



Salisbury, the **Living** City



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Foreword



Social justice seeks to ensure that all members of a society, regardless of language, race, culture, religion, income, gender and disability have a right and opportunity to:

- be recognised as valuable citizens;
- have equitable access to all services and programs;
- contribute to the economic, social, political and cultural life of the society;
- have their needs recognised in the planning and administration of relevant policies, programs and services; and
- participate in decisions which affect their lives and the communities in which they live.

Social justice is what faces you in the morning. It is awakening in a house with adequate water supply, cooking facilities and sanitation. It is the ability to nourish your children and send them to school where their education not only equips them for employment but reinforces their knowledge and understanding of their cultural inheritance. It is the prospect of genuine employment and good health: a life of choices and opportunity, free from discrimination. (Mick Dodson)

Introduction



The City of Salisbury's *Sustaining Our Environment Strategy, Shaping the Future Strategy, Living City Strategy* and *Salisbury Success Strategy* deliver on the four core directions of Salisbury's City Plan, namely **Environment, Economy, Community and Organisational Excellence.**

As such, the *Living City* Strategy is key in forming policy and actions which contribute to the City of Salisbury's long-term approach to overall sustainable development.

The Living City Strategy reflects the need to integrate the economic, environment and social dimensions of policy and planning to ensure that:

1. Social policy supports economic and sustainable urban development;
2. Community capacity and self-reliance is developed to lessen a reliance on service delivery and support from Council;
3. Optimal wealth creation and business sustainability is maintained.

It is clear that the social dimension has an important primary role to play in Council's integrated overall development of the area. This reflects evidence that a strong social fabric with:

- A healthy, well-educated and skilled population;
- Strong community resilience and self-reliance;
- Low crime rates;
- High perceptions of safety;
- High degrees of social interaction; and
- Opportunities for all to attain their potential

has benefits for residents and also attracts business and investment and thereby contributes to wealth generation for the area.

In order to meet these challenges and take advantage of these opportunities, *The Living City* Strategy has four key policy and planning streams, namely:

1. Population
2. Health and Wellbeing
3. Learning
4. Neighbourhood Planning/Place Management

The Living City goals and priority actions for the next five years have been grouped against these four streams, recognising that there is also much interlinking and continuity across the entire Strategy and that the principles of access and equity apply throughout.

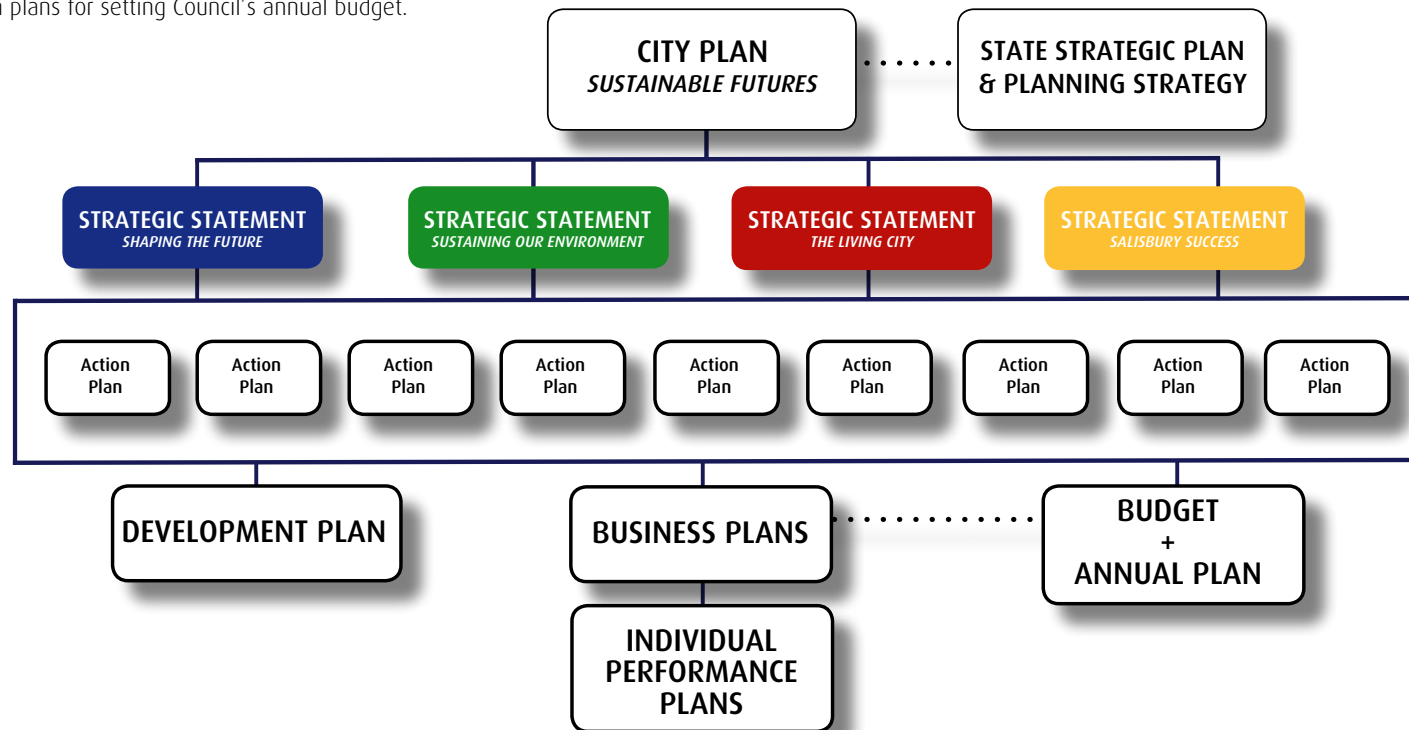
The relationship between these four key policy and planning streams and the City Plan, is that these streams will deliver on the objectives of the City Plan's Key Direction 3, The Living City.

Planning Framework



City of Salisbury - Planning Framework

The City of Salisbury has structured its planning process around the four Key Directions presented within the City Plan. This chart illustrates the relationship of the high level strategic directions with the State Strategic Plan and Planning Strategy and the supporting action plans for setting Council's annual budget.



Integration



Integration of Strategic Plans across all levels of Government is an integral part of developing a cohesive strategy.

State: South Australian Strategic Plan

South Australia's State Strategic Plan for the 10 years to 2016 aims to achieve measurable targets across the following objectives:

1. Growing Prosperity
2. Improving Wellbeing
3. Attaining Sustainability
4. Fostering Creativity
5. Building Communities
6. Expanding Opportunities

(Ref: State Strategic Plan 2006 p1)

There are obvious commonalities between the State's and the City's objectives, leading to the City's conscious integration with the State Strategic Plan to provide a mechanism for ongoing collaboration between the two spheres of Government to achieve mutual key goals and aims.

These mutual State/City goals, which are articulated in the document *State Collaboration Proposal*, are:

1. Learning
2. Employment
3. Business Development
4. Enterprising Environments
5. Supportive Environments, namely
 - Housing
 - Community Assets (accommodation, recreation, health services, safe and cohesive communities)
 - Transport
6. Wellbeing, namely
 - Community and Culture
 - Health

In providing a direction for developing policy and implementing actions that lead to a strong social fabric – and hence support economic and urban development, the *Living City Strategy* will contribute toward achieving our vision for Salisbury as *'building a community of opportunity and spirit in a quality environment'*.

Specifically, it responds to the City's Strategic Plan, *Sustainable Futures'* overall directional statement for Key Direction 3, to 'Maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles'.

Integration



The Living City Strategy also has links to the City/State alignment in terms of impacting on the State's targets to:

- Better the Australian average employment growth rate within 10 years (T1.1)
- Equal or better the Australian average unemployment rate within five years (T1.2)
- Increase the number of families participating in learning and school/community arts and recreation programs (T4.11)
- Increase the percentage of students completing Year 12 or its equivalent to 90 per cent within 10 years (T6.13)
- Increase healthy life expectancy of South Australians to lead the nation within 10 years (T2.2)
- Reduce the percentage of young cigarette smokers by 10 per cent within 10 years (T2.5)
- Reduce the percentage of South Australians who are overweight or obese by 10 per cent within 10 years (T2.6)

- Encourage the provision of affordable housing in the community (T6.6)
- Reduce crime rates to the lowest in Australia within 10 years (T2.8)
- Improve the connections between educational institutions and industry to enhance creativity and innovation (T4.10)
- Improve Adelaide's quality of life ranking to be in the top 20 cities in the world within 10 years (T2.1)
- Achieve a ranking in the top three regions of Australia in Richard Florida's Creativity Index within 10 years (T4.1).

(Ref: State Strategic Plan 2006).

State: Social Inclusion Unit

Salisbury's *Living City Strategy* also aligns with the State Government Social Inclusion Unit's aim to "secure the future we all want: where our families and young people flourish and succeed, where Government, business, individuals and communities work together positively, creatively and with mutual respect to build a socially inclusive community that supports all South Australians."

(Ref: Department of Premier and Cabinet, March 2005).

State: Other Key Policy/ Directions

Other key State policies/directions with which the *Living City Strategy* aligns include:

- The Generational Health Review – which has a focus on primary/preventative health approaches and services;
- 'Improving with Age', the ageing plan for SA – which has a focus on social integration, early intervention and supports for ageing in place;

- The 'Learner Wellbeing Framework' which is a birth to Year 12 approach to education and support for children premised on a whole-of-community model for families and children;
- The 'Keeping Them Safe' strategy – which focuses on the holistic wellbeing of children;
- The 'Gamblers' Rehabilitation Program – in particular the 'Dicey Business' program for schoolchildren.
- The 'Better Neighbourhoods Program' – which links with urban regeneration;
- The Community Learning Strategy;
- 'Connecting to the Future': The strategic agenda for the Department of Families and Communities.

Integration



Federal: Key policy/directions

Key Federal policies/directions with which the *Living City* Strategy aligns include:

- 'New Beginnings: Life in Australia' Strategy;
- National Agenda for Early Childhood;
- Stronger Families & Communities Strategy;
- National Strategy for an Ageing Australia;
- National Community Crime Prevention Program;
- Australians Working Together.

Local: Salisbury - Sustainable Futures - Our City Plan

Salisbury's City Plan - *Sustainable Futures* is a local response to current and future needs of the Salisbury community. It seeks to address the unique challenges of Salisbury by developing and benefiting from a range of opportunities and partnerships.

Sustainability is integral to achieving a better future. *Sustainable Futures* has been developed using a model of sustainability, based on the interconnections between the Social, Economic and Environmental aspects of living.

The City of Salisbury recognises that economic growth and society are ultimately bound and limited by the capacity of the environment to sustain these activities. The focus of *Sustainable Futures* is to build on our strengths and work together in shaping a sustainable future with "excellence in building a community of opportunity and spirit in a quality environment."

Sustainable Futures is a unique plan which integrates our organisation's corporate planning processes with the community strategic framework.

Sustainable Futures lists the following Key Directions which provide the core strategic directions for the City:

Key Direction 1: Shaping Our Future

- Develop our City as prosperous and progressive by attracting and sustaining increased business investment and by providing accessible learning opportunities to grow and support a skilled workforce.

Key Direction 2: Sustaining Our Environment

- Become a Sustainable City in which its residents and businesses embrace sustainability best practices as part of their day-to-day lives and activities.

Key Direction 3: The Living City

- Maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles.

Key Direction 4: Salisbury Success

- Remain a high performing and innovative organisation that strives to achieve excellence in every area.

This strategy focuses on Key Direction 3 - *The Living City*.

Relationship to other City of Salisbury policies & action plans

The *Living City* Strategy shapes the policy direction, key actions and implementation of Council's:

- Disability Action Plan;
- Priority Actions for an Ageing Community Plan;
- Families and Children Plan;
- Youth Plan;
- Aboriginal Development, including Native Title and Heritage;
- 'The Game Plan - strategic directions for Recreation & Open Space';
- Learning Plan;
- Cultural Plan;
- Health and Wellbeing Plan;
- Alcohol and Other Drugs Plan;
- Community Safety Plan; and
- Multicultural and Settlement Plan.

The Living City Strategy also provides a social policy context and direction for major undertakings such as Council's Marketing, Population and Residential and Affordable Housing Plans.

Our Commitment



Our Commitment

The Living City Strategy is responsive to current community needs and, importantly, also has a major forward-planning function to ensure that the City and our residents are well placed to maximise future opportunities.

Key Drivers for Social Development

In order to fulfill these functions, the Strategy takes into consideration a range of key drivers, which include some Salisbury-specific issues and some which reflect State and Federal Government and other agendas.

- **The '2 million by 2050' population target**
Set by the State Government. There are significant implications for Salisbury in relation to infrastructure provision, housing density, sustainability and service provision.
- **Affordable Housing**
State Government direction with flow-on local implications, including quality of housing, and 'affordable living' as opposed to simply 'affordable housing'.
- **Relocation of a Defence Battalion to RAAF Edinburgh**
With local implications in relation to employment, infrastructure and service provision and integration needs of personnel and families.
- **Department of Immigration and Citizenship**
City of Salisbury is one of the key areas in South Australia for refugee and humanitarian settlement, which then has local implications for infrastructure, health, education, support and integration services.
- **Local Economic Growth**
Accelerating local economic growth, which is outstripping the Gross State Product and will increasingly rely on a supply of competitive, competent and well-supported local labour if the wealth generated is to remain in the region and further benefit the local economy.

Our Community Profile

Salisbury's current population is approximately 118,500.

- 30 per cent of residents were born overseas and, with approximately 185 different cultural groups represented, we have a very diverse community. Patterns of immigration have changed markedly since the early 1950s when the majority of new arrivals were from the United Kingdom, Italy, Greece, Germany and Poland.
- Since the 1970s, people from Vietnam and Cambodia have come to represent approximately 20 per cent of our overseas-born population. More recent Department of Immigration and Multicultural Affairs settlement policies have seen significant numbers of refugees and migrants from countries such as Afghanistan, Iraq, Somalia, Sudan, Ethiopia and Burma and these trends are predicted to continue for at least the next five years.

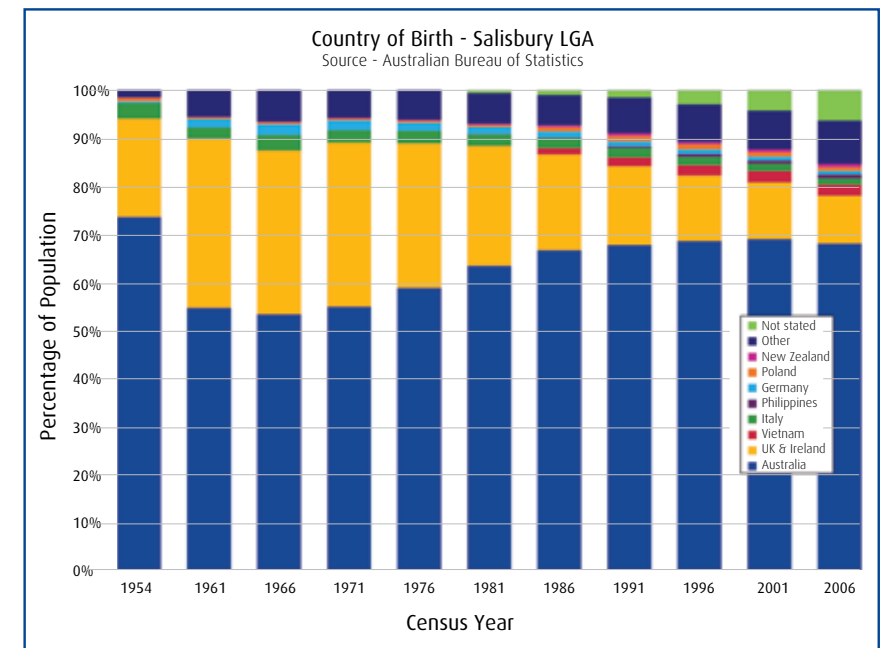
Our Commitment



- In addition, the strong industry growth in the region is already attracting skilled overseas migrants and this is also predicted to increase markedly in the years to come.
- There are approximately 1600 international students at the University of South Australia's Mawson Lakes campus. The university is actively seeking to increase these numbers. There is the opportunity and the challenge for City of Salisbury to try to retain these students in the area after they graduate.
- Almost two per cent of our residents identify as being of Aboriginal or Torres Strait Islander descent. While this may not appear to be a high proportion, it is worth noting that this ranks Salisbury as having amongst the highest percentage of Indigenous residents of any metropolitan Council in Australia.

- The age structure of our population is interesting as we have relatively higher percentages of children and young people than is the national average at the moment, but – largely as a result of post-war migration patterns – we also have the scenario where our percentage per population of older people is set to treble in the next 15 years. The population will undergo structural as well as numerical ageing, largely due to the demographic 'bulge' of the baby boomer generation.

This demographic profile, plus the key regional drivers outlined on page 12, present dynamic challenges and opportunities for the City to develop innovative policies and programs that best serve the needs and build on the strengths of such a diverse and growing population now and in the future.



OVERALL DIRECTIONAL STATEMENT: “Maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles.”

OBJECTIVES:

1. Support the health and safety of the community.
2. Ensure services and infrastructure meet community needs.
3. Facilitate information and communication opportunities.
4. Ensure community resources are accessible.
5. Enhance housing availability in Salisbury.
6. Promote increased civic participation in community and Council activities.
7. Identify and actively support and promote the recreation and leisure needs of the community.
8. Facilitate the participation in and enjoyment of cultural and community achievements.
9. Enhance learning opportunities across our community.
10. Strengthen community life.



POLICY & PLANNING STREAMS:

**Policy & Planning Stream 1
Population**

Based on the premise that planning involves not only 'how many' people live in our City, but 'how' those people will live, involves an across-the-lifespan integrated approach and encompasses population growth and retention, housing, multicultural and Indigenous affairs and the social and economic impact of development.

**Policy & Planning Stream 2
Health and Wellbeing**

Based on the premise that wellbeing covers physical, emotional and financial aspects of life, encompasses social integration, respect for diversity, community participation and a safe, vibrant and creative environment.

**Policy & Planning Stream 3
Learning**

Based on the premise that learning is an integral and positive part of one's lifespan and is a key contributing factor to the City's social and economic development.

**Policy & Planning Stream 4
Neighbourhood Planning/
Place Management**

Based on the premise that issues of access to services, transport and other facilities, plus crime reduction and community safety are integral components of planning at the neighbourhood level.

Policy & Planning Stream 1 Population



Goal 1.1 – Planning for a growing population

The South Australian State Government has a population target for the State of 2 million people by the year 2050. Based on assumptions regarding land available for development and/or regeneration, the northern region, including Salisbury, could potentially absorb a significant proportion of this increase. A large increase in population presents opportunities and challenges. It is necessary to balance these opportunities by considering the impact that growth will incur.

Priority Actions

• Cost/Benefit Analysis

Conduct in conjunction with PlanningSA to determine optimal growth, with consideration of the urban environment, infrastructure and service needs of the population and develop a range of options for consideration, based on a continuum from minimal growth beyond natural increase to significant growth as a result of targeted measures to attract and retain new residents.

Schedule: by end-2008

• Population & Residential Plan

Based on findings of the comprehensive cost/benefit analysis above, develop a population and residential plan which reflects decisions about land use planning, urban density and infrastructure, desired growth, environment and sustainability issues and which facilitates economic development in the area.

Schedule: by end-2008

• Affordable Housing

Work in conjunction with Department of Families & Communities, the State Government's Affordable Housing Unit, finance institutions and local private developers to ensure that housing products available in Salisbury include houses which are within the reach of low-moderate, eligible income earners seeking to purchase a home, and retirees who are seeking to move into retirement village-style accommodation.

Schedule: pilot program by mid-2009, potentially ongoing

Goal 1.2 – Planning for a changing population

The ideal arrangement for policy, planning, service and programs is one that adopts a transitional, across-the-lifespan approach, while still recognising the specific needs of different population groups and incorporating the principles of access and equity to ensure that needs are met and opportunities maximised.

Priority Actions

• Population Plan

Building on the Population & Residential Plan, develop an overarching Population Plan in a 'Cradle to Grave' model that leads to specific action plans for target population groups, including Families and Children, Youth, Ageing and migrants which a) reflects the principles of a healthy city approach to population wellbeing and b) delivers outcomes for Salisbury's *Living City* strategy.

Schedule: by end-2009

• Recreation & Leisure Needs Analysis

Undertake a City-wide recreation and leisure needs analysis to inform service delivery and facility management.

Schedule: by end-2008



Goal 1.3 – Planning for a transient population

The trend for young people to acquire skills via further education and then leave to take up intrastate, interstate and overseas employment opportunities is well-documented. The challenge is to understand the factors that would attract those people to remain in or return to Salisbury to settle and establish a home here.

A related issue is to accommodate the needs of international students, plus skilled or humanitarian settlement migrants, who may come to Salisbury in the first instance but then relocate elsewhere. The challenge is to ensure that the community is receptive to and prepared for the settlement needs of these people to encourage them to stay in Salisbury.

Priority Actions

• Work + Life Project

In conjunction with the University of South Australia, undertake this project which will provide a framework for residential development that reflects the needs and preferences of future residents regarding the inter-play between work, home and community.

Schedule: by end-2009

• Support and Settlement Projects

Implement the ‘Partners in Participation’ project to link new arrivals with volunteer residents and introduce them to Salisbury, to Council services and provide opportunities for their involvement in community life.

Schedule: initial project by end-2008, then ongoing

• New Arrivals Information & Resource Kit

Develop and distribute an easily-understood information kit about Council’s role, responsibilities, services and facilities.

Schedule: initial project by end-2008, then ongoing

• Cultural Awareness Programs

Deliver programs for Council staff and local businesses to foster understanding and acceptance of cultural diversity to improve Council’s customer service and encourage employers to employ people from diverse backgrounds.

Schedule: initial program by end-2009, then ongoing

Policy & Planning Stream 2

Health & Wellbeing



Goal 2.1 – Supporting families and children

The family unit is a core component in assuring we have a healthy, stable and progressive community. Families are under increasing pressure due to factors such as unemployment on the one hand, and the need to have dual income earners (with associated implications like child care) on the other; the need for children to get a good education on the one hand and the trend toward early school-leaving (often peer-influenced) on the other; children's exposure to alcohol, drugs and other harmful behaviours, plus financial strain as household costs increase across the board – to name a few. It is essential that families are supported in ways that facilitate successful outcomes for all members and hence for the community.

Priority Actions

- **Action Plan for Families and Children**

Develop the Action Plan for Families and Children that reflects the directions of the Population Plan to cater for the specific needs of this target population group.

Schedule: by end-2008

- **Families Empowered to Act Together (FEAT)**

Implement the FEAT program of coordinated service delivery in local primary schools to give assistance and support to families facing challenges which may affect children's attachment to school and the family's social attachment and integration.

Schedule: ongoing

- **High School model of FEAT**

Develop and implement a model of FEAT that is appropriate for older children and their families, to give continuity to the model from primary to high school and assist with the new issues which arise during these transition years.

Schedule: by end-2010

- **Communities for Children Play Area Project**

Implement the Play Area Project in the eastern region of Salisbury to facilitate family play and recreation opportunities using Council facilities and open space.

Schedule: complete end-2008

- **Children's Centres**

Lobby for and facilitate the establishment of State Government funded children's centres (birth to eight years) in the City of Salisbury to provide an integrated suite of services to pre-school children.

Schedule: initial centre established by mid-2010

Goal 2.2 – Supporting young people

Although many of the needs of young people can be met within the family unit, this is not always either possible or appropriate. In an increasingly complex and pressured environment, with increasing stresses for young people in the education, employment and social arenas, we recognise that their specific needs and opportunities often require highly specialised responses by Local Governments and other Government and non-Government bodies if young people are to realise their full potential.

Priority Actions

- **Action Plan for Young People**

Review and revise the 'Young People in Focus: Youth Strategy 2002-05' to reflect the changing needs, challenges, opportunities and aspirations of the City's youth population as a specific target population group.

Schedule: by end-2008



- **Twelve25 Salisbury Youth Enterprise Centre**

Implement programs in the City's Youth Enterprise Centre and facilitate its suite of employment, education, culture, recreation and support services and programs to enhance holistic wellbeing for young people.

Schedule: ongoing

- **Youth Homelessness**

Work in conjunction with key youth agencies to address the significant issues of youth homelessness and 'couch surfing' in the area.

Schedule: ongoing

- **Youth Advisory Council (YAC)**

Continue to support, maintain and further develop the Youth Advisory Council as a key point of contact with, and advocacy body for, the City's youth population.

Schedule: ongoing

Goal 2.3 – Health and Nutrition

There is increasing awareness of the importance of primary health measures, nutrition education and access to affordable healthy food – plus regular physical exercise – to offset preventable conditions such as obesity. While this is an issue across communities, there is a need to ensure that people experiencing financial disadvantage – plus those who have not had the benefit of health and nutrition education – have the opportunity to learn about and access 'healthy' food and health behaviours (such as exercise). There is the opportunity to provide these opportunities to children and families via schools, community centres, sporting groups, recreation centres and other community facilities.

Priority Actions

- **School-based programs**

Deliver programs in conjunction with key partners (such as Adelaide Produce Market) to introduce children to a variety of healthy foods, provide the opportunity to try those foods and supply take-home information and recipes.

Schedule: by mid-2009

- **Cooksmart**

Implement as a family program of budgeting, information and practical cooking lessons in community centres or other community venues.

Schedule: initial program by mid-2008

- **Community Foodies**

Support and deliver as a volunteer program, which uses TAFE training to equip participants with skills to deliver nutrition, cooking advice and demonstrations to a wide variety of community groups.

Schedule: mid-2009

- **'The Game Plan: Strategic Directions for Recreation & Open Space Management'**

Implement programs that cater for recreation opportunities for residents and the sustainable provision of formal and informal recreation activities and assets.

Schedule: end-2008

- **Open Space Provision**

Review current provision of open space and the infrastructure provided within these spaces.

Schedule: to complete by end-2008

- **Family Activities/Exercise programs**

Implement a suite of free programs such as 'Move and Groove' (exercise to music) 'Play in the Park' (facilitated play activities for families) as part of Salisbury's Communities for Children project.

Schedule: initial program by end-2008

Policy & Planning Stream 2

Health & Wellbeing



Goal 2.4 - Substance misuse: alcohol and other drugs

The physical, emotional and financial harms associated with alcohol, tobacco and other drugs are well known. It is also known that children are beginning to experiment with these harmful substances at younger ages than has commonly been the case in the past. There is a need to address these trends and improve health and wellbeing. A range of programs can deliver early intervention and preventative actions, including:

Priority Actions

• North on Target

Facilitate this peer education, early intervention program which equips children in upper-primary school with leadership and self-esteem skills, provides education on alcohol, tobacco and other drug issues and helps children develop protective behaviours to guard against substance use.

Schedule: ongoing

• Life Education

Support this program, which provides an interactive learning experience around health and issues related to substance use in primary and high schools.

Schedule: ongoing

• Drug Arm

Support this program, which provides an information and outreach service to young people facing issues including substance use and health.

Schedule: ongoing

• Alcohol Go Easy Project

In collaboration with SAPoL's Drug Action Team, develop and deliver community awareness and education initiatives that emphasise 'safe' drinking and reduce acceptance of intoxication and related behaviour.

Schedule: initial program by mid-2009

• 'Partysafe' Forums

In collaboration with SAPoL's Drug Action Team, develop and deliver forums which give young people information on 'staying safe' from alcohol and drugs at 'schoolies week' parties to Year 11 & 12 students at all local high schools.

Schedule: initial program by end-2009

• 'What Families Can Do About Drugs'

In collaboration with SAPoL's Drug Action Team, develop and deliver this program to families at schools to provide information on preventative strategies which families can use to help address potential substance use.

Schedule: initial program by mid-2009

Goal 2.5 – Community Integration, Inclusion & Social Capital

It has been well-documented that thriving communities are those which have a strong sense of integration, which are inclusive and accepting of diversity and where the core elements of social capital – namely trust and reciprocity – are evident. There is also convincing evidence that social interaction, opportunities for participation in cultural programs and an active community promotes health and wellbeing and lowers crime rates – all of which in turn have positive impacts on industry attraction/ investment and economic development.



Priority Actions

• Living in Harmony Projects

Undertake annually to celebrate diversity, highlight the achievements and contributions of residents from other cultures and 'de-mystify' cultural difference.

Schedule: annually

• Community Pride Programs

Develop and implement programs which give community members the opportunity to be involved in identifying and showcasing areas in the city which they believe are assets to the community and also areas which could be improved via community projects.

Schedule: initial program by mid-2009

• Volunteer and Mentor Programs

Deliver an ongoing range of programs that give community members and industry/business partners opportunities to share their time and skills with others.

Schedule: initial program by early-2009

• Aboriginal Development Programs

Develop and deliver programs promoting reconciliation, understanding of culture and the contribution of our Aboriginal community members. These include annual Reconciliation, NAIDOC, Marra Dreaming Project, 'Just Too Deadly' Indigenous Education Awards and the Phoebe Wanganeen Indigenous Scholarships.

Schedule: annually

• Inter-generational Programs

Deliver programs that provide opportunities for young and older community members who may not normally interact, the chance to work together and bridge the 'age divide'.

Schedule: initial program by mid-2009

• Public & Community Arts

Deliver a range of programs and activities, including the Gallery Program, that provide opportunities for participation and contributions to a vibrant community.

Schedule: ongoing

• Cultural Events

Deliver a program of cultural events including Writers' Festival, Come Out, exhibition programs and multicultural events.

Schedule: ongoing annually

• Living Loud Event

Incorporate multicultural activities into the annual Living Loud event.

Schedule: ongoing annually

• Integration for families of skilled migrants

Implement settlement programs for the families of skilled migrants, whose settlement needs for community integration are vital for retention of those families and are subtly different from those of humanitarian and refugee migrants.

Schedule: initial program by early-2009

Policy & Planning Stream 3 Learning



Goal 3.1 – Direct employment-focussed learning

The strong, continued economic growth in the region, as outlined in Salisbury's Economic Development Strategy, leads to an increasing demand for workers overall, including workers with industry-specific skills. To facilitate local people into existing and emerging jobs – and hence retain and grow wealth in the local economy – requires on the one hand close links between education and industry to ensure that school-leavers are equipped with the necessary skills to gain employment. On the other hand, there is a need to retrain/upskill older residents in line with industry's requirements.

Priority Actions

• Northern Futures

Key stakeholders from DECS, TAFE, Local Government and the industry sector to develop industry-specific modules to be incorporated in the school curriculum.

Schedule: initial program by end-2008

• Employment Pathways Program

Develop and deliver industry-specific training programs, following a model of consultation with employers, creating direct links from training to guaranteed employment.

Schedule: ongoing

• Career Guidance Programs

Establish and deliver services to assess potential jobseeker's skill sets, ascertain fields of interest, provide information on occupations and facilitate programs that work toward being 'job ready' for those occupations.

Schedule: initial program by end-2008 then ongoing

Goal 3.2 – Indirect employment-focussed learning

While many residents have the necessary pre-requisite skills to enter straight into the Employment Pathways Program and undertake industry-specific training, there are others who need access to preparatory, pre-training skills.

Priority Actions

• Language, Literacy & Numeracy Programs

Deliver basic level and bridging programs for people for whom English is either a first or second language.

Schedule: ongoing

• Information Communication Technology Services & Programs

Facilitate access to ICT and to training opportunities for residents for whom the capacity to use ICT is increasingly important for employment, information-gathering, communication and social interaction.

Schedule: ongoing



Goal 3.3 - Life-long learning

A vibrant, progressive and sustainable community is one in which learning across the life span is a desirable and attainable goal for all members. This perspective acknowledges that learning can take many forms, both formal and informal, contributes to sound emotional, physical and social health and to individual and community wellbeing.

Priority Actions

• Learning Directions & Priority Actions

Review and revise the City's Learning Directions: 2003-07 to provide a direction framework of priority actions for Council's learning initiatives.
Schedule: by mid-2009

• Community Learning Programs

Develop and deliver a range of high quality programs that meet the needs, interests and aspirations of community members. These will include – but not be limited to – programs such as: U3A (University of the Third Age), craft, gardening, computing/other IT, yoga, creative writing, cooking, music, drama and art.

Schedule: ongoing

• Homework Help programs

Work with organisations such as the Smith family plus volunteers, to facilitate homework help programs in community centres and libraries for school children who are unable to access that assistance at home.

Schedule: initial program by end-2009 then ongoing

• Learning Circles

Establish Learning Circles in libraries and community centres where volunteers from the community run sessions on topics of community interest in which they have expertise.

Schedule: initial program by end-2009

• Learning Information Service

Establish and maintain an easily accessible, up-to-date register of formal and informal learning opportunities across the city.

Schedule: by end-2009

• Celebrate Educational Achievement

Implement programs which promote the value of formal and informal learning and celebrate local learners. This will include the annual 'Just Too Deadly' Indigenous Education Awards.

Schedule: ongoing

Policy & Planning Stream 4 Neighbourhood Planning



Goal 4.1 – Matching community profiles and infrastructure/service provision

Ensuring that services are available and accessible for existing and potential future residents is a key factor in neighbourhood planning and management. This has direct links with population policy – which should consider ‘how’ people will live, not only ‘how many’. To assess current and future needs relies on sound data, a knowledge of current and potential service/infrastructure provision and the capacity to bring together stakeholders to address ‘gaps’ in that provision. The scope of services/infrastructure here includes housing (density, type and affordability), transport (private and public), traffic management, connectivity, open/public space, recreation, health, education, child/elder care, retail, banking, libraries, and police/safety.

Priority Actions

- **Community Engagement**
Implement a robust, generic community consultation framework to increase community input into needs assessment, planning and decision-making. The framework will incorporate feedback mechanisms to community members.
Schedule: by end-2009
- **Community Profiles**
Develop a community profile for each suburb, incorporating future profiling, plus known external drivers with predictions on their likely capacity to influence planning directions.
Schedule: by end-2008

- **Services Audit**
Audit all services provided by Council and other Government and non-Government agencies within each suburb or within easy access to each suburb.
Schedule: by mid-2009
- **Gap Analysis**
Chart existing services against community need to determine where there is unmet need.
Schedule: by mid-2009
- **Coordinated Service Delivery**
Facilitate coordinated responses by Council, Government and non-Government agencies to provide effective, efficient and appropriate services based on community profile and needs assessment.
Schedule: ongoing

Goal 4.2 – Transition and urban generation/regeneration

Council is currently involved in two significant areas of urban development, one greenfields (Mawson Lakes) and one large-scale regeneration (Salisbury North). While these are the two current projects, it is anticipated that others will follow to accommodate an increasing population and economic growth. It is important, before a major project ends, to ensure that there are mechanisms in place to enable the community to be largely self-reliant and to continue initiatives begun during the project that are geared to sustained maintenance and further development of that community.



Priority Actions

• **Transition Plans for the Salisbury North Urban Improvement Project (SNUIP) and the Mawson Lakes Development**

Develop and implement transition plans in Salisbury North prior to embarking on the final stages of the SNUIP and in Mawson Lakes prior to the end of the Delfin Lend Lease project. This will involve developing community capacity and will become a template for future large-scale urban generation and regeneration projects.

Schedule: development by end-2008

• **Monitoring & Evaluation**

Develop and implement a bi-annual monitoring and evaluation framework for each major urban generation and regeneration project, to be completed by residents, business and other appropriate stakeholders. Outcomes of the evaluation are to be incorporated as the project progresses.

Schedule: by early-2009

Goal 4.3 – Community Safety

An essential part of a strong social fabric is the level of confidence community members have about their personal safety and that of their property. A significant factor is that perceptions of safety are an indicator separate from crime rates. While the latter are certainly important, how comfortable people feel in going about their daily lives is a major factor in attracting and retaining residents and business in an area.

Priority Actions

• **Dry Zone**

Implement and monitor an alcohol-free dry area in Salisbury's Central Business District.

Schedule: ongoing

• **'Family Friendly Zone'**

Implement programs and undertake actions that maintain the Central Business District as a safe and desirable venue for shopping, business and recreation.

Schedule: ongoing

• **Sobering-up & Detox Centre**

Facilitate the establishment of a State/Federally-funded sobering-up and detox centre for the northern region – as identified as a priority action in the SA Government's 2002 Drug Summit.

Schedule: by end-2009

• **'School Safe' Project**

Implement via the Community Safety Committee, to address the issue of vandalism in schools by increasing passive and active surveillance of schools and refining reporting mechanisms between schools, the community and SAPoL.

Schedule: initial project by mid-2009

• **'CouncilWatch'**

Implement as a joint initiative with SAPoL to report and monitor crime or safety issues which detract from perceptions of community wellbeing.

Schedule: initial project by end-2009

• **Youth Programs**

Facilitate activities and events at venues such as the Salisbury North Youth Corner and Pooraka Skate Park, and events at Twelve25 Salisbury Youth Enterprise Centre plus 'Bluelight' discos to provide safe and appropriate opportunities for young people.

Schedule: ongoing

Targets & Indicators



CITY DIRECTION 3: THE LIVING CITY

Overall Directional Statement: "Maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles."

City Indicators	Baseline Data	City Target	State Targets
HOUSING AFFORDABILITY			
Housing options that are affordable for residents according to Affordable Housing Unit criteria.	Baseline data being developed.	A minimum of 15% of all dwellings in new residential developments will be "affordable". Measure: Availability & uptake of affordable housing options. Source: Development Services and Affordable Housing Unit.	T6.7 Affordable housing: Increase affordable home purchase and rental opportunities by 5 percentage points by 2014.
CITY SAFETY			
Perceptions of community safety and reported crime rates.	In 2007, 81% of the Annual Community Survey respondents reported feeling 'safe' or 'very safe'.	A minimum of 80% of respondents to the Annual Community Survey report feeling 'safe' or 'very safe'. Measure: Increase of community perceptions of safety over time. Source: Annual Community Survey results.	T2.8 Statewide crime rates: Reduce victim reported crime by 12% by 2014.
Level of crime.	Baseline data being developed.	A annual reduction in reported crimes. Source: SAPOL data.	

City Indicators	Baseline Data	City Target	State Targets
QUALITY OF LIFE			
Resident perception of quality of life and attractiveness of the City as a place to live and work.	In 2007, 76% of the Annual Community Survey respondents reported that the quality of life in Salisbury is either 'good' or 'excellent'.	A minimum of 75% of respondents to the Annual Community Survey report that the quality of life in Salisbury is either 'good' or 'excellent'. Measure: Community perception rating. Source: Annual Community Survey results.	T1.21 Strategic infrastructure: Match the national average in terms of investment in key economic and social infrastructure.
ENGAGEMENT			
Community participation in local community activities and events including sporting clubs, Council community centres and recreation centres.	In 2007, 62% of the Annual Community Survey respondents reported attending at least one community event in the last 12 months.	A minimum of 60% of respondents to the Annual Community Survey report attending at least one community event in the past 12 months. Measure: Attendance at community events. Source: CoS internal data/Community Survey.	T2.3 Sport and recreation: Exceed the Australian average for participation in sport and physical activity by 2014.
Number of residents who volunteer.	In 2006 11,442 residents volunteered for an organisation or group.	An increase in 2.5% p.a in the number of the community who volunteer. Measure: Volunteer number. Source: CoS internal data/ABS Census data.	T5.6 Maintain the high level of volunteering in South Australia at 50% or higher.
Number of people who access Council community centres, libraries and recreation centres.	Between 2006/07 and 2007/08 use increased as follows: • Libraries 1.38% • Community Centres 25.6% • Recreation Centres 1.58%.	Increase the number of users across community and recreational centres by 1.5% p.a. Measure: Centre user records. Source: CoS internal data.	
Proportion of eligible voters who vote in Council elections.	27.5% of eligible voters voted in a general Council election undertaken in 2006.	A minimum of 30% of eligible voters vote in Council elections. Measure: Proportion of voters. Source: CoS Data/Community Survey/State Electoral Commission.	T5.5 Local Government elections: Increase voter participation at Local Government elections in SA to 50% by 2014.
POPULATION			
Sustainable population growth & diversity.	In 2006, total population for the City of Salisbury was 118,422.	Increase population of Salisbury to 170,000 before 2030. Measure: Population level. Source: ABS Census.	T1.22 Increase South Australia's population to 2 million by 2050, with an interim target of an additional 250,000 in the metropolitan area within 30 years.

Acknowledgements



Salisbury, Sustainable Futures City Plan and the supporting *Salisbury, Living City* Strategy is the result of an extended process of analysis and consultation. It aims to deliver on the Key Directions and objectives of the City Plan and facilitate positive, sustainable economic, environmental and social outcomes across our community.

Achievement of these objectives depends on Local, State and Federal agencies, along with non-Government organisations, business and the community forming partnerships to deliver measurable outcomes.

As a Local Government authority, the City of Salisbury acknowledges that it is well-placed to identify current and future needs and opportunities within a locality-based context, being cognisant of key Government and other agendas.

We have the capacity to bring together strategic partnerships that will work in collaboration to address those needs and maximise opportunities and hence facilitate strong local growth and development.

Salisbury, the Living City, is a statement of intent as to what our City can develop into by the implementation of progressive strategies and delivery of considered actions. Consultation will be ongoing as planning for major projects and policy directions are formed and refined.

Comment on this plan is welcome and should be directed to the City Manager, City of Salisbury, 12 James Street, Salisbury, South Australia 5108.

References:

- State Strategic Plan 2006
- Department of Premier and Cabinet, March 2005

**Be the change you want to see in the world.
(Mahatma Gandhi)**

CREDITS:

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Contact

City of Salisbury
City Manager
12 James Street,
Salisbury SA 5108

Telephone: 08 8406 8222
Email: city@salisbury.sa.gov.au

Graphic Design

Nicole Aspinall (Freelance Design)
Soup Creative

Photography

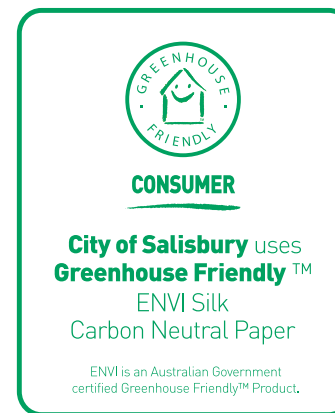
Michael & Nicole Aspinall
Blue Razoo

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www.salisbury.sa.gov.au

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Contact

12 James Street Salisbury South Australia 5108

PO Box 8 Salisbury South Australia 5108

Telephone: 08 8406 8222

TTY: 08 8406 8596 (for people with a hearing impairment)

Facsimile: 08 8281 5466

Email: city@salisbury.sa.gov.au

www.salisbury.sa.gov.au

