

# Living your best life in Wyndham

A lifecourse framework to support our  
community through all of life's stages





## Welcome message

*Living Your Best Life In Wyndham: A Lifecourse Framework To Support Our Community Through All Of Life's Stages* (the Lifecourse Framework), provides a structure for considering the changing needs of Wyndham residents throughout their lives in an environment where many of the effects of the COVID-19 pandemic are interrelated and could take some time to become apparent<sup>1</sup>. The Lifecourse Framework ensures that Council and its partners are best placed to work in a flexible and future-focused manner, developing solutions for the long term.

The Lifecourse Framework draws on social trends, demographic data and importantly, the shared experiences of Wyndham residents of all ages.

Over recent decades, social and economic factors have increased the youth stage of life and led to a longer lifespan. These social trends are compounded by State and Federal Government reforms across the service delivery landscape and the impact of COVID-19 on our community, with Wyndham the worst affected community in Australia in 2020<sup>2</sup>. This is increasing the risk that people in need will fall through the cracks as they transition from one life stage to the next.

Social research shows that service planning should be grounded in understanding how diversity and

lived experience influence an individual's abilities to overcome life's challenges. These challenges often coincide with the transitions between life stages throughout the course of our lives. If these challenges are not successfully overcome, it can have a lasting and sometimes permanent impact on an individual's health and wellbeing.

In recognition of this, the Lifecourse Framework recognises the need for greater collaboration between internal and external stakeholders to deliver better community outcomes. It is designed to empower the community with the opportunities, resources and services needed to navigate a rapidly changing world.

## Acknowledgement of Country

Wyndham City Council recognises Aboriginal and Torres Strait Islander peoples as the First Custodians of the lands on which Australia was founded. We acknowledge the Bunurong and Wadawurrung people as the Traditional Custodians of the lands on which Wyndham is being built. We pay respect to Ancestors and Elders who always have, and always will, care for Country and community today and for future generations.

<sup>1</sup> Australian Institute of Health and Welfare (2021) COVID-19 and the impact on young people, AIHW, Australian Government, accessed 09 May 2022.

<sup>2</sup> Victorian case numbers by location. Accessed 17 May 2021: <https://www.dhhs.vic.gov.au/victorian-coronavirus-COVID-19-data>





## State and Federal Service System Reform

In recent years the service delivery landscape has entered a period of extended change which has prompted uncertainty of government's role as a direct service provider. These changes reflect a need for services to be responsive to individual needs and function proactively, focusing on prevention and early intervention.

In practical terms this translates into taking a wider view of services and having strategies which focus on positive connections to the community, empowering families to have a voice and the significance of cultural identity as a protective factor. This shift

places an emphasis on community-led approaches which reframe service delivery as a shared responsibility, bringing together the combined efforts of the non-government sector, private providers and all levels of government.

## Wyndham 2040 Community Vision

First adopted in 2016 and refreshed in 2021, the Wyndham 2040 Community Vision represents a significant shift in the strategic direction of Council. Rather than viewing Council's many responsibilities as a series of parallel services each striving to achieve their own goals, the Wyndham 2040 Community Vision is a move towards a holistic place-centred approach which emphasises partnerships between Council, community and external organisations.

The Lifecourse Framework supports the delivery of the Wyndham 2040 Community Vision through supporting integrated and joined up services, that wrap-around community members as they seek different services at different stages of life in the community.

The Wyndham 2040 Community Vision is supported by four themes: People & Community, Places & Spaces, Earning & Learning, Leadership & Participation. By aligning the Lifecourse Framework with these four themes (see Table 2) Wyndham City acknowledges the importance of integrated strategic planning and can most effectively meet the needs of our current and future community.



# Council Plan & Municipal Health and Wellbeing Plan

Council works to realise the Wyndham 2040 Community Vision through its Council Plan and Municipal Health and Wellbeing Plan and other adopted strategies.

Through the Municipal Health and Wellbeing Plan, Council has a major role in protecting, improving and promoting the health of residents to ensure everyone is provided with an environment in which they can achieve the best possible health and wellbeing.

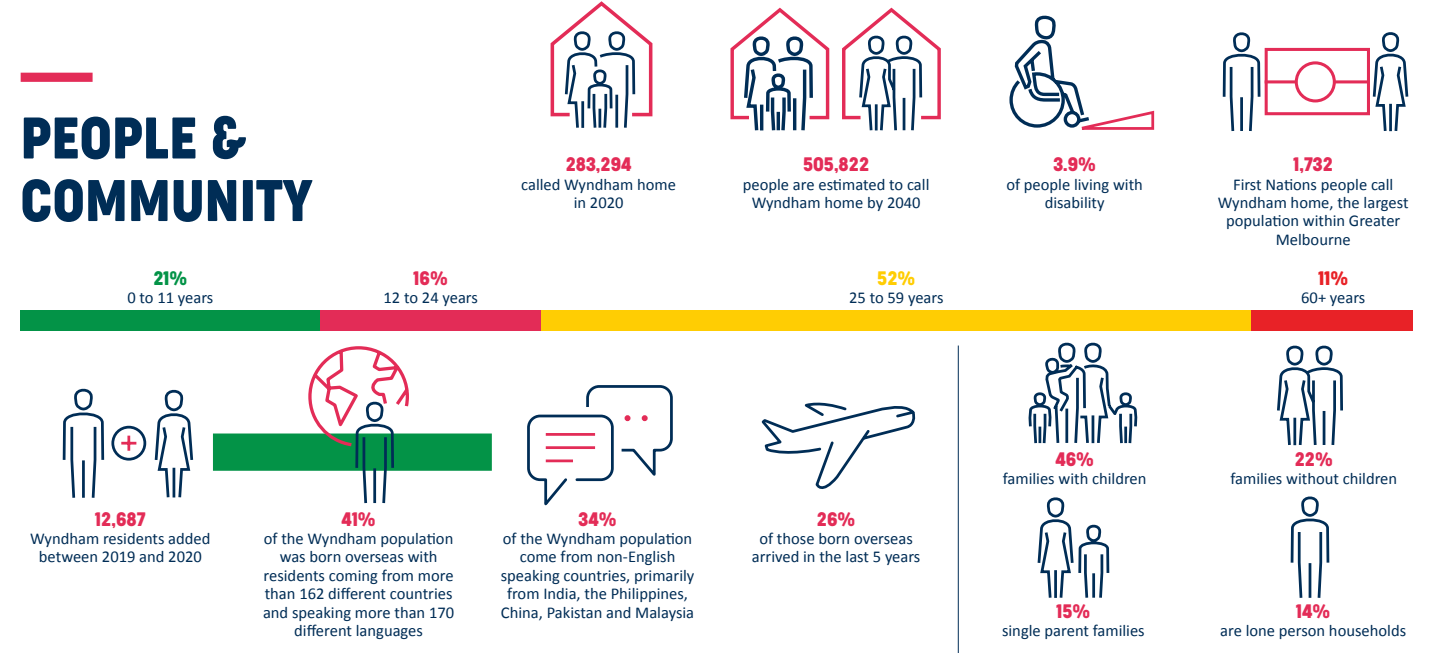
As an adopted strategy the Lifecourse Framework both aligns with and responds to Wyndham's Municipal Public Health and Wellbeing Plan and the Wyndham City Council Plan.

## Setting the scene

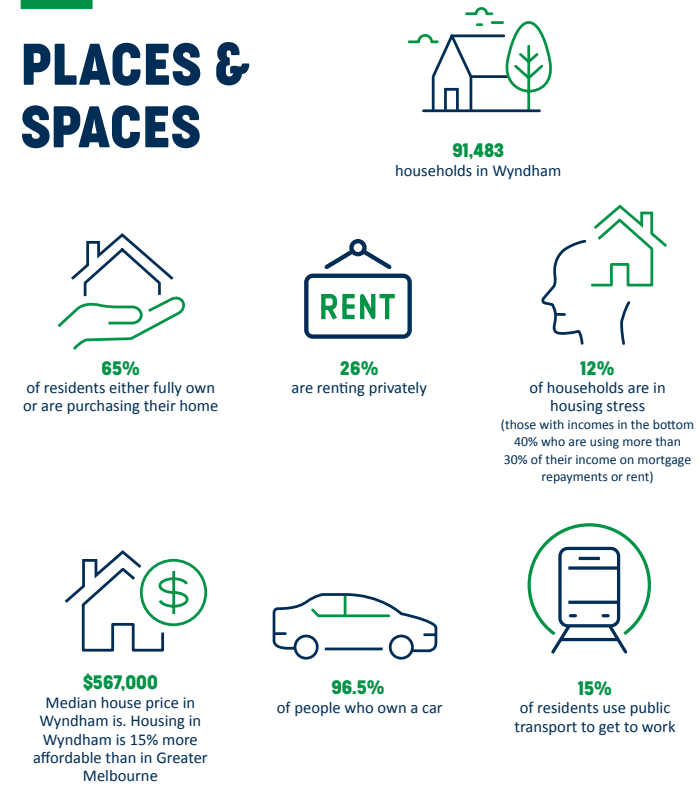


# A Snapshot of Wyndham

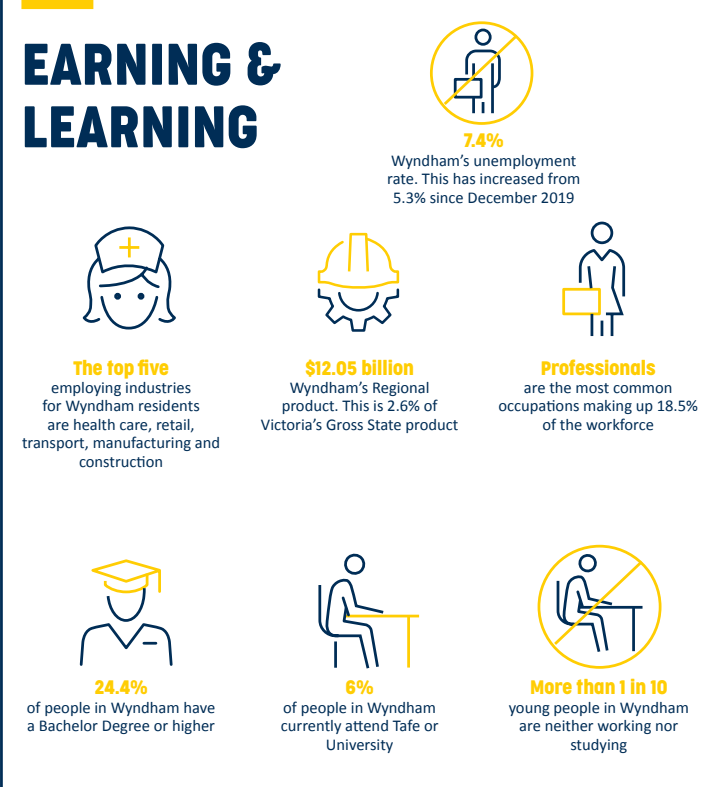
## PEOPLE & COMMUNITY

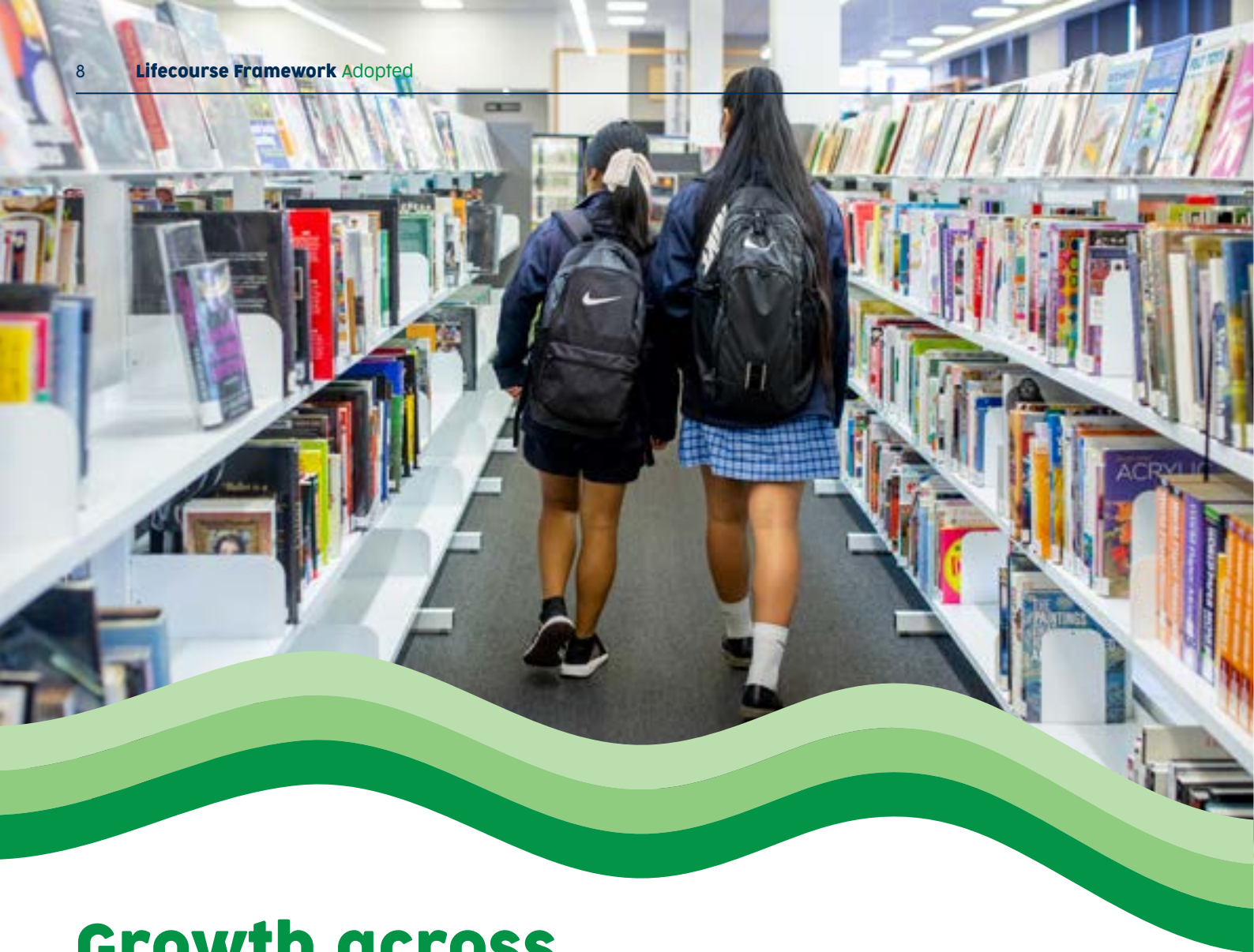


## PLACES & SPACES



## EARNING & LEARNING





## Growth across key life stages

### Early Years

Steady growth is forecast in the 0-4 year and 5-11 age groups in Wyndham. By 2041 the number of 0-4 year olds will increase by 56 per cent from 27,961 to 43,500 and the number of 5-11 year olds will increase by 32 per cent from 34,095 to 58,412.

### Middle Years & Youth

Wyndham's youth population is expected to nearly double to 85,000 people by 2040, as the city experiences one of the fastest population growth rates in Australia. Patterns of growth are expected to vary over location and time. As new residents move to Wyndham, and children get older and youth become adults, certain areas of Wyndham experience rapid growth in numbers of young people while others stabilise or decline.

### Adults

Wyndham's general population is forecast to grow from 292,011 in 2021 to 512,591 by 2041, with 25-65 year olds making up 55.6% of the current population. The largest age group in Wyndham and the group that has grown the most since 2016 is the 35 to 39 year olds, increasing by 12,629 people.

### Older People

The 65 years and over population in Wyndham is forecast to grow by 260%, from 17,333 people in 2016 to 62,428 people in 2041. This growth plus the national aged care reforms which aim to enable people to remain in their homes longer means its key that Council makes it easier for older people to access information and make choices about their care.

## Living your best life in Wyndham

Extensive research and community engagement show that the needs of the Wyndham community have significantly changed in recent years. Wyndham City is responding by changing how we plan and deliver community services.

Over a 3-month community engagement period hearing from 121 survey respondents, 500 community conversations and an internal professional stakeholder conference we have developed a deeper understanding of residents' lived experiences and incorporated a future focussed approach centred around the community's vision for the future of Wyndham.

***[The middle years of childhood] is a tricky age group not really fit into early childhood or youth, therefore less activities are planned to target this age group, this can be improved in a way that sets solid fundamental values and goals for future.***

Tarneit resident, age 40

***It's important to recognise that people 50+ are likely still working (at least part time). many/most community activities are during the day. To build a rich social group to carry through old age, it would be good to be able to build these prior to retirement.***

Point Cook resident, age 52

COVID-19 has also had significant impact on the Wyndham community with the full effects of the pandemic still becoming apparent.<sup>3</sup> Reduced access to maternal and child health services and disrupted attendance at kinder and childcare coupled with social isolation during the pandemic is likely to have detrimental effects on children's health and development, particularly for children with additional health and developmental needs.<sup>4</sup> Young people who were already experiencing educational marginalisation associated with demographic and geographic characteristics are at risk of the compounding impact of COVID-19 on their access to employment, education and training opportunities and outcomes.<sup>5</sup> For older adults particularly those on low income, COVID-19 has compounded existing vulnerabilities, such as economic security, health and social connections.<sup>6</sup>

We're implementing the Lifecourse Framework, a flexible new approach that will help us work with the Wyndham community and service providers to promote better health and wellbeing in a rapidly changing world.

Through the Resilient Wyndham 2021-2025 strategy we pledged to work with our diverse communities, businesses and organisation to be better prepared for our uncertain future. A resilient Wyndham is a place where communities and government work together to promote fairness, trust and prosperity.

<sup>3</sup> Australian Institute of Health and Welfare (2021) [COVID-19 and the impact on young people](#), AIHW, Australian Government, accessed 09 May 2022.

<sup>4</sup> Centre for Community Child Health. (2022). The impact of the COVID-19 pandemic on children in Australian early childhood education and care. Rapid review prepared by the Centre for Community Child Health, Murdoch Children's Research Institute for the Commonwealth Department of Education, Skills and Employment.

<sup>5</sup> Clarke, K et al, 2020, Young People and Vocational Education and Training (VET), Brotherhood of St Laurence Research & Policy Centre.

<sup>6</sup> Mills, A, Ng, S, Finnis, J, Grutzner, K & Raman, B 2020, Hidden in plain sight: The impact of the COVID-19 response on mature-age, low-income people in Australia, Brotherhood of St Laurence and Nous Group, Melbourne.





# What does it mean and how will it improve community services in Wyndham?

The Wyndham 2021-2022 Annual Community Satisfaction Survey shows a “very good” level of satisfaction of Council provided services and facilities.

To continue to meet our communities rapidly evolving needs a more collaborative, dynamic and flexible approach is needed.

It is common practice for local governments and other service providers to have separate strategies for children in their early years, youth and older people.

The Lifecourse Framework embodies a seamless approach to lifecourse service planning that’s designed to:

- facilitate collaboration between Wyndham City’s service functions as well as those delivered by other organisations
- promote smoother transitions between services as individuals move through different life stages
- give our community more influence over what services are provided and how they’re delivered
- empower our community by facilitating and supporting community-led initiatives.

# Why is change needed?

Wyndham City is one of a broad range of organisations providing services to our local community.

Traditionally, many of these services are planned independently of one another and target specific age groups such as children in their early years, youth or older people. Due to the changing needs of our community and the ongoing impact of the COVID-19 pandemic for which the full effects are still emerging and can change quickly such as mental health and social connectedness<sup>7</sup> Council and its partners need to work together in a flexible and future-focused manner, developing solutions for the long term.

By reframing service delivery around the concept of life stage transitions, which are variable, rather than pre-determined demographic cohorts, this

framework ensures that services are better placed to meet the changing demands of positive ageing and development.

***Transition points are more critical than life stages as life stages can be so nebulous and individual. “You don’t know what you don’t know” -- transitions aren’t always anticipated and may or may not occur in a crisis. Finding information easily is critical...***

Participant comment, Professional Stakeholder Conference

<sup>7</sup> Australian Institute of Health and Welfare (2021) COVID-19 and the impact on young people, AIHW, Australian Government, Accessed 09 May 2022.



# Extended Youth

Services targeting children and young people are commonly restricted to individuals aged 0 to 8 (early childhood) and 12 to 25 (youth). Social and economic factors emerging over recent decades plus the long lasting effects of the disproportionately severe impact of the COVID-19 pandemic on young people<sup>8</sup> has created increasing need among individuals falling outside of these age brackets. This has created two largely unfunded cohorts:

## Middle years:

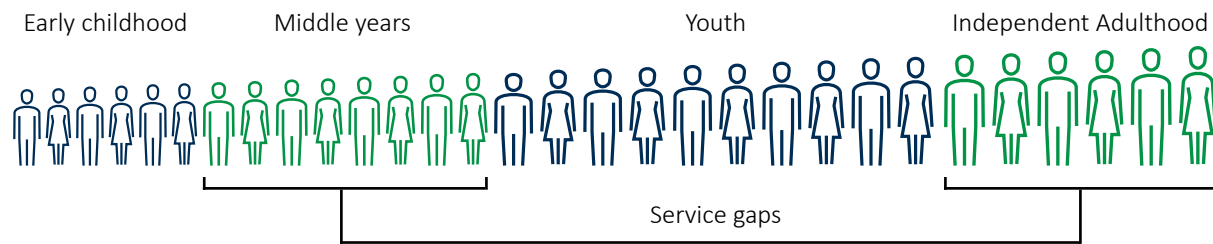
(between early childhood and youth)  
Digital technology is providing children under 12 with unprecedented access to the broader world. This is driving a need to access services designed to help more mature children navigate the increasingly complex transition to adolescence.

## Adulthood:

(between youth and the older years of adulthood)  
Independent adulthood is being delayed by social and economic uncertainty with young people transitioning into work being particularly vulnerable to the social and economic disruptions of the COVID-19 pandemic.<sup>9</sup> Young people are having to navigate this transition later in life, but relevant support services are not accessible if they are over 25 years old.

This represents two significant cohorts of young people who are largely unsupported as they endeavour to meet the challenges of major life transitions (Figure 1).

Figure 1: Service gaps caused by age-based eligibility



# Longer Lifespans

Improvements in health services and medical technology mean average lifespans are longer than ever before. Older people are also maintaining good health and independence longer, whilst increasingly navigating social and economic factors that are creating financial challenges. Declining job security was further impacted by the COVID-19 pandemic, with declines in employment largest among older people in the Australian workforce.<sup>10</sup> This creates increased financial pressure to accumulate enough wealth to support oneself during an extended retirement.

Older people also experience a decline in social connection, as the responsibilities, relationships and structures they benefited from earlier in life begin to fade. This has been further impacted by the COVID-19 pandemic. Longer lifespans, extended retirements and the impacts of the COVID-19 pandemic create higher demand for services that facilitate social connection and civic engagement.

*Love the [Wyndham] community, there are things to do. The library is good. When it opened, I contacted Council because I wanted to start a choir and they let me rent out a room once a week where the choir meets. We sing in Chinese and English and perform at the citizenship ceremony. Men my age are in the choir and this way we aren't staying at home isolated.*

Werribee resident, age 65

<sup>9</sup> Clarke, K, Borlagdan, J & Mallett, S, 2020, Young People and Vocational Education and Training (VET), Brotherhood of St Laurence Research & Policy Centre.

<sup>10</sup> Biddle N, Edwards B, Gray M and Sollis K 2020. *Hardship, distress, and resilience: the initial impacts of COVID-19* in Australia. Canberra: Australian National University Centre for Social Research and Methods. Viewed 4 June 2021.

# Intersectionality

We also have a deeper understanding of how people's lived experience affects their access to the resources and support they need to navigate life's challenges.

Traditionally, the concept of an individual's identity is framed in the context of a dominant culture. An intersectional approach creates an understanding of the interconnected nature of social categorisations, such as gender, ethnicity, language, sexual orientation, gender identity, disability or age, which create overlapping and interdependent systems of discrimination or disadvantage for individuals and community groups. This needs to inform how we plan and provide services to our diverse community.

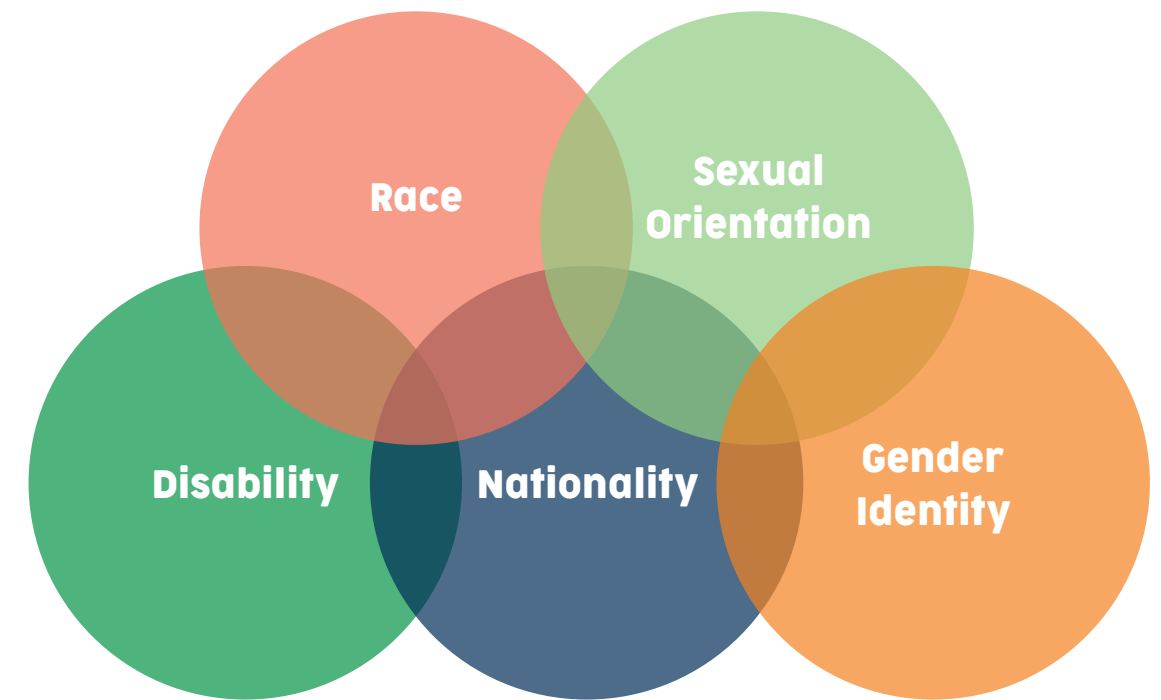
Peoples unique attributes as individuals can affect their wellbeing and their access to services and supports. The attributes that impact the levels and

appropriate nature of support include First Nations identity, age, disability, ethnicity, gender identity, religion, sexual orientation. These create overlapping and intersectional systems of discrimination or disadvantage for individuals and community groups.

An intersectional approach understands that tackling disadvantage in one group may not address discrimination and marginalisation experienced by all other groups equally. For example, work to prevent age-based discrimination may miss the intersection of disability, nationality or language.

Taking this approach allows us to better understand and respond to the diverse needs of the Wyndham community and remove systemic barriers and structures that prevent inclusion.

Figure 2: Intersectionality<sup>11</sup>



<sup>11</sup> Womankind Worldwide, *Intersectionality 101 What is it and why is it important*, Accessed 9 May 2022.



## What are lifecourse services?

Lifecourse services are functions and activities we undertake that have an influence on individuals' health and wellbeing throughout the course of their life. These services range from direct services such as wellbeing and education services, to indirect services such as the planning and construction of infrastructure. They target different needs across the community.

There are also several other organisations who also have responsibilities for supporting health and wellbeing in our community. These include:

- Federal Government
- Victorian State Government
- Private businesses
- Non-government organisations.

## What will Wyndham City's role be in delivering lifecourse services?

Focusing on the lived experience through life transitions requires a holistic understanding of community needs and highlights the importance of thinking more broadly about how we support the community to thrive in the face of change.

Wyndham City will work as a connector bringing different stakeholders across the service delivery landscape together to establish a cohesive system which is more responsive to the diverse and changing needs of the community.

Successful coordination also requires our services to leverage their understanding of how they are positioned within the wider service delivery landscape. To support a cohesive service system, Wyndham City will consider where it is best placed to deliver services and where the community would be better serviced by a collective approach, in which Council takes a support role to enable external providers or community led initiatives.

## Wyndham City's role in context

To promote a collaborative, integrated and consistent approach to lifecourse services Wyndham City will perform a combination of strategic functions across multiple fields, balancing the interests represented by different Council functions, external service providers, other levels of government and the community.

### Strategic Coordination

Ensure the objectives of all stakeholders are complimentary and aligned to a shared understanding of community need and expectation.

### Partnerships and Brokerage

Negotiate mutually advantageous resource-sharing arrangements between organisations to improve organisational capacity of service providers.

### Advocacy

Influence the decision-making processes of external organisations and other levels of government to better align with community need.

### Inclusive Planning

Include the community in the decision-making processes which impact them.

### Capacity-Building

Support consistent delivery of best-practice services across the service delivery landscape through the provision of training and education, skill sharing and networking.

### Research and Engagement

Generate data and evidence-based insights to ensure improved understanding of community needs and expectations to drive innovative solutions to a common understanding of service delivery challenges.

### Information Dissemination

Ensure stakeholders are well informed and have access to all the information they require.

### Funding and Grants

Secure and distribute additional funding to increase the capacity of organisational stakeholders and grass roots initiatives.

### Compliance

Work across the service delivery landscape to support all providers in balancing the requirements of regulatory standards with the needs and expectations of the community.

### Service delivery

Provide a direct service to an individual, family or community.





# Applying the framework

Wyndham’s multiple roles in delivering a lifecourse framework are enabled by its Service and Asset Planning approach which takes a long-term, innovative view over the community’s future service needs. It will be also be guided by a set of principles (Table 1) and will involve careful consideration of:

- The service needs and priorities of the changing Wyndham community.
- Innovative service models and enhanced partnerships.

- Opportunities to strengthen affordability, advocacy and funding.

To support and promote consistency and alignment of services, a common set of strategic statements (Table 2) has also been developed and based on the themes for the [Wyndham 2040 Community Vision](#).

**Table 1. Guiding principles**

The following set of principles will guide how Wyndham City performs its role.

Principle	
Accountable	We will have open dialogue with our community to understand their needs and keep them informed about how we make decisions. We will use evidence to plan services and assets that provide public value and have service levels clearly defined.
Equitable	Our service and asset planning will apply a lens of social equity, understanding and addressing service barriers faced by people in our community. Our planning will support health and wellbeing, social connectivity and prioritise access for all residents.
Forward-thinking	We will bravely challenge assumptions and find innovative ways to deliver services. We will partner with others and advocate for the needs of the Wyndham community. We will plan proactively, taking a whole of life methodology for managing infrastructure assets including planning, acquisition, operation, maintenance, renewal and disposal.
Integrated	Our planning will be collaborative with our community, leveraging and valuing the knowledge of others to create better outcomes. We will view our services and assets collectively, looking for integrated options that improve the customer experience. We will look beyond our services and partner with others to build our capacity to meet all the needs of the future community.
Sustainable	Our services and assets are sustainable in the long-term, meeting community needs in an affordable way. Service and asset planning will enable long term financial plans and life cycle costing for all services and asset classes. Decision-making and allocation of resources will be efficient and agile and support ongoing organisational resilience.

**Table 2: Strategic statements**

A common set of strategic statements have been developed to support and promote consistency and alignment of services. The strategic statements sit under the themes for [Wyndham 2040 Community Vision](#).

Theme	Strategic Statements
People and Community	<ul style="list-style-type: none"> <li>• People, across various life stages, participate and contribute to decisions that impact their lives</li> <li>• People build and maintain strong connections across their communities, as they transition through different life stages</li> </ul>
Places and Spaces	<ul style="list-style-type: none"> <li>• Places and spaces are easy to access and multipurpose to encourage participation of community members regardless of their life stage</li> <li>• Transport options facilitate connection by considering the needs of people across life stages</li> </ul>
Earning and Learning	<ul style="list-style-type: none"> <li>• Community will have a variety of educational and learning opportunities that are available to them locally to increase lifelong learning</li> <li>• Support, advocate and enable access to employment opportunities for community members to increase Wyndham’s liveability.</li> </ul>
Leadership and Participation	<ul style="list-style-type: none"> <li>• Community members skills and talents are utilised to build and enhance their communities</li> <li>• Across the life stages we consider social, health, physical and economic status in our planning and service delivery</li> <li>• Services and the service system is evidence informed and considers the impact of transitions on future needs</li> </ul>





# Key outcomes across life stages

## Early years

Wyndham families have access to services that support the capacity of the family through a range of targeted and integrated programs that respond to local community needs.

- **People and Community:** Early years children and their families enjoy strong and healthy relationships with their family and peers embedded in the broader Wyndham community. Children in their early years and their families have access to the programs and services they need to live healthy and happy lives.
- **Places and spaces:** Welcoming public spaces enable early years children to socialise, play and spend time in safe and fun environments in parks and neighbourhoods. Places and spaces are easy for families to access locally, and neighbourhoods are designed to be child-friendly to maximise active transport, play and local connection.
- **Earning and Learning:** Quality, inclusive, local education meets the needs of Wyndham's early years children and supports them to develop physically, mentally, socially and emotionally. Parents, carers and families are supported through adequate access to education and employment opportunities.
- **Leadership and Participation:** Early years children feel a sense of belonging and connection to their wider community. Early years children and their families have opportunities to participate in a range of activities.

## Middle Years

Wyndham's middle years children are valued members of the Wyndham community and have access to and participate in quality services related to education, health and wellbeing, and social inclusion. Parents, carers and families can access the services they need to support the development of their middle years children.

- **People and Community:** Middle years children enjoy strong and healthy relationships with family, peers and the broader Wyndham community. They and their families have access to the services they need to live healthy and happy lives as they transition from childhood to adolescence.
- **Places and spaces:** Welcoming public spaces enable middle years children to socialise, play and spend time in safe and fun environments in parks, town centres and neighbourhoods. Places and services are easy for families to access locally, and neighbourhoods are designed to be child-friendly to maximise active transport, play and local connection.
- **Earning and Learning:** Quality, inclusive, local education meets the needs of Wyndham's middle years children and supports them to develop mentally, socially and emotionally. Parents, carers and families are supported through adequate access to education and employment opportunities. A broad range of out-of-school physical, creative and recreational learning activities are available and affordable.
- **Leadership and Participation:** Middle years children feel a sense of belonging and connection to their wider community. Children and their families have opportunities to participating in a range of activities, contribute to their wider community and shape their future.

## Youth

Wyndham's young people are engaged, empowered and connected members of the Wyndham community. They have access to a range of recreational, educational and employment opportunities which support their development and wellbeing.

- **People and Community:** Youth are connected to their peers, families and the broader Wyndham community. They have access to the services they need to live healthy and happy lives as they transition into adulthood.
- **Places and spaces:** Welcoming public spaces provide places for youth to socialise and spend time in their neighbourhoods, natural environments and town centres, while feeling included in the wider community. Wyndham is connected and easy to get around, while services are provided in ways and places that make them easy for youth to access.
- **Earning and Learning:** High quality, accessible and diverse secondary and tertiary education and training meets the needs and aspirations of Wyndham's youth. Local employment opportunities are plentiful and diverse, ranging from after-school jobs, to apprenticeships, work experience, and professional full-time employment.
- **Leadership and Participation:** Youth are valued members of the Wyndham community, and have the opportunities and abilities to shape their future and community. They have opportunities to lead and participate in a range of activities, events and programs locally, and have a strong voice in community engagement and decisions that have an impact on their wellbeing.

## Adulthood

Wyndham City, through our Municipal Public Health and Wellbeing Plan (Health & Wellbeing Plan) is committed to ensuring our communities are warm, welcoming, caring, family friendly and inclusive of all; that growth is managed effectively, and we have infrastructure, services, housing types, jobs, education and recreation opportunities required to support a good quality of life in Wyndham.

Wyndham's Health & Wellbeing Plan ensures adults have equal opportunity to contribute to their community, including through strong employment opportunities and access to formal and informal learning opportunities. The Health and Wellbeing Plan also ensures that adults enjoy formal and substantive equality and can access safe and culturally appropriate services, are safe in their neighbourhoods and in their homes.

In addition to the Health and Wellbeing Plan Council has a large number of strategies and plans which are primarily focused on adults, examples of these include; Learning Community Strategy 2018-2023 and the Active Wyndham Strategy. Development, implementation and reporting of plans and strategies will be informed by the Lifecourse Framework, ensuring that the needs of all residents across every stage of their life is considered.

Transitions experienced in adulthood are also reflected in other lifecourse outcomes included in this framework. For example, the early years outcomes ensure access to services that support the whole family for adults transitioning into parenthood. Outcomes focussed on the transitions older people experience will also be relevant and provide necessary support to adults transitioning into caring roles for the older people in their lives.

## Older People

Wyndham City is committed to creating a community in which older people are respected, can actively contribute and participate, and feel safe. Older people in Wyndham will have access to an integrated system of local supports and services that meet their needs and support ageing in place.

- **People and Community:** Older people are connected to the broader community and enjoy social connections with their peers. Older people and their families have access to the services they need to live healthy and happy lives as they transition into older adulthood.
- **Places and spaces:** Welcoming and safe public spaces provide places for older people to maximise social connections and spend time in their neighbourhoods, natural environments and town centres while feeling included in the wider community. Wyndham is connected and easy to get around, while services are provided in ways and places that make them easy for older people to access.
- **Earning and Learning:** Older people are supported to remain independent, maintain daily living skills and develop social networks outside of their own environment. A broad range of active ageing activities are available and affordable.
- **Leadership and Participation:** Older people are respected members of the Wyndham community and have opportunities to contribute and participate in a range of local activities, programs and events. They have opportunities to participate in decisions that have an impact on their health and wellbeing.





# Monitoring & evaluation

Monitoring and reporting on common strategic statements and key outcomes across the Lifecourse Framework will ensure we gain a complete picture of the effectiveness of services and programs delivered through the Lifecourse Framework.

Reporting on outcomes provides an opportunity to understand what we have achieved and the differences we have made in the community. Key lessons and trends highlighted through an evaluation process will inform future design of the Lifecourse Framework.

# Associated Policies & Documents

Local Government Act 2020

Wyndham 2040 Community Vision

Wyndham City Council Plan 2021-25

Municipal Public Health & Wellbeing Plan 2021-25

Resilient Wyndham 2021-2025



## FURTHER INFORMATION

For more information or to receive a copy of this document in an alternate format, please contact:

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