connection, ensuring every member of the Vincent community can enjoy vibrant, healthy outdoor environments.</p> <p>14.4 Promote physical, mental, and social health by delivering activities and events in parks and other green space.</p>	<p><b>PROMOTE</b></p> <ul style="list-style-type: none"> <li>Parks and green spaces encourage outdoor activity, social connection, and mental wellbeing.</li> <li>Tree canopy and vegetation create cooler, more inviting spaces for community use, including for physical activity.</li> <li>Events and activities in parks promote physical, mental, and social health.</li> </ul> <p><b>PREVENT</b></p> <ul style="list-style-type: none"> <li>Increased shade and greenery help prevent heat-related illness and support active lifestyles.</li> <li>Climate-smart design reduces health risks linked to extreme heat and poor air quality.</li> <li>Access to nature helps prevent feelings of isolation, increases opportunity for physical activity and recreation, and supports good mental health.</li> </ul>
15. Climate emergency	<p>15.1 Amend planning policy to improve the environmental performance and resilience of new and existing buildings.</p> <p>15.2 Safeguard access to clean, reliable water for the community.</p> <p>15.3 Monitor and improve local air quality to support the community's wellbeing.</p> <p>15.4 Lead the City's transition to renewable energy.</p> <p>15.5 Champion the transition to renewable energy sources for City and residential facilities.</p> <p>15.6 Ensure equitable access to nature (green space and public open space).</p> <p>15.7 Enhance and protect biodiversity through habitat conservation and restoration.</p> <p>15.8 Strengthen community capacity to adapt to climate impacts.</p>	<p><b>PROTECT</b></p> <ul style="list-style-type: none"> <li>Biodiversity and habitats are safeguarded for future generations.</li> <li>Air and water quality are monitored and improved to protect community health.</li> <li>Planning policies ensure buildings and spaces are resilient to climate impacts.</li> </ul> <p><b>ENABLE</b></p> <ul style="list-style-type: none"> <li>Partnerships and funding opportunities are explored to deliver high-quality, sustainable parks and infrastructure.</li> <li>Community capacity is strengthened to adapt to climate change and environmental challenges.</li> <li>Policies and systems support renewable energy and equitable access to green spaces.</li> </ul>



## Pillar 5. Health Protection

Objective - Deliver evidence-based health protection services and programs for our community.

PRIORITY AREA	DELIVERABLES	ANTICIPATED LONG-TERM HEALTH GOALS
16. Environmental health 	<p>16.1 Fulfill the City's statutory responsibilities for providing health protection for the community, as legislated by the Public Health Act 2016, Food Act 2008, Tobacco Products Control Act 2006, Environmental Protection Act 1986 and the Health (Miscellaneous Provisions) Act 1911, subsidiary legislation and local laws.</p> <p>16.2 Monitor regulated businesses, buildings and facilities to minimise community exposure to public health and safety risks.</p> <p>16.3 Support and encourage our local businesses to provide safe and healthy food environments to our community.</p> <p>16.4 Proactively manage mosquitos to reduce the impact of mosquito borne disease in the community.</p> <p>16.5 Review, improve and deliver the City's frameworks to respond to environmental health risks such as urban and environmental noise, asbestos and food safety to reduce their impact on public health.</p> <p>16.6 Increase public awareness, provide clear safety guidance, and ensure compliance with relevant legislation to effectively manage risks associated with asbestos to protect community health.</p> <p>16.7 Investigate proactive measures to protect vacant properties from illegal dumping and contribute positively to the streetscape and environment.</p> <p>16.8 Support the development and maintenance of safe, accessible community environments that promote public health, reduce risk, and enhance resilience to both communicable and non-communicable health challenges.</p>	<p><b>PROMOTE</b></p> <ul style="list-style-type: none"> <li>The community understands the importance of safe food, clean environments, and healthy practices.</li> <li>Public messaging encourages responsible waste reduction and resource recovery.</li> <li>Emergency preparedness is promoted so the community feel confident and informed.</li> </ul> <p><b>PREVENT</b></p> <ul style="list-style-type: none"> <li>Health risks from food, asbestos, noise, and environmental hazards are reduced through proactive monitoring and education.</li> <li>Mosquito management helps prevent communicable disease outbreaks.</li> <li>Waste reduction strategies prevent environmental harm and protect community wellbeing.</li> </ul> <p><b>PROTECT</b></p> <ul style="list-style-type: none"> <li>Air and water quality are safeguarded to protect health.</li> <li>Emergency management systems help communities prepare, respond, and recover from disasters.</li> <li>Compliance with health laws and regulations protects the community from harm.</li> <li>Biodiversity and natural resources are preserved for future generations.</li> </ul> <p><b>ENABLE</b></p> <ul style="list-style-type: none"> <li>Partnerships support strong environmental health systems so the community feels protected from environmental harms.</li> <li>Clear guidance and education empower businesses and residents to meet health standards.</li> </ul>
17. Emergency management 	17.1 Ensure Vincents Emergency Management responsibilities assist the community to prepare, prevent, respond and recover from various emergencies.	



18. Promote community wellbeing by reducing waste and safeguarding natural resources and environments ●

18.1 Implement strategies that protect community health and wellbeing by conserving resources, reducing waste, and enhancing resource recovery.





# Case studies

## Minimising the impact of mosquito-borne diseases

**Mosquitoes are a natural part of Perth's environment, but they can also spread disease.** During the 2024–25 season, mosquito traps across the metropolitan area recorded a significant rise in mosquito numbers. This increase was mainly caused by tidal surges and La Niña-related weather patterns, including more tropical storms and late-season rain - perfect conditions for mosquito breeding. While some of these factors are outside of human control, they do increase the risk of mosquito-borne illnesses such as Ross River Virus.

### What We're Doing

Mosquito issues extend across council boundaries, especially along the Swan River. To respond effectively, the City continues to participate in the **East Swan River Contiguous Local Authorities Group (ESR CLAG) Mosquito Management Program**.

Through this regional partnership, we:

- Share surveillance data
- Coordinate treatment activities
- Use collective expertise to improve mosquito management across the region

The City is also developing a formal Mosquito Management Plan, which will consolidate our current work, such as surveillance, treatment, natural control measures, and framework continuous improvement.

### Our Key Actions

- **Surveillance and Treatment**  
We conduct regular mosquito trapping to improve our understanding of mosquito activity. This helps us take early action to interrupt the breeding cycle and reduce numbers before they emerge as adults.
- **Collaboration**  
We work closely with neighbouring councils through ESR CLAG to share information and align management efforts.
- **Innovation**  
We investigate new technologies and approaches, including supporting native species that naturally help keep mosquito populations down.
- **Community Engagement**  
We provide information and run awareness campaigns to help residents protect themselves and reduce breeding sites around their homes.
- **Environmental Management**  
We identify and manage known breeding sites, especially after storms or weather events that increase breeding.

### Our Goals

- Reduce mosquito numbers and associated health risks where possible
- Strengthen regional resilience through coordinated expertise and shared resources
- Improve public health outcomes through planning, education, and joint action

Mosquitoes are endemic to Western Australia, but by implementing these strategies we can reduce the burden of mosquito-borne disease. Our role includes managing mosquito numbers, delivering clear public health messages, and helping residents understand how to best protect themselves from bites, supporting the wellbeing of our whole community.





**AWAITING: HEALTH LITERACY CASE STUDY**

## Thriving body thriving mind: Beatty Park Leisure Centre

Since opening in 1962, Beatty Park has been a cornerstone of community wellbeing in the City of Vincent. Beatty Park provides a 'one-stop' destination for **physical activity, social connection and mental wellbeing – vital components of a thriving, healthy community.**

Welcoming **over one million visitors each year**, Beatty Park offers a comprehensive suite of facilities, including four heated pools, a 750m<sup>2</sup> gym, 100+ group fitness classes per week, spa, three saunas, a steam room, personal training and physiotherapy services. Affordable access is supported through discounted membership for residents and seniors, concessions, and off-peak pricing, ensuring that physical activity is accessible to people of all ages and backgrounds.

### Activity for all ages

- *Babies & Toddlers:* Swim lessons from 4 months, interactive water features and slides, plus a creche so parents and carers can stay active.
- *Children & Youth:* Award-winning Swim School, school partnerships through the Education Department, and holiday programs.
- *Seniors:* 'Energywise' classes for over-50s, Aqua Fitness and Chair Yoga.

### Championing inclusion

In 2025, Beatty Park won the Chamber of Commerce and Industry of Western Australia Disability & Access Inclusion Award and was nationally recognised at the Australian Disability Service Awards for Most Effective Community Inclusion Program for its 'Angelfish' Program. Angelfish provides tailored swimming lessons for patrons with a disability.

### Sustainability

Beatty Park contributes to the City of Vincent's commitment to a sustainable, healthy future. The Centre has committed to achieving a **10% reduction in water use per patron** under the City's *Enhanced Environment Strategy 2025–2030* and aligns with the broader target of **net zero emissions by 2030**.

Sustainability initiatives include:

- EV charging infrastructure
- Secure bicycle parking to support active transport
- A zero-waste household liquid detergent refill station located at reception
- Geothermal pool heating system and a 115 kW Solar PV system

Through its diverse programs, inclusive approach and emphasis on sustainability, Beatty Park provides more than just a place to swim or exercise - it fosters community connection, resilience and mental wellbeing - all tools to support us to thrive.







## Creating Safe Communities: The Safe Perth City Initiative

In February 2021, the State Government launched the Homeless Engagement Assessment Response Team (HEART). In the Cities of Perth and Vincent, HEART is delivered through the Safe Perth City Initiative.

The Initiative brings together the Department of Communities, specialist homelessness services, local government and WA Police, providing a coordinated framework to address safety, health and social issues through a collective, place-based approach.

By combining assertive outreach with connections to health, housing and cultural supports, the Safe Perth City Initiative highlights how cross-sector collaboration can reduce harm and strengthen community wellbeing.

For City of Vincent staff working on the ground, streamlined referral pathways, shared data and access to specialist expertise has resulted in strong and established partnerships with local stakeholders. The introduction of a new live outreach coordination tool in late 2024 has further enabled City staff and outreach services to exchange information, coordinate support and provide timely feedback, leading to faster responses to emerging concerns, improved service connections for vulnerable individuals and safer public spaces for everyone.





## Play, move & thrive – outdoor spaces for all ages and abilities

The City of Vincent continues to maintain and create inclusive outdoor spaces that encourage active lifestyles for all ages and abilities.

Mr Hawthorne Skate Park, opened September 2024, provides a vibrant space for children and young people to give skating a try and for beginners to hone their skills. In 2025, we added three new playgrounds at Edinboro Street Reserve, Beatty Park Reserve, and Hyde Park East. Each designed with **accessible features in mind**, and **inspired by nature**, we hope to ensure play opportunities for everyone.

Recognising the importance of shade to keep our children and young people safe, four new trees were planted at Edinboro Street Reserve to increase natural canopy cover. Increasing canopy cover on City-owned and managed land is also a priority in our **Enhanced Environment Strategy (EES)**, essential for cooler, more inviting public spaces that encourage passive and active recreation. In 2025 alone, we **planted 450 new trees along verges around Vincent**.

For older residents, Britannia Road exercise equipment, also installed in 2025, supports the development of strength and mobility, important elements which help to prevent falls, especially in the older population. Our work to ensure Seniors feel supported and prioritised in the community was reflected in our November 2025 **WA Age-Friendly Local Government Award**.

Through these initiatives, we're creating cooler and greener spaces that support the uptake of movement, connection, and sustainability, helping our community play, move, and thrive for generations to come.



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### **Clever**

We always choose the simplest, quickest and most cost effective way to deliver our service

### **Creative**

We find new and different approaches to get better outcomes for the City and our community

### **Courageous**

We understand and manage the risks in being clever and creative but we still take action

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