

THRIVE

ACTION PLAN

2024 – 2026

THRiVE ACTION PLAN



THRiVE provides an overarching outcomes-focussed framework to guide our community services programming, ensuring that everything we do is directed towards improving our community's wellbeing across six key domains.

THRiVE is supported by a range of existing initiatives and strategies that provide accountability around our day-to-day activities.

However, to turbocharge our efforts, and build coordination and momentum around the THRiVE vision, this Action Plan also reaches above and beyond our existing strategies, activities, and legislative obligations, identifying new opportunities to make an impact in each THRiVE domain.

The opportunities outlined in this Action Plan, to be delivered over a two year period, will enable us to **trial** new initiatives, **test** evidence-based approaches, **embed** the learnings into practice, and **scale** up the successes.



Trial



Test



Embed



Scale

How we identified the opportunities



Community feedback
What are our local needs?



Research & evidence
What works?



Strategic positioning
What are our strengths?

How we will deliver the opportunities

Participant-led

To empower community leaders, leverage skillsets, and instil a sense of ownership

To build community members' skills and connections.

Group-based & purposeful

To facilitate peer motivation around shared interests

To ensure that programs are inclusive, accessible and relevant

Foster community identity

To instil a sense of belonging and pride

To ensure sustainability, reach targeted populations, and achieve scale

Build capacities & connections

Minimise barriers & cater for diversity

Leverage partnerships

Socially Connected



What does a Socially Connected Salisbury look like?

- ⇒ Fewer of us feel lonely and socially isolated
- ⇒ We are a 'joining' community, with high levels of participation in community groups across all demographics
- ⇒ We know our neighbours and live in friendly streets
- ⇒ We have strong support networks and are able to access the services we need, when we need them

Our challenges

- ⇒ *Tackling the loneliness epidemic.*
- ⇒ *Reaching those who are socially isolated – not already connected with our programs.*
- ⇒ *Building neighbour connections.*
- ⇒ *Addressing gaps and linkages in the continuum of care.*

**Socially
Connected**



**Community
Development
Partnerships**

**Community
Centres Programs**

**Seniors Centres
programs**

**Ongoing
initiatives**

**Disability
socialisation and
fellowship
programs**

**Planning and
infrastructure
for connected
communities**

**Community
grants and event
sponsorship**

New Opportunities

Our Places

What: Invite community members to propose small-scale projects that bring their neighbours together, and offer community development support, guidance and micro-resourcing (e.g. street libraries, verge gardens, street art, neighbour meet-ups).

Why: Empower community members to build ongoing connections with neighbours and a sense of community.

Skills sharing and the circular economy

What: Work with two service clubs to establish two circular economy sharing initiatives (e.g. tool libraries, repair cafes, community gardens).

Why: Build intergenerational connections through skills sharing.

Physically Active

What does a Physically Active Salisbury look like?

- ⇒ Community members meet or exceed recommended levels of physical activity
- ⇒ We have high levels of participation in formal (sporting clubs) and informal recreation
- ⇒ An increasing number of us are walking and cycling to our destinations
- ⇒ Recreation spaces and facilities are highly utilised and accessible to everybody

Our challenges

- ⇒ *Moving the dial on low rates of physical inactivity and declining sports participation*
- ⇒ *Reaching those who are disengaged from clubs, gyms, and council programs – by considering the full range of barriers (e.g. physical, psychological, time pressures, safety, knowledge, cost)*
- ⇒ *Activating our underutilised open spaces.*
- ⇒ *Meeting rising demand for active transport.*

Physically Active

Strength and fitness classes at Seniors Centres

Cycle Salisbury, Walking Groups, Salisbury Run

Growing for Gold and physical activity programs at Twelve25 Youth Centre

Ongoing initiatives

Sports club development

Be Active – Find Your Why

Recreation facilities
Rec Centres
Aquatic Centre
Little Para Golf Course
Bridgestone Athletics Centre

Green space, blue space, play spaces, and nature trails

New Opportunities

Salisbury Fit Club

What: Working with three local social support agencies, deliver a calendar of introductory group exercise and activity classes in public parks, targeting those experiencing barriers to getting active.

Why: Increase physical literacy, and connect participants with fitness groups and sports clubs.

Little Para Activation

What: Strategic activation of the Little Para Trail, identifying long and short term infrastructure and safety priorities, recreation and commercialisation options.

Why: Strengthen the visitor economy, increase use of open spaces and encourage commercial opportunity.

Trail and Recreation Maps

What: Digitise our trails and sporting facilities via an interactive web map showing paths, amenities, points of interest, etc.

Why: Increase awareness and usage of our open space and sport clubs.

Social and modified sports

What: Working with three clubs/sports as a pilot initiative, establish a calendar of social and modified sporting options (e.g. Walking Football).

Why: Address barriers to getting active and connect community to local clubs.

Culturally Enriched

What does a Culturally Enriched Salisbury look like?

- ⇒ We are actively engaged in local cultural pursuits, and we express our identities and stories
- ⇒ Community members are accepting of others and trusting of their neighbours
- ⇒ People feel a strong sense of community and belonging
- ⇒ We advance interculturalism and reconciliation, and discrimination of all kinds is eliminated

Our challenges

- ⇒ *Continuing to advance reconciliation and interculturalism.*
- ⇒ *Continuing to ensure that our neighbourhoods are safe for those of diverse backgrounds, abilities, and identities.*
- ⇒ *Connecting new generations and incoming residents with our rich, shared local heritage.*

Culturally Enriched

Intercultural initiatives to welcome, recognise, celebrate and build connections



Cultural festivals and events

Creative arts programs and partnerships

Ongoing initiatives

Cultural programs and groups in community and seniors centres

Reconciliation events to recognise and celebrate Kurna culture and history

Local and family history collections, preservation, and services

New Opportunities

Salisbury's Story

What: Deliver at least two activities per year to gather and express Salisbury's inclusive living history in creative ways, physically and digitally.

Why: Understanding how we are each connected and contributing to our community's evolving 'story' is essential to feeling a sense of belonging, pride, and acceptance. The campaign will also celebrate cultural/artistic talents and raise awareness of community assets.



Civically Engaged

What does a Civically Engaged Salisbury look like?

- ⇒ Community members have a strong knowledge of the role and work of Council
- ⇒ High levels of engagement with council (Elected Members and staff) and active participation in local democratic processes
- ⇒ Community members are highly satisfied with the work of council (Elected Members and staff)
- ⇒ People are actively involved in shaping their communities through volunteering, committee work, and membership of service clubs/friends groups

Our challenges

- ⇒ *Rebuilding a volunteering culture that diminished during the COVID period.*
- ⇒ *Tackling the issue of declining knowledge and trust in democracy.*
- ⇒ *Addressing social and political alienation by fostering a sense of community agency.*

Civically Engaged

Salisbury Seniors Alliance

Disability, Access, and Inclusion Network

City of Salisbury Volunteer Program

SICA – Salisbury Intercultural Community Alliance

Ongoing initiatives

Reconciliation Action Plan Working Group

Support for 'Friends Of' Groups

Citizen of the Year Awards

New Opportunities

Non-Council volunteering

What: In partnership with Volunteering SA&NT, Northern Volunteering, and local clubs/cultural groups, promote the wellbeing benefits of volunteering – including by leveraging planting and clean up days to encourage environmental volunteering in connection with Green Adelaide.

Why: Underpin a culture of volunteerism within the community.

Learning & Aspiring

What does a Learning & Aspiring Salisbury look like?

- ⇒ The capabilities and potentialities of children and young people are nurtured (healthy growth and development)
- ⇒ We have high levels of engagement in both formal education and informal learning
- ⇒ Our community has a vibrant spirit of entrepreneurialism with strong start-up growth

Our challenges

- ⇒ *Addressing low levels of digital inclusion and literacy.*
- ⇒ *Moving the dial on childhood developmental vulnerability.*
- ⇒ *Building stronger connections between school-leavers and Salisbury's growing industrial base.*
- ⇒ *Enabling more Salisbury residents to utilise our libraries' cost-free collections.*

Learning & Aspiring

Library collections and programs

Digital literacy, technology, and STEM programs

Ongoing initiatives

Work-readiness programs in community centres and Twelve25 Youth Centre

Phoebe Wanganeen Scholarship

Corporate traineeships

Polaris Business Development Centre

Business support, advice, and training



New Opportunities

Libraries Alive After Dark

What: A series of four literary and science themed events per year at the Salisbury Hub, targeting young people and their families.

Why: Leverage our libraries' educational services and build membership.

BiblioTrek

What: Pilot BiblioTrek – a nature-based learning program consisting of libraries sessions delivered in outdoors settings, and the production of materials to facilitate self-guided learning about local flora and fauna (incl. mangroves, bird and marine life).

Why: Help children to form a connection with nature and learn about sustainability through our library services.



Safe & Secure

What does a Safe and Secure Salisbury look like?

- ⇒ We feel safe, and are safe, in public and in our homes
- ⇒ Every one of us has access to secure and dignified housing
- ⇒ We all have access to healthy, nourishing meals
- ⇒ No one is prevented from meeting their needs, and being included in community, on account of financial stress

Our challenges

- ⇒ *Supporting our residents through the escalating cost-of-living and food security crisis.*
- ⇒ *Increasing safety (and perceptions of safety) in our neighbourhoods.*
- ⇒ *Responding to changing technologies and community expectations in relation to facility provision.*

**Safe &
Secure**

**Resilience-
building programs**
Living skills
Parenting
Financial literacy

**Free offerings
and events to
assist with cost of
living pressures**
Incl. Community Fun
Days,
libraries services

**Meals and
nutrition
programs at
community and
seniors centres**

**Support for White
Ribbon to end
violence against
women**

**Ongoing
initiatives**

**Ageing in place
initiatives
supporting older
residents**

**Community Safety
CCTV Program**

**Affordable
housing provision
in strategic
developments**

New Opportunities

Cost of Living Strategy

What: Develop a suite of actions to offer additional, meaningful support to community members dealing with the cost of living crisis – considering opportunities with respect to service partnerships, programs, procurement, and planning policy.

Why: Escalating cost of living has become a critical issue for our community members. The strategy will consider the broad range of ways Council can enhance the support we offer to community members – as a service provider, partner, and advocate.

MEASUREMENT & REPORTING

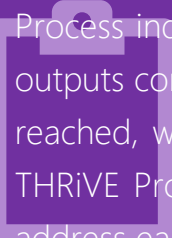
Measurement and reporting are critical for ensuring that we are meeting our commitments and achieving change. Three levels of measurement will be applied to evaluate the success of all new actions identified in this Plan:

- Process Indicators
- Program Indicators
- Population Indicators

Reporting on the Action Plan will take place at the conclusion of the yearly cycle. The annual reports will:

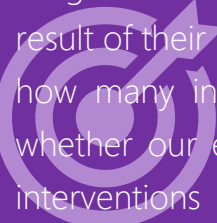
- Comment on the progress of each action and its success as measured against the Process and Program Indicators.
- Present the latest population-level data in relation to the identified Population Indicators.
- Based on an analysis of what worked, provide recommendations for ongoing program changes.

Process indicators



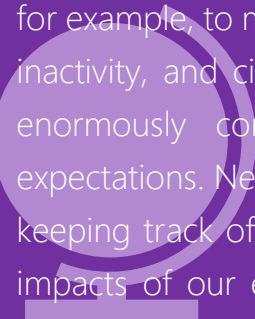
Process indicators measure the number and quality of outputs. The number of outputs concerns the number of initiatives delivered and number of participants reached, while the quality of outputs relates specifically to alignment with the THRIVE Program Principles – that is, how and to what extent did the initiative address each of the seven Program Principles.

Program indicators



Program-level indicators measure individuals' wellbeing outcomes as a direct result of their participation in the program. What we are interested in here is not how many initiatives were delivered or how many people participated, but whether our efforts helped to improve the wellbeing of participants. Did our interventions work? Relevant program-level indicators will be identified, and measurement will take place via short surveys and observation, as context-appropriate.

Population indicators



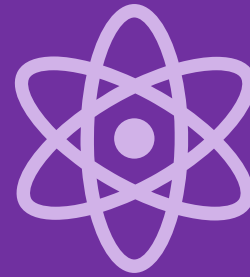
Ultimately, we want to move the dial on wellbeing at a population level. We want, for example, to make an impactful difference to levels of social isolation, physical inactivity, and civic engagement within our communities. However, these are enormously complex issues, and we cannot give ourselves unrealistic expectations. Nevertheless, measuring population-level statistics is important for keeping track of how our communities are faring, and gauging the long-term impacts of our efforts. The Action Plan identifies relevant indicators for each domain, reflecting the overall changes we are seeking to achieve in that domain.



Trial



Test



Embed



Scale

THRIVE