

THRIVE

A decorative graphic consisting of a cluster of light purple hexagons arranged in a honeycomb pattern, with a green leafy branch extending from the right side of the cluster.

A strategy for building community wellbeing

Acknowledgement of Country



The City of Salisbury acknowledges that we are on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

MAYOR'S MESSAGE

The past three years have highlighted the strength and resolve of our community. Managing through the COVID pandemic, we pulled together, supported one another and made important sacrifices for our fellow community members. For many of us, the pandemic was also a timely reminder of our values – of the importance of family, community, and the need to invest in our own self-care. It was a reminder of the critical importance of our individual and collective wellbeing.

The City of Salisbury has long invested in services and infrastructure that support our community's wellbeing. The THRiVE strategy builds on this to drive forward and expand our wellbeing agenda. THRiVE provides a wellbeing framework to focus our collaborative efforts on initiatives that will make a meaningful impact on our community members' sense of wellbeing.

THRiVE was shaped by feedback from the community and input from my fellow councillors, reflecting a community-wide commitment to physical and mental health, and quality of life. I believe THRiVE will provide a unifying catalyst to accelerate our efforts and impact.

I hope you will join me in my enthusiasm for THRiVE and the exciting initiatives that we will be implementing together over the coming years.

Gillian Aldridge OAM

Mayor



INTRODUCTION

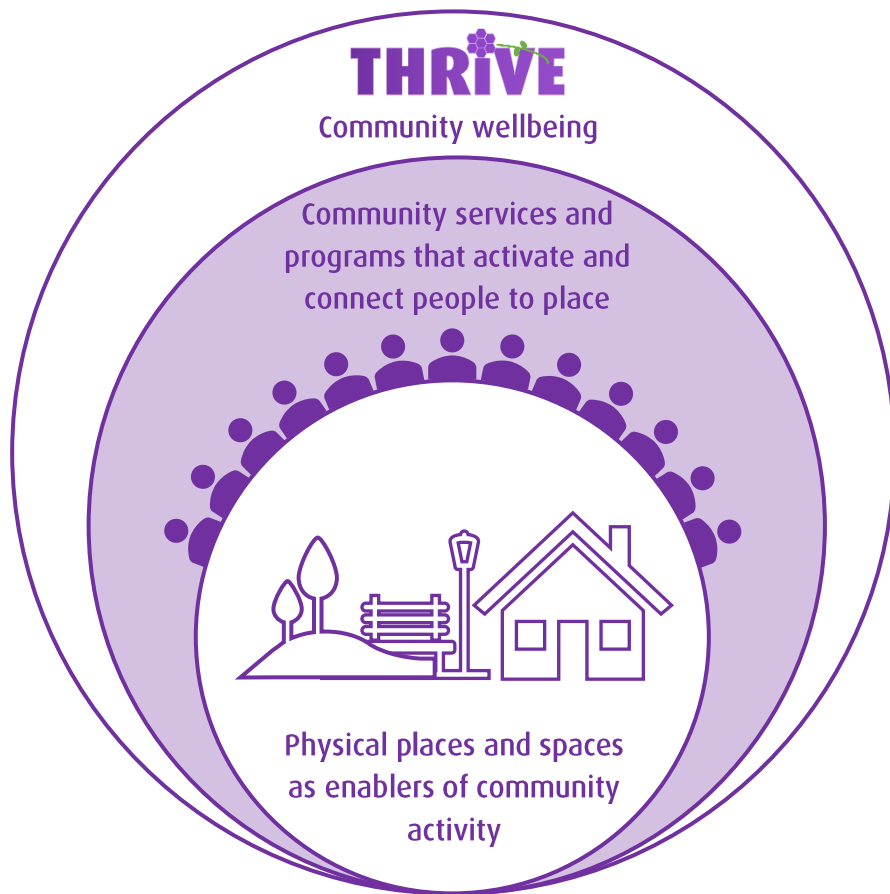
The City of Salisbury is committed to supporting the health and wellbeing of our community. Whether through the provision of spaces and facilities, the delivery of services, programs and events, or our support for community groups and initiatives, Council plays a key role in helping our residents to come together, develop a sense of community, and build physical and mental health.

Despite this important work, the challenges that face our communities remain significant. A range of factors – from an ageing population, to rapid shifts in technologies, to economic inequalities and cost-of-living pressures – have contributed to increasing levels of social isolation, complex mental and chronic ill-health, and physical inactivity. These are, of course, not all uniquely Salisbury challenges. However, by acting strategically and working collaboratively, we can identify the uniquely Salisbury solutions that will drive meaningful change.

THRiVE is a strategy for achieving a step-change in our community's health and wellbeing. It establishes an outcomes-based wellbeing framework to guide us in the planning of our community services, programs and activities. It also establishes Program Principles and a measurement model to ensure that what we are delivering is evidence-based and effective. Most importantly, THRiVE provides a focal point for our shared efforts, ensuring that we are working together towards a common goal – *the ultimate goal*: our community's wellbeing.



WHY THRiVE? WHY NOW?



Council’s commitment to community wellbeing is built right into our City Plan 2035, which outlines our vision of being:

“ A progressive, sustainable and connected community ”

Under the ‘Welcoming and Liveable City’ corporate direction, the City Plan identifies our community’s health and wellbeing as a foundational priority; it emphasises the need for people to feel valued, safe, included, connected and resilient, and it understands the importance of taking pride in our strengths, achievements, diversity, and our built and natural environment.

THRiVE represents the culmination of a long-term planning process to align our work with this strategic vision. This process commenced with the GAME PLAN – a comprehensive re-evaluation of our City’s open space, recreation, sporting and community facilities, and continues with our PLACE ACTIVATION STRATEGIES, which guide ongoing facility provision. As a result of this strategic planning and investment, the City of Salisbury is the custodian of an enviable portfolio of community assets.

While our places and spaces are enablers of community activity, their provision alone does not guarantee that they will be used, or that they will be used effectively in ways that build wellbeing. With THRiVE, we shift our focus from place to person; from physical provision to social outcomes. By placing a wellbeing lens over our social infrastructure planning and service delivery, we aim to ensure that our places and spaces are working for our community and supporting positive health and wellbeing.

WHAT IS COMMUNITY WELLBEING?

Wellbeing is important to all of us. No matter our present circumstances, everyone wants to be safe, healthy and happy; everyone wants to feel a sense of purpose and prosperity. And while, in many ways, our individual journeys to wellbeing are deeply personal – we each have different goals and strengths, and are each faced with different circumstances – much of what we need to build our wellbeing is shared in common.

Mounting research has confirmed that the ingredients we all need to lead happy and healthy lives are remarkably consistent from person to person and culture to culture. These can be summarised by what the New Economics Foundation calls The Five Ways to Wellbeing: *Connect, Be active, Take notice, Keep learning, Give*. By acknowledging the multi-faceted nature of wellbeing, we are acknowledging that we are all holistic beings whose happiness is determined by multiple interlinked factors. Attention to each of these factors is essential to our self-development and prosperity.

Importantly, while our sense of wellbeing is a personal journey, it is also affected by our physical and the social environments, which can shape the opportunities that are available to us. The goal of this strategy is support community members' wellbeing journeys by identifying and fostering the social conditions that enable them to THRIVE.

Indicators of Community Wellbeing for the Salisbury Local Government Area



To inform our role in building our communities' wellbeing, in 2022 Council commissioned the *Indicators of Community Wellbeing for the Salisbury Local Government Area*. This report identified twenty 'indicators' that can be used as measures of our community's health and wellbeing. By directing THRIVE actions towards improving these indicators, we can be confident that we are making a meaningful difference to the wellbeing of those who live and work within our council area.

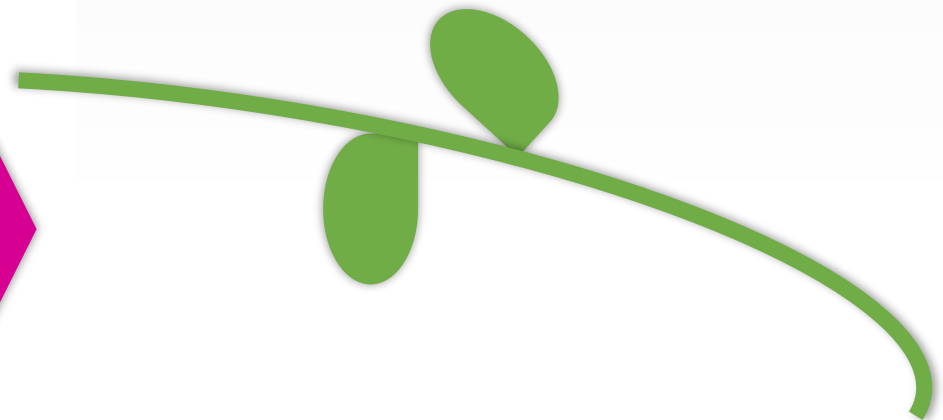
THRiVE DOMAINS



Informed by research on wellbeing, and adapted for our local context, we have identified that a thriving Salisbury is one which is:

- Socially connected
- Physically active
- Culturally enriched
- Civically engaged
- Learning and aspiring
- Safe and secure

In combination, these six building-blocks provide an outcomes-based framework to ensure that our actions are focussed on what matters and what works.



The flower motif represents our roots in community, our reaching for opportunity, and the dynamic process of growth and regrowth that we must each experience if we are to THRiVE.



Socially Connected

Our need for social contact is a fundamental, biological imperative – all of us, at some stage in our lives, will rely on others for support. In addition to the physical and material assistance our family and friends provide, our social connections offer fellowship and emotional nourishment, give us a sense of meaning and belonging, open doors to opportunities, and build our sense of social trust.



Physically Active

Wherever we are along the life course, regular physical activity is critical for reinforcing strong physical and mental health. Physical activity fosters a connection to nature, increased productivity, reduced burden on the health system, and reduced traffic congestion and environmental pollution. A physically active community is one where physical activity is the default choice and the social choice – marked by high levels of active transport and wide participation in group-based exercise, sports and recreation.



Culturally Enriched

Being culturally enriched is about having a mindful connection to place, nature, and Country. Our cultural connections offer us a feeling of belonging built around a shared identity; they instil our values, give life to our aspirations, and enrich the soul. A culturally enriched community is one built on meaningful reconciliation, respectful and joyous interculturalism, and strong connection to our civic, built, and ecological heritage. It is, not less importantly, one that celebrates local art and artists as an integral component of community life.



Civically Engaged

Using our voice and participating in our self-government is foundational to democratic citizenship. As well as ensuring more accountable and representative governance, our active participation in our communities instils us with a sense of agency in our daily lives, ownership in our neighbourhoods, and empathy for others. A civically engaged community is one where people are actively involved in local and community affairs/governance, where they join and volunteer, and where civic contributions are celebrated.



Learning & Aspiring

Engagement in formal education and life-long learning, and the pursuit of a fulfilling vocation (paid or unpaid), are critical to our personal journeys of self-development and achievement. A community that encourages people's self-development, values meaningful work, and fosters local enterprise is one where individuals can take pride in their talents and realise their potential. It is also one that is inclusive, adaptable and resilient in the face of crisis and change.



Safe & Secure

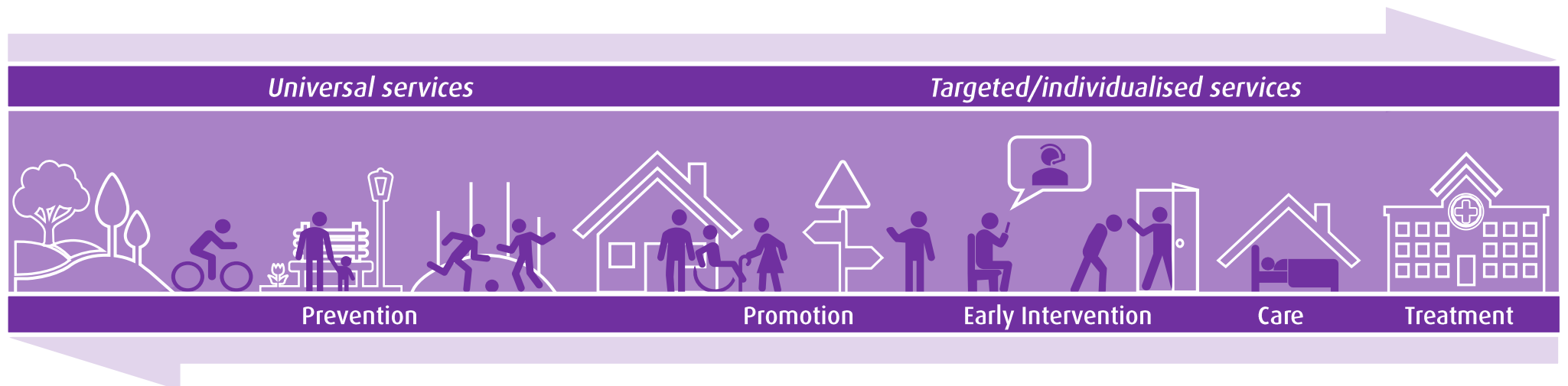
As we have seen, thriving is very much a journey towards fulfilment, purpose and belonging. But we cannot realistically achieve these outcomes unless our basic needs are met. A safe and secure community has attractive, safe and inclusive public spaces (through CPTED and universal design), excellent environmental health, accessible and suitable housing options for people in all circumstances, is financially inclusive, and has access to affordable and nutritious food (food security).

COUNCIL'S ROLE IN BUILDING WELLBEING

Our wellbeing is influenced by complex personal, social, physical, technological, economic, and environmental systems. To achieve real change, we need to work together.

An enormous range of organisations contribute to supporting our community's health and wellbeing – from state and federal government, to non-government organisations, community organisations and the business sector. Each organisation has a unique role to play, supporting people at different points in their wellbeing journeys. And at each point, the support that is required will differ. As depicted in the illustration below, those at the left are mostly well but require certain social and environmental conditions to ensure they can maintain good wellbeing and avoid deteriorating health. Further to the right, interventions become increasingly targeted and specialised for the support and care of individuals who are demonstrating signs of ill-health. By understanding our role within this continuum, we can ensure that THRiVE's actions are targeted and coordinated for greatest community impact.

Reflecting on Council's public health responsibilities and our unique organisational strengths, THRiVE is focussed on interventions at the **Prevention and Promotion** end of the public health continuum. This means working alongside state government and community stakeholders to ensure that we have the physical and social infrastructure available that enables people to come together and achieve their wellbeing goals, and it means ensuring our community members have access to programs and services to support positive lifestyle choices. Ultimately, we aim to leverage and strategically target our capabilities in a way that most effectively contributes to community-wide outcomes.



PROGRAM PRINCIPLES

THRiVE acknowledges that there are a range of ways that Council can contribute to building community wellbeing. We can deliver services and infrastructure ourselves, we can provide a coordination role working alongside other agencies, and we can support community-led action. The most appropriate course of action to take in any circumstance is the one that best aligns with our organisation's strengths, addresses gaps, maximises impact, and ensures sustainable outcomes.

Whether we are delivering or supporting an intervention, we need to ensure that it is based on best-practice evidence. To this end, a set of Program Principles has been developed to guide program design and delivery. The following six principles, which draw on the asset-based community development model, aim to ensure that our programs encourage positive behaviour change beyond the life of any specific intervention. By building connections, and equipping and empowering community leaders, these principles also aim to make an impact that is shared much more widely than the immediate participant group.

By incorporating these six principles, we can achieve broad and lasting change in our community's level of wellbeing.

Participant-led

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

To build community members' skills and connections.

Build capacities & connections

Group-based & purposeful

To facilitate peer motivation around shared interests

To ensure that programs are inclusive, accessible and relevant

Minimise barriers & cater for diversity

Foster community identity

To instil a sense of belonging and pride

To ensure sustainability, reach targeted populations, and achieve scale

Leverage partnerships

THRiVE ACTION PLAN

THRiVE provides an overarching outcomes-focused framework to guide our community services programming, ensuring that everything we do is directed towards improving our community's wellbeing across all six domains. To this end, THRiVE is supported by a range of existing strategies that provide accountability around our day-to-day activities, including the Regional Public Health Plan and strategies targeting particular population groups – Youth Strategic Plan, Age-Friendly Salisbury, Intercultural Strategy, Reconciliation Plan, and the Ability Inclusion Strategy.

To turbocharge our efforts, and build coordination and momentum around the THRiVE vision, a THRiVE Action Plan will also be developed. This Action Plan will reach above and beyond our existing strategies, activities, and legislative obligations, identifying new opportunities to make an impact in each THRiVE domain. The Action Plan will enable us to **trial** new initiatives, **test** evidence-based approaches, **embed** the learnings into practice, and **scale** up successful initiatives.



Trial



Test



Embed



Scale

MEASUREMENT & REPORTING

Measurement and reporting are critical for ensuring that we are meeting our commitments and achieving change. The THRiVE Action Plan will incorporate three levels of measurement to gauge success:

- 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 six 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 will identify relevant indicators for each domain, reflecting the overall changes we are seeking to achieve as a result of THRiVE.

THRIVE

A decorative graphic consisting of a cluster of purple hexagons arranged in a honeycomb pattern, positioned above the letter 'I' in the word 'THRIVE'. A green vine with three leaves extends from the right side of the honeycomb cluster, curving over the letter 'V'.