



# Community Group and Club Development Plan 2026 – 2030



TOWN OF  
VICTORIA PARK

# Acknowledgement of Country

Ngany kaaditj Noongar moort kenj kaadak nidja Wadjak Noongar boodja. Ngany kaaditj nidja Noongar birdiya – koora, ye-ye, boorda, baalapiny moorditj Noongar kaadijtin, moort, wer boodja ye-ye.

The Town acknowledges the traditional custodians of this land and respects Elders past, present and emerging, their continuing cultural heritage, beliefs and relationship with the land, which continues to be important today.

We recognise the Whadjuk Noongar people as the traditional custodians of the greater Victoria Park area. Its Noongar name is Mindeera and to the Whadjuk people, Mindeera is a place that has strong social, spiritual, cultural, and historic significance.

We thank them for the contribution made to life in the Town of Victoria Park and to this region.



# Commitment to Diversity

The Town acknowledges that the diversity of our residents is what makes our community unique. Diversity can be reflected in a number of ways, including:



**Ethnicity and race**



**Sexual orientation**



**Disability**



**Age and generation**



**Language**



**Socioeconomic status**



**Gender**



**Religion, faith and other beliefs**

This diversity means our business practices need an understanding of how social and cultural background can influence interpretation and participation in the community. We acknowledge these impacts, and we are striving to present all communications to be inclusive and available to everyone.

If you or someone you know needs this document in another format, please contact the Community Development Officer – Clubs and Capacity by emailing [admin@vicpark.wa.gov.au](mailto:admin@vicpark.wa.gov.au) or on **9311 8111**.





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# Introduction

## The Community Group and Club Development Plan

The Town of Victoria Park is committed to fostering a vibrant, connected, and inclusive community. As part of this commitment, the Town has developed its first Community Group and Club Development Plan 2026–2030 (the Plan), a strategic initiative aimed at strengthening local community capacity focusing on community groups and clubs. This plan will serve as a best practice, evidence-based framework to guide future investment that supports the vital work of these organisations.

The Plan provides key implementation guidance for the delivery of the Town's Public Health and Well-being Strategy as shown in the diagram below



The Plan provides clear guidance for an ongoing program of work that relates to Key Priority Areas in Pillar 1 and 2 in the Public Health and Wellbeing Strategy.

Driven by the Town's vision of Victoria Park as a dynamic and inclusive place for everyone, the development of the plan has prioritised meaningful community engagement, focused on listening to and empowering local groups and clubs to ensure their voices are heard, their needs are understood, and their contributions are planned for. The final plan is a coordinated and responsive approach to community and club development across the Town.



# Vision Statement

This Plan seeks to contribute to achieving the Town's vision as **A dynamic place for everyone**. The Plan aligns with the Town's Strategic Community Plan and supports over a five-year period:

**'A thriving and inclusive Victoria Park where community groups and clubs are confident, capable, connected, empowered and create a positive impact for all who live, work, and play in the Town'.**

The figure on page 10 outlines the Theory of Change that supports development, implementation and evaluation of the Plan. More about the Theory of Change can be found in Appendix 1.



# Theory of Change

## Vision:

A thriving and inclusive Victoria Park where community groups and clubs are confident, capable, connected, empowered and create positive impact for all who live, work and play in the Town.



## Objectives:

Community groups and clubs within the Town of Victoria Park are cohesive and inclusive. People in these communities have a strong sense of identity and belonging. People have equitable access to Town of Victoria Park programs, services and infrastructure.

Our community groups and clubs are thriving. Their contribution to the development and diversification of the Town of Victoria Park is widely recognised, and continues to grow.

People in the Town of Victoria Park communities have a strong sense of physical, mental, emotional and social wellbeing. People participate safely and free from harm.

Our people are engaged, thriving and work collaboratively as one team towards our purpose, vision and mission.

We will achieve the objectives by working towards the following Outcomes

## Outcomes

Increased capacity for community groups and clubs to deliver programs and activities

Increased participation and membership of local community groups and clubs through volunteerism and partnerships

Increased inclusion and diversity in community groups and clubs

We will achieve the outcomes through a targeted approach in the following Focus Areas

## Focus Areas

People

Partners

Programs

Places

# Actions

## Outcome 1: Increased capacity for community groups and clubs to deliver programs and activities

Investing in the people who power community life, including volunteers, coaches, leaders, and members. Supporting their growth through training and resources, recognition, and leadership development is key to building capable, confident, and future-ready organisations.

#	Action	Timeframe
1.1	Provide templates, tools, strategies, and promotional materials to help attract, manage, and retain volunteers and committee members.	Short term
1.2	Offer free or low-cost training and development to strengthen governance, operations and promotion.	Short term
1.3	Develop and promote an annual schedule of training and development opportunities offered by the Town and partner organisations, ensuring groups and clubs can plan ahead.	Short term
1.4	Build capacity on how to book and manage accessible and safe programs and events within the Town, through the provision of training and resources.	Short term
1.5	Facilitate networking and knowledge sharing opportunities between local groups/clubs and/or experienced community leaders to form connections, offer guidance, and build confidence.	Medium term
1.6	Facilitate periodic reviews or health checks for groups and clubs to assess and improve governance, planning, and organisational sustainability.	Medium term
1.7	Establish a tailored development program for emerging and existing leaders in groups and clubs, covering governance, communication, conflict resolution, and inclusive leadership.	Long term
1.8	Support groups and clubs in building sponsorship and in-kind relationships with local businesses through templates, introductions, and recognition platforms.	Long term
1.9	Implement a simple, standardised evaluation tool to measure participation outcomes, track progress, and inform future programming decisions.	Long term
1.10	Develop a digital and printable guide that lists all available community and club spaces, including facilities, amenities, and access features.	Long term



## Outcome 2: Increased participation and membership of local community groups and clubs through volunteerism and partnerships

Building strong, sustainable volunteerism and partnerships to amplify impact, unlock resources, and support collaboration to enhance groups and clubs' objectives.

#	Action	Timeframe
2.1	Continue the planning and coordination of an annual recognition initiative that celebrates community groups and clubs, and volunteers through awards, storytelling, and public acknowledgement.	Short term
2.2	Identify locally based organisations whose goals align with building community capacity, and initiate conversations to explore mutual benefits.	Short term
2.3	Host regular networking and knowledge-sharing events that bring together clubs/groups, service providers, sponsors, and government representatives to explore opportunities for collaboration.	Short term
2.4	Promote achievements, milestones, partnerships, and participant stories from local groups and clubs through Town communication channels to boost recognition and engagement.	Short term
2.5	Facilitate and promote funding opportunities to build community capacity and connectedness for groups and clubs.	Short term
2.6	Investigate guiding principles and a practical toolkit to help groups and clubs build and manage effective, values-aligned partnerships.	Medium term
2.7	Maintain a list of potential partners, including funders, training providers, and support agencies, that groups and clubs can access for guidance and connection.	Medium term
2.8	Offer guidance and facilitation for joint funding submissions that bring multiple organisations together under shared goals.	Medium term
2.9	Encourage partnerships between groups/clubs and organisations to co-deliver services, share administrative support, or pool resources for greater efficiency and reach.	Long term
2.10	Promote underutilised community venues and encourage shared-use agreements between clubs, groups, and other stakeholders.	Long term

## Outcome 3: Increased inclusion and diversity in community groups and clubs

Creating and supporting inclusive, accessible, and community-led programs and places that respond to and support local needs, focus on build community pride and belonging, support wellbeing, and foster development and lifelong participation across all ages, abilities and backgrounds.

#	Action	Timeframe
3.1	Offer mentoring, tools, and resources to help groups and clubs develop, pilot, and scale new participation-based initiatives.	Short term
3.2	Investigate training and resources to support groups and clubs in designing and delivering programs that are welcoming and inclusive for all abilities, backgrounds, and identities.	Short term
3.3	Facilitate initiatives in Town places that promote inclusion and connectedness for community groups and clubs.	Short term
3.4	Provide support (monetary or in-kind) for groups and clubs to trial innovative or targeted programs that encourage participation among priority, and underrepresented groups.	Medium term
3.5	Establish and share a calendar of community-led events and programs to enhance visibility, reduce duplication, increase awareness and participation, and support collaboration.	Medium term
3.6	Provide resources and guidelines for community groups and facility managers to foster inclusive, culturally safe, and welcoming environments.	Medium term
3.7	Encourage and support our diverse community, including priority populations identified by the Town, to take on roles within community groups and clubs.	Long term
3.8	Facilitate opportunities for community members and group and club representatives to co-design programs that reflect local interests, culture, diversity and inclusion priorities.	Long term



# Implementation, Monitoring, and Evaluation

## Guiding Principles

The following principles have guided the development of the Plan.

<b>Strengths Based</b>	Community and stakeholder assets, strengths, and capacities are recognised and built on.
<b>Culturally Safe and Inclusive</b>	Culturally safe and inclusive approaches are employed in the work that the Town facilitates, supports, and undertakes with community groups and clubs.
<b>Evidence Based</b>	An evidence-based approach is used by the Town, with a focus on early engagement and intervention to enhance the level and scope of impact.
<b>Shared Responsibility</b>	The Town is supportive of creating environments that foster a shared responsibility. Programs and initiatives with the community are supported to co-design and lead activities to build capacity.
<b>Innovation and Better Practice</b>	The Town seeks innovative ideas and best practice solutions for community group and club development projects. The Town values strong relationships with community groups, sporting clubs, key stakeholders, and other local government bodies to maximise reach, impact, and shared learning.
<b>Sustainability</b>	Integrating sustainability principles in the Town's approach to resourcing and delivery of the Community Group and Club Development Plan.



## Implementation

The Town will develop an annual program of work which defines specific projects and initiatives against the Plan's focus area deliverables that will be undertaken across 2025/26 -2029/30 financial years, aligned with the Town's annual priorities, budget, resourcing and community needs. To successfully deliver the Plan across the next 5 years, the Town will regularly engage with external stakeholders, as well as all internal departments, on the focus area deliverables

## Monitoring and evaluation

The outcomes of planned actions addressing the Plan will be monitored and evaluated in alignment with the Town's Social Impact Approach, social change principles, and a Theory of Change model (see Appendix 3). This ensures the impact of strategic initiatives is meaningfully assessed and continuously improved. An annual impact report will be developed and made available on the Town's website to provide transparency and communicate progress to the community. Quarterly updates will also be provided as part of the corporate reporting cycles.

## Town's Role

The Town will adopt a range of roles in delivering this Plan. Many of the projects and initiatives the Town supports are developed with or for the community in response to identified community aspirations, connections, or emerging priorities. The Town's role will vary depending on the level and nature of support required and may evolve over time. The Town will act in one or more of the following roles in relation to the community group and club development projects and initiatives.

<b>Organiser</b>	The Town leads the planning and delivery of projects or programs. This may involve Town coordination, outsourcing to external consultants or organisations, or a hybrid model that combines Town leadership with contracted support. Projects may also be produced in partnership with other organisations.
<b>Partner</b>	The Town provides financial and/or in-kind support to externally deliver projects. This includes support through targeted funding programs, sponsorships, and partnerships with external agencies to co-deliver or contribute to events that align with community priorities.
<b>Approver</b>	The Town facilitates and approves projects held within the community, without directly providing resources. We ensure that projects are safe, accessible, and compliant with regulations, while supporting organisers with advice, skills development, and information-sharing.
<b>Advocate</b>	The Town champions creative endeavours that deliver positive community outcomes. We actively advocate for opportunities that strengthen partnerships, attract investment, and align with the community's values and goals.
<b>Promoter</b>	The Town promotes local creative projects and initiatives to the wider community using our communication channels. We aim to raise awareness, grow audiences, and maximise the reach and benefits of events through strategic marketing and promotion.



# Appendix 1: Who We Are

The Town of Victoria Park is a dynamic and growing community of more than 38,000 people, with the population expected to double to over 77,000 by 2050. Our residents represent a diverse, educated, and highly engaged community that contributes strongly to the vibrancy and character of our Town.

We are a young(ish) and active community, with the largest age group between 25–34 years, closely followed by 35–49 years. Increasingly multicultural, over a quarter of residents speak a language other than English at home, with Mandarin, Italian, and Cantonese among the most common. This diversity is reflected in the wide range of clubs, associations, and community groups that provide inclusive opportunities for connection, recreation, and cultural expression.

The Town is also well educated and professionally skilled, with a higher proportion of people holding formal qualifications compared to Greater Perth, and most residents employed as professionals, administrators, or technicians. Income levels are broadly distributed, reflecting a balanced socio-economic mix.

Our community lives closely connected - almost half of all dwellings are medium or high density, and 55% of households are made up of one or two people. These living patterns create strong demand for clubs and community organisations to provide spaces where people can come together, build relationships, and strengthen social ties.

Victoria Park is home to a broad and active network of community groups and clubs, ranging from large sporting associations to small volunteer-led organisations. Currently the Town has identified, and supports;

- 47 sporting clubs
- 35 community groups
- 14 other recreation organisations (i.e. state organisations, government, and not-for-profit)

This demonstrates the scale of community and group activity in the Town. Importantly, these diverse stakeholders require varied levels of support, sustainability, aligned to their capacity needs and priorities.

While most residents travel outside the Town for work (77%), we also welcome a strong workforce from the wider south-eastern corridor, with 88% of workers commuting into Victoria Park. In this context, sporting clubs, volunteer-run organisations, and interest groups play a vital role in grounding residents locally offering belonging, recreation, and connection close to home.

Together, these qualities reflect a progressive, multicultural, and community-driven Town, where community groups and clubs are central to ensuring Victoria Park remains vibrant, inclusive, and resilient as we grow into the future.



# Appendix 2: Key Findings and Achievements

## Methodology

The Community Group and Club Development Plan 2026–2030 has been shaped by extensive engagement with a broad and representative cross-section of local community, including sporting clubs, volunteer-run organisations, interest groups, and other key stakeholders. This engagement has ensured the Plan is grounded in the lived experience, current priorities, and future aspirations of the community groups and clubs who contribute so significantly to the vibrancy and wellbeing of the Town of Victoria Park.

The engagement process focused on collecting meaningful feedback about the Town's current support, infrastructure, and services for community groups and clubs, as well as identifying opportunities to improve and evolve this support into the future.

### Engagement objectives

- Build awareness and enthusiasm for the development of the Plan
- Initiate conversations on the role of community groups and clubs in building inclusive, resilient, and connected communities
- Gather quality insights to inform the creation of a tailored, evidence-based, and practical plan

### Engagement themes

- The value and role of community groups and clubs in the Town of Victoria Park
- Levels of participation and barriers to engagement
- Facility access, funding, and resource challenges
- Ideas for innovation, growth, and support in the community development space

Engagement included targeted discussions with Town staff, key advisory groups and community groups/club representatives, as well as broad community engagement via a dedicated online interactive feedback platform.

The consultation also highlighted the passion and commitment of local volunteers and community leaders, whose contributions offered deep insights into the strengths, gaps, and opportunities for community and club development. Their voices have helped shape a plan that aims to support and celebrate the people and organisations at the heart of community life in Victoria Park.

## Findings

After significant consultation and engagement, via meetings, surveys, interviews and workshops, the following seven (7) key findings were identified, which has helped shape the development of the plan.

### 1. Strong Community Value & Identity

- Community groups and clubs are recognised as central to the Town's social fabric, contributing significantly to belonging, connection, and wellbeing
- There is pride in the role these organisations play in creating inclusive and vibrant spaces for residents of all ages and backgrounds.



## 2. Barriers to Participation

- Engagement highlighted challenges around affordability, accessibility of facilities, and awareness of opportunities.
- Certain demographics, including culturally diverse communities, young people, and those with limited means, face higher barriers to participation.

## 3. Facilities & Resources Under Pressure

- Demand for facilities often exceeds supply, with community groups and clubs reporting issues of access, maintenance, and suitability of spaces.
- Funding limitations and resourcing constraints (both financial and human) were consistently identified as a barrier to growth and sustainability.

## 4. Volunteer Capacity & Sustainability

- Community groups and clubs rely heavily on volunteers who demonstrate strong passion and commitment.
- However, volunteer burnout, recruitment challenges, and limited training/support threaten long-term sustainability.

## 5. Innovation & Future Opportunities

- Community groups and clubs expressed openness to exploring new models of collaboration, shared resources, and technology to engage members and streamline operations.
- There is appetite for the Town to play a stronger role in capacity building, networking, and providing practical support tools for governance, compliance, and promotion.

## 6. Partnership with the Town

- Stakeholders value the Town's current support but see opportunities to deepen collaboration.
- Desired improvements include clearer communication, more tailored funding programs, and greater co-design of community development initiatives.

## 7. Celebration & Recognition

- A consistent theme was the importance of celebrating community contributions - acknowledging volunteers, profiling success stories, and ensuring groups feel valued as partners in building the Town's future.

## Achievements

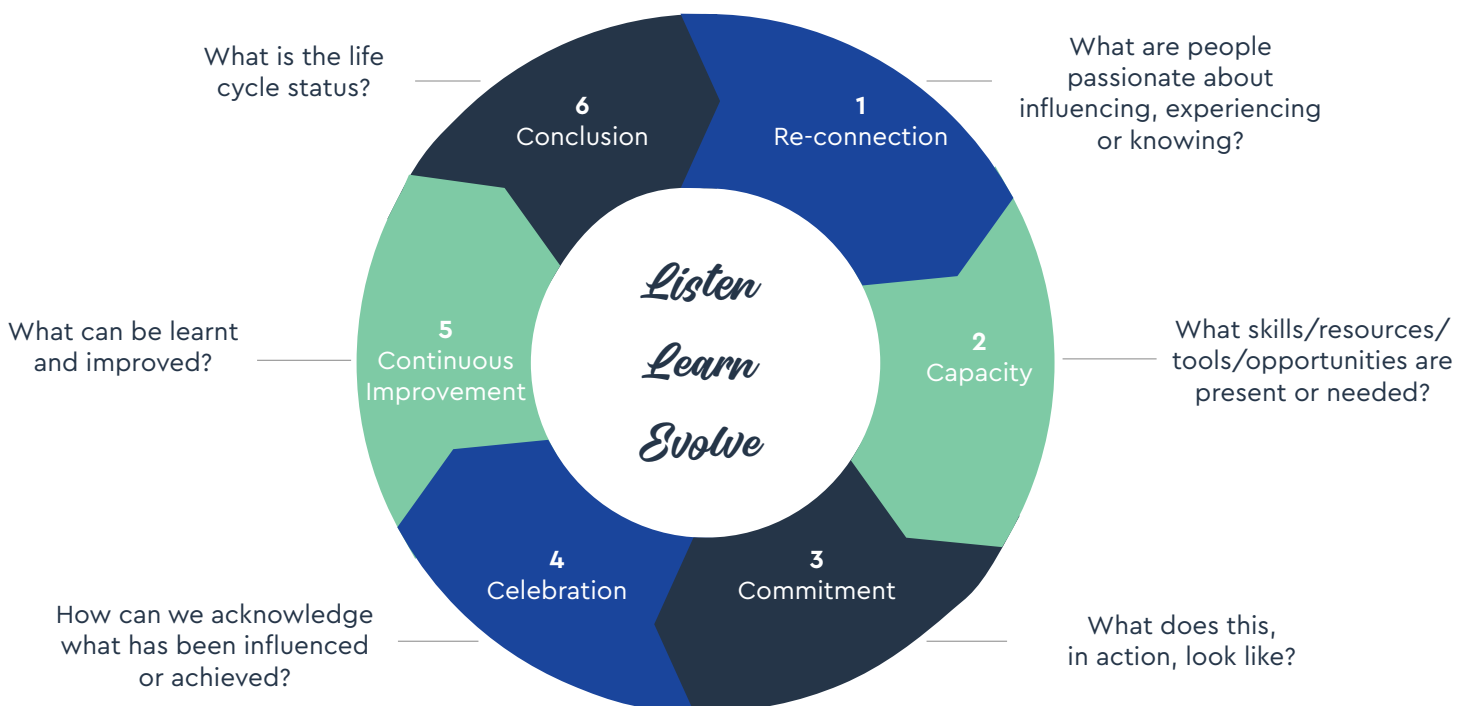
The Town has made a significant effort in establishing connections with local community groups and clubs in the Town. Some of the highlights include:

- Employing a full-time Community Engagement Officer – Clubs and Capacity to support and build community capacity in the Town.
- Delivering the Success Series program that provides free training in key areas, such as grants and funding, governance, marketing, and event management, increasing capacity in community groups and clubs.
- Establishing the new Have a Go Day Community Day event designed to give local community organisations the opportunity to showcase their activities and engage with the wider Town of Victoria Park community.
- Strengthening community connectedness through ongoing updates, news and support via community newsletters where community organisations and individuals in the Town can keep up to date with ongoing opportunities and activities.
- Delivery of the annual Community Champions Awards event to support and celebrate volunteerism in the Town.
- Delivery of annual grant funding opportunities to community groups and sporting clubs that increase awareness, build capacity and support sustainability.
- Introducing the My Community Directory platform in the Town to promote community groups and clubs' services and events, increasing awareness, participation and connections in the community.

# Appendix 3: Social Change Model

The Town uses a Community Development social change model which focuses on leveraging community assets with community groups and club resources, programs, and partnerships to address social challenges, promote equity, and foster positive transformation in society while also creating a space that is accessible and welcoming to everyone.

## Social Change Model - 6C's



## Theory of Change

A Theory of Change is a tool that shows the connection between planned activities and social outcomes over the immediate, medium and long-term. Building from the bottom up, this framework shows how the actions delivered through the focus areas will have outcomes which, over time, address the Plan's objectives. This approach demonstrates how we will achieve our vision. We will evaluate the Plan as a whole by determining how well, and to what extent, we achieved the outcomes.

## What are social outcomes?

Social outcomes are the changes in the knowledge, skills, awareness, behaviour, level of functioning or status, experienced by stakeholders, resulting from their involvement with the planned activities. Stakeholders within the context of a TOC are those people or organisations that experience this change.

## Demonstrating social impact

As a tool describing how a program is expected to work, a TOC can also show the connection between planned activities and social outcomes applicable to each stakeholder group, over the immediate, medium, and long-term. A long-term social outcome is often described as a social impact. Impact is considered as the expected fundamental change and or unintended consequences occurring in a community, as the result of a program being delivered, or a system being modified over at least five years. The TOC model is a tool used in this Plan as well as all associated plans.

## Key stakeholders

The groups of people who are expected to experience the most significant and relevant change from the planned initiatives are:

- Residents of the Town
- Local sporting clubs, community groups, volunteer organisations and related sectors
- Local businesses and enterprises
- Local community champions / social change advocates
- Vulnerable members of the Town's community

# Appendix 4: Strategic Alignment

## Town of Victoria Park Strategic Alignment

The Community Group and Club Development Plan 2026–2030 will align closely with the Town of Victoria Park's Strategic Community Plan 2017–2032, ensuring consistency with the broader vision and priorities of the Town. It will contribute to achieving key strategic objectives, including:

- S1 – Helping people feel safe,
- S3 – Facilitating an inclusive community that celebrates diversity
- EC1 – Facilitating a strong local economy.

The plan will also support the Town's commitment to good governance through alignment with:

- CL1 – Effectively managing resources and performance
- CL2 – Communication and engagement with community.

The Plan will meet these objectives through alignment to the Town's Public Health and Wellbeing Strategy 2023-2028. It's actions directly relate to the following pillars in the strategy:

- Pillar 1: Healthy & Active - A Town that empowers and enables its community to achieve optimal mental, physical, and social wellbeing.
  - › Key Priority Area 1: Our Community will live active lifestyles
- Pillar 2: Empowered & Connected - A Town that enables social connection and embraces equity, diversity, and inclusion in the community.
  - › Key Priority Area 5: Social connection and wellbeing is strengthened in our community
  - › Key Priority Area 6: Our community have volunteering opportunities and support.



By embedding these strategic goals into the planning process, the Town aims to deliver a meaningful, integrated, and forward-looking framework that strengthens community resilience and participation over the next five years and beyond.

Furthermore, the Plan will contribute to outcomes in the following Town strategies:

Town Strategy	Objective Alignment
<p style="text-align: center;"><b>Social Infrastructure Strategy</b></p>	<ul style="list-style-type: none"> <li>• 8. Review all leased and licensed spaces within the Town as leases and licenses reach end of term to achieve the objectives of the Social Infrastructure Strategy and Land Asset Optimisation Strategy</li> <li>• 10. Develop a series of performance guidelines for designing multi-purpose spaces to facilitate multiple and changing users over time</li> <li>• 30. Utilise the Town's building condition reports and asset management processes to develop Facility Management Plans for upgrading of clubhouse and changeroom facilities</li> <li>• 35, 36, 37. Undertake an audit of sports facilities and usage at Taylor Reserve, Raphael Park, and Fraser Park, and prepare actions to improve enjoyment and efficiency in facility management</li> </ul>
<p style="text-align: center;"><b>Public Open Spaces Strategy</b></p>	<p>Public Open Space for sporting use – ensuring ongoing availability and quality of active reserves</p>
<p style="text-align: center;"><b>Access and Inclusion Plan</b></p>	<ul style="list-style-type: none"> <li>• Goal 1 (Customer Experience): Build staff and community capacity to deliver inclusive and welcoming programs.</li> <li>• Goal 2 (Physical Access): Ensure Town places and facilities are designed to be inclusive and accessible for all.</li> <li>• Goal 3 (Active Citizenship): Encourage participation and leadership roles for people with disability and diverse backgrounds in community life.</li> <li>• Goal 5 (Governance and Impact): Support partnerships and innovative approaches to inclusion and diversity.</li> <li>• Outcome 1 (Services and Events): Ensure people with disability have the same opportunities as others to access Town services and events.</li> <li>• Outcome 2 (Buildings and Facilities): Ensure Town buildings and facilities are accessible and inclusive.</li> <li>• Outcome 6 (Public Consultation): Provide equal opportunity for people with disability to participate in public consultation and co-design processes.</li> </ul>

## Strategic Alignment with Government Priorities

The development of the Town of Victoria Park's Community Group and Club Development Plan has been intentionally aligned with key national and state government strategic frameworks to ensure relevance, sustainability, and impact. Specifically, the Plan reflects and supports the objectives outlined in the Australian Sports Commission's "Play Well" Strategy and the Department of Local Government, Sport and Cultural Industries (DLGSC) Strategic Plan 2024–2029.

The "Play Well" Strategy, developed by the Australian Sports Commission, emphasises the critical role that sport and physical activity play in building healthier, more connected communities. It prioritises equitable access, lifelong participation, physical literacy, and the creation of inclusive environments that support individual and collective wellbeing. In alignment with these priorities, the Town's Plan commits to creating opportunities that encourage participation across all ages, abilities, and backgrounds, with a focus on inclusive community sport and club capacity building.

Furthermore, the Plan is closely guided by the DLGSC Strategic Plan 2024–2029, particularly its pillars of Thriving Communities and Stronger Partnerships. The Department calls for a collaborative and coordinated approach to community and sport development, underpinned by principles of equity, accessibility, and sustainability. The Town of Victoria Park's Plan directly supports these goals by fostering local partnerships, strengthening governance and capability within groups and clubs, and promoting a vibrant, healthy, and connected community.

By embedding these strategic priorities into its approach, the Town ensures that its investment in community and club development is future-focused, policy-aligned, and capable of delivering measurable outcomes for local residents and the broader Western Australian community.









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