# Salisbury Homelessness
## Strategy

*A Strategy to support people experiencing,*
*or at risk of, homelessness in the Salisbury Council area.*

CITY OF
Salisbury

## 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, present and emerging.  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.

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*" The strategy underlines our commitment to taking action to prevent homelessness, while reducing the risk factors contributing to the issue and supporting our vulnerable community members. "*

# Mayor's Foreword

Homelessness is a complex and challenging issue and the effects can be devastating for those at risk of becoming homeless or currently experiencing homelessness.

The emergence of the COVID-19 pandemic earlier in 2020 has increased the risk of homelessness for many people. In response, the City of Salisbury is taking a proactive and preventative approach to the issue.

The Salisbury Homelessness Strategy has been adopted to reflect a multifaceted and collaborative approach. The strategy sets out a framework under which Council will bring key stakeholders together to respond to the challenges of homelessness and to coordinate services to those who need them most. It also aims to help our community to understand, prevent and respond to homelessness.

A range of actions are detailed within the strategy relating to the key priorities of prevention and early intervention, engagement and outreach to people experiencing homelessness, provision of affordable housing, an inclusive public realm, service integration and advocacy.

The strategy underlines our commitment to taking action to prevent homelessness, while reducing the risk factors contributing to the issue and supporting our vulnerable community members.  I am proud of this approach and look forward to delivering on our priorities to better improve Salisbury's status as a progressive and connected community for everybody.

Gillian Aldridge, OAM
Mayor City of Salisbury

# Introduction

The Salisbury Homelessness Strategy was developed in response to the increasing numbers of people experiencing, or at risk of, homelessness across the Salisbury Council area, and the Northern Adelaide region more generally.

The City of Salisbury recognises that homelessness affects a broad range of people in our community.  Preventing and reducing homelessness relies on collaborative approaches to integrating planning and actions across all levels of government, different service sectors and the community.  Through the Homelessness Strategy the City of Salisbury focuses on preventative, inclusive and integrated approaches to homelessness as the most appropriate roles for local government, ensuring that responses to people experiencing, or at risk of, homelessness are supportive, empathetic and contribute to pathways out of homelessness.

The Homelessness Strategy provides the City of Salisbury with a framework under which the Council will use its political influence and convening powers to bring key stakeholders together in collaboration to respond to the needs and challenges of our community members experiencing, or at risk of, homelessness to facilitate the coordination of services to support their needs.  This framework operates as a reference for identifying strategic opportunities and planning organisational activities to ensure the best possible outcomes for people who are homeless, or at risk of, homelessness in the Salisbury community.

The Homelessness Strategy identifies the following 6 strategic priority areas of activity in relation to homelessness:

1.    Prevention and early intervention responses to reduce homelessness

2.    Engagement and outreach to people experiencing homelessness

3.    Provision of affordable and low cost housing

4.    Inclusive public realm

5.    Regional collaboration and service

6.    Evidence based advocacy

> " *This framework operates as a reference for identifying strategic opportunities and planning organisational activities to ensure the best possible outcomes for people who are homeless, or at risk of, homelessness in the Salisbury community.* "

# Homelessness in the City of Salisbury

Homelessness is a complex and challenging issue, its effects can be devastating on individuals, families and our community. Homelessness is an extreme representation of disadvantage and social exclusion in the community. Adding to the complexity, a lack of community understanding, particularly through negative stigma or stereotypes, can sometimes hamper efforts to address homelessness and support people experiencing homelessness.

There has been a noticeable increase in people experiencing homelessness, or at risk of homelessness, in the Salisbury Council area and greater northern Adelaide region over recent years. In the 2016 Census[1] it was estimated that nationally 116,427 people were homeless, an increase of almost 14% from the 2011 Census. In South Australia it was estimated that 6,203 people were homeless in 2016. Compared with other South Australian council areas the City of Salisbury had the third highest estimated homeless population in 2016 at 627 persons, behind Adelaide City Council at 644 persons and Port Adelaide Enfield at 751 persons. The neighbouring Council area, the City of Playford, had a homeless population in 2016 of 401 persons, which when combined with Salisbury gave an aggregated estimate of homelessness in the Northern Adelaide metro region of some 1,028 persons in 2016.

Due to difficulties in quantifying homelessness, the Census data is widely considered to underestimate the true extent of homelessness. Local service providers confirm that demand for homelessness, housing and support services in the Northern Adelaide region suggests that the number of homeless people is significantly higher than the Census estimated figures. This is confirmed by data from the Australian Institute of Health and Welfare[2] which recorded 1,618 people from the Salisbury Council area were clients of a specialist homeless service in the 2018/2019 financial year.

The City of Salisbury has a higher than average proportion of the population who experience some of the identified drivers that are known to contribute to homelessness. Council recognises that homelessness is a complex issue influenced by multiple structural and personal drivers. The lack of affordable housing, long term unemployment and inadequate income levels form the overarching structural drivers of homelessness. The common personal drivers of homelessness are domestic violence, family and relationship breakdown, mental illness, trauma, substance misuse and problem gambling. Many of these factors are co-occurring and interconnected.

# People experiencing homelessness, or at a high risk of becoming homeless, include:

- People who cannot access affordable and secure housing – there is added vulnerability for households in the private rental market, particularly due to the higher representation of lower income households amongst private renters;

- Women and children who are experiencing domestic and/or family violence – a large proportion of family homelessness is attributed to these causes;

- People who lose their jobs, have insecure employment, or struggle to secure adequate hours of work for an income that can cover the costs of rent, food and utilities.  Frequently people in these circumstances end up living in their cars or in temporary forms of accommodation – this is often referred to as hidden homelessness;

- People previously working and renting or paying a mortgage who become injured or seriously unwell and are unable to return to full time work;

- People on a Centrelink income support payment such as an Age or Disability Support Pension, Youth Allowance or unemployment benefits and are unable to secure and affordable housing; and

- People previously staying temporarily with a friend or family member where they have worn out their welcome.

In addition, many people who have entered homelessness may have struggled with high levels of disadvantage throughout the course of their lives.  This may include a cycle of family poverty, long term unemployment, poor education, violence, mental health problems, disability and substance abuse.  For many people the risk of, and entry into, homelessness can be a long progression over a number of years, or may be a repeating cycle related to the precariousness of any number of factors in their lives.

Reducing homelessness in the City of Salisbury is achievable but it requires a collaborative effort, a long term vision and commitment.  Understanding the local data to inform what is needed and to track change and the evidence base of what works to end homelessness is critical in guiding action.

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1 *Australian Bureau of Statistics, 2016, Census of Population and Housing: Estimating Homelessness,* https://www.abs.gov.au/statistics/people/housing/census-population-and-housing-estimating-homelessness/latest-release

2 *Australian Institute of Health and Welfare, 2019* https://www.aihw.gov.au/reports/homelessness-services/shsc-data-cubes/contents/specialist-homelessness-services-collection-shsc-data-cubes

# Defining Homelessness

Homelessness is often associated with its most visible form of people sleeping rough in public places, but the term is equally inclusive of a variety of insecure housing situations including staying with family or friends (often referred to as "couch surfing"), or living in temporary forms of accommodation such as caravan parks, motels or boarding houses.  While there is no one definition of homelessness, it is necessary to have a working understanding of how homelessness is defined in the Australian context in order to appreciate the different local situations and their associated complexities.

## Cultural Definition of Homelessness

The cultural definition of homelessness[3] was developed based on the understanding of shared community standards in housing practices, which identifies a minimum community standard equivalent to a small rented flat with a bedroom, living room, kitchen and bathroom.  Homelessness is divided into categories in relation to this standard as follows:

- **Marginally housed** - people in housing situations close to the minimum;

- **Tertiary homelessness** - people living in single rooms in private boarding houses without their own bathroom, kitchen or security of tenure;

- **Secondary homelessness** - people moving between various forms of temporary shelter including friends, emergency accommodation, youth refuges, hostels and boarding houses;

- **Primary homelessness** - people without conventional accommodation (living on the streets, in deserted buildings, improvised dwellings, under bridges, in parks, etc).

The cultural definition is widely used in research, discussion and advocacy within the housing and homelessness sector and is useful in understanding the different experiences and complexities of homelessness.

## Statistical Definition of Homelessness

The statistical definition of homelessness was developed by the Australian Bureau of Statistics (ABS)[4] to track homelessness numbers in Australia.  It is informed by an understanding of homelessness as 'home'lessness, not rooflessness and emphasises the core elements of 'home' as including a sense of security, stability, privacy, safety and the ability to control living space.  From this basis homelessness is considered as a lack of one or more of the elements that represent 'home'. When a person does not have suitable accommodation alternatives they are considered homeless if their current living arrangement:

- is in a dwelling that is inadequate;

- has no tenure, or if their initial tenure is short and not extendable; or

> **"** ...it is necessary to have a working understanding of how homelessness is defined in the Australian context in order to appreciate the different local situations and their associated complexities. **"**

- does not allow them to have control of, and access to, space for social relations.

The Australian Bureau of Statistics statistical definition was developed to "operationalise" the previously used cultural definition of homelessness for the purposes of data collection, estimation and extrapolation.

Both the statistical and cultural definitions of homelessness are interrelated, and as such they should be considered together as providing the most widely accepted understanding of homelessness in Australia.

3  Developed for the ABS by researchers Chamberlain and MacKenzie, 2008 in their report 'Counting the Homeless 2006'.

4  Australian Bureau of Statistics, 2016, https://www.abs.gov.au/ausstats/abs@.nsf/mf/4922.0

# Strategic Context and Integration

Throughout the Homelessness Strategy due consideration has been given to relevant national state and Council policy and strategic contexts, including the following:

## The National Housing and Homelessness Agreement

The National Housing and Homelessness Agreement specifies the key commitments agreed to by state and federal governments in relation to the provision of housing and homelessness services, which includes the development and implementation of the South Australian State Housing and Homelessness Strategy.

Under the National Housing and Homelessness Agreement South Australia adopts both a 'housing first' and 'safety first' approach to housing and homelessness services, which reflects the complex issues that lead to homelessness and that family breakdown and domestic violence are particularly significant factors leading to homelessness in Australia.

The National Housing and Homelessness Agreement is the mechanism through which funding is provided for the provision of housing and homeless services.

## South Australia's Housing and Homelessness Strategy - *Our Housing Future 2020–2030*

South Australia's Housing and Homelessness Strategy proposes reforming the housing and homelessness service sectors through the realisation of five key strategies:

1. Create conditions for a well-functioning housing market that meets the housing needs of all South Australians

2. Reduce housing stress through 20,000 affordable housing solutions

3. Create housing pathways to enable people to access housing and services as their needs change

4. Prevent and reduce homelessness through targeted and tailored responses

5. Modernise the social housing system and reposition it for success

Strategy 1, aimed at creating a well-functioning housing market to meet needs, proposes harnessing local knowledge and insights to help housing markets address the specific needs of communities. To achieve this it is proposed that local government lead the development of local/regional housing plans.

Strategy 4, aimed at preventing and reducing homelessness, articulates that:

*While people in crisis will always be a focus of the social housing and homelessness sector, greater emphasis needs to be placed on early intervention and prevention. More people, across all ages and cultural backgrounds, need to be equipped with the skills, resilience and support to live independently, productively and to prevent them from falling into housing crisis.*

*The aim is to break the emotionally and financially draining cycle of chronic homelessness by providing Housing First approaches with targeted and tailored support that are based on outcomes, not outputs.*

*This is particularly critical for those experiencing domestic and family violence, who make up a third of homelessness clients and require a Safety First approach. Gaining a better understanding of the links between domestic violence and other factors such as race, drug and alcohol use, poverty, and mental health, will also allow us to better tackle homelessness.*

The Strategy proposes actions, such as:

- Piloting homelessness prevention initiatives and new innovative housing models;
- Developing targeted responses for people experiencing homelessness who repeatedly cycle through the system;
- Supporting Safety First approaches; and
- Implementing Housing First approaches.

## The City of Salisbury's *City Plan 2035*

City Plan 2035 is one of the City of Salisbury's suite of three strategic management plans required under section 122 of the *Local Government Act (1999)* to manage the local government area. The City Plan contains the vision for Salisbury to be 'a sustainable, connected and progressive community'. To achieve this vision the City Plan 2035 is structured according to 4 key directions:

1. ***A welcoming and liveable City*** - Encompasses issues that affect the liveability of the City and the health and wellbeing of its people, including safety, social connections, the look and feel of our neighbourhoods, and the facilities and programs available to support our community's aspirations.

2. ***A sustainable City*** - Includes protecting and conserving our diverse natural environment to support biodiversity, reducing Council's environmental footprint, ensuring we make the most of our resources and enabling

our community, environment and infrastructure to be resilient to a changing climate.

3. ***A growing City that creates new opportunities*** - Focuses on how we support the success and growth of local businesses, job opportunities for our residents, attracting investment, quality urban planning and providing infrastructure that supports economic activity.

4. ***Innovation and Business Development -*** Outlines how Council will work to provide exceptional experiences, deliver quality outcomes and be recognised as a great place to work.

The City Plan 2035 identifies strategic projects and advocacy priorities that include:

- Providing at least 15% affordable Housing through Council's development projects;

- Advocating for programs and services to address mental health, housing and income inequality issues; and

- Developing deeper and more effective relationships with government agencies, and other organisations, to progress the priorities identified in the City Plan and its supporting strategies.

## The City of Salisbury's Affordable and Community Housing Policy – *Development of Surplus Council Owned Land*

Council endorsed its first Affordable Housing Policy – Development of Surplus Council Owned Land in 2012. The policy defined Council's commitment to the delivery of affordable housing on surplus Council owned land, guiding the approach to affordable housing in Council's own development projects. The policy effectively matched the State Government Affordable Housing price points and committed Council to providing a minimum of 15% affordable housing when developing surplus Council owned land for residential purposes.

The policy was reviewed and endorsed by Council in 2020, further strengthening the original policy intent by considering the affordable price points reflective of the demographics of the Salisbury community (i.e. setting the City of Salisbury's own affordable housing price point at 10% below the State Government's affordable housing price points). The name of the policy was changed to Affordable and Community Housing Policy – Development of Surplus Council Owned Land, to better reflect the Council's desire to investigate opportunities

for the provision of Community Housing in Council's strategic property projects.

## The City of Salisbury's Affordable Housing Implementation Plan 2020

In 2020, Council endorsed the Affordable Housing Implementation Plan. The Plan identifies housing affordability issues affecting the City and provides guidance to inform Council's priority actions and practical solutions that could contribute to increasing affordable housing supply and facilitate better housing outcomes for the Salisbury community.

The goals of the Affordable Housing Implementation Plan are to:

- Achieve better housing outcomes for individuals and families;

- Facilitate delivery of inclusive communities where people of all ages, backgrounds and incomes have a place to call home; and

- Advocate for increased low cost and affordable housing outcomes that are responsive to current and future needs of the community.

> " *The South Australian Housing and Homelessness Strategy adopts a preventative focus and seeks to integrate services to reduce the instances of people falling into homelessness.* "

# Best Practice Approaches to Homelessness

Recent policy shifts in homelessness service provision has seen a move away from crisis intervention towards more preventative and early intervention responses. The South Australian Housing and Homelessness Strategy adopts a preventative focus and seeks to integrate services to reduce the instances of people falling into homelessness. This shift has been shown to prevent potential further trauma for the individual and save government funds by better directing resources, and reducing need for supportive services in the longer term. Where homelessness has occurred, it is recognised that providing long-term secure housing is the first and most essential step to creating a sustainable pathway out of homelessness, and the capacity to address the other factors that have contributed to a person experiencing homelessness.

## Housing First Model

The causes of homelessness are complex and people experiencing homelessness often face a number of health, mental health and other issues. When responding to homelessness, research suggests that the most effective approach is to secure stable housing first, and then address additional complex needs through targeted 'wraparound' services. This is known as the 'Housing First' model[5].

Housing First approaches have markedly higher retention of housing for participants in these programs. Data from the UK also suggests that it is a cost-efficient approach for governments. Despite general support for the approach in Australia, there have been challenges in rolling out Housing First programs due to a lack of affordable housing stock[6].



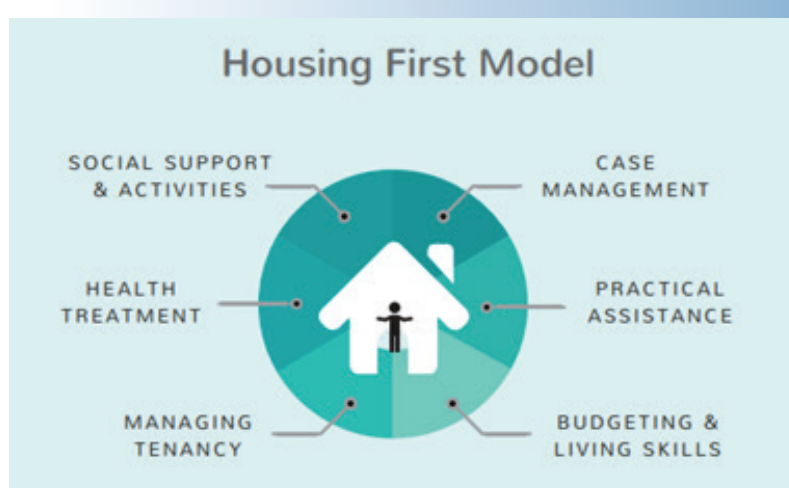Figure 1: Adapted from Council to Homeless Persons

5 Council to Homeless Persons, 2018, 'Housing First: Permanent Supportive Housing', https://chp.org.au/wp-content/uploads/2018/06/FINAL-180606-Housing-First-2018-6-June.pdf

6 AHURI Brief, 2018, 'What is the Housing First model and how does it help those experiencing homelessness?', https://www.ahuri.edu.au/policy/ahuri-briefs/what-is-the-housing-first-model

# Wraparound Services

Once housing has been secured, people often require targeted and tailored wraparound services to maintain their housing long term and start rebuilding their lives. Wraparound services are essentially a collection of diverse support services delivered holistically and responding to individual circumstances and needs.

To be effective wraparound services need to work in a coordinated way to build long-term capabilities, which extend beyond the immediate crisis[7]. In order for wraparound services to be effective, a collaborative and coordinated services system is required that enables simple referrals that don't require people to retell their story multiple times.

Services may typically include support to maintain tenancies, alcohol and drug treatment, mental health care, health care, family and domestic violence counselling, parenting support, education and employment programs.

Provision of wraparound support services to people who are homeless or at risk of homelessness recognises that the provision of housing alone is not sufficient to ensure that people are able to maintain housing long term and participate in community life.

# Safety First Principles

To address the increase in family homelessness as a result of family and domestic violence a set of guiding principles were developed in 2017 under the Third Action Plan of the National Plan to Reduce Violence against Women and their Children 2010-2022. Known as *Safety First Principles*[8] they guide service provision to women and children in the context of family and domestic violence. These principles are:

- The safety of women and children is paramount;

- Safety First recognises the right of women and children experiencing violence to safety, irrespective of their entry point, service pathway or the mandate of that service;

- Elements of safety will be different for different population groups, including Aboriginal and Torres Strait Island women, culturally and linguistically diverse women, women with disabilities and women in rural and remote areas;

- Safety will be different for different women, but the overall emphasis is on staying safe at home and remaining connected to community, wherever possible and appropriate;

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7 Parliament of the Commonwealth of Australia, 2019, *Living on the edge: Inquiry into Intergenerational Welfare Dependence*, https://parlinfo.aph.gov.au/parlInfo/download/committees/reportrep/024242/toc_pdf/LivingontheEdge.pdf;fileType=application%2Fpdf

- Responses from specialist women's services will be trauma-informed and cohort appropriate;

- Service delivery will take a holistic approach, wrapping services around women and children, to address the wide-ranging impacts of family violence;

- Violence against women is a gendered issue, disproportionately affecting women and children;

- Violence against women includes all forms of domestic and family violence as well as sexual assault;

- Professionals responding to violence against women and their children will have skills and knowledge in risk assessment and risk management;

- Risk assessment involves a balance of evidence-based risk factors; professional judgement and a woman's own level of fear and sense of risk;

- Perpetrators of family, domestic and sexual violence are responsible for their actions; and

- Primary prevention, early intervention and creating a gender equal society are crucial to addressing violence against women.

The Safety First Principles are significant to the provision of housing and homelessness services and responses, as reflected in the National Housing and Homelessness Agreement and South Australia's Housing and Homelessness Strategy.

8 Department of Social Services, *National Plan to Reduce Violence Against Women and Their Children – Fourth Action Plan (2019-22): Background and Evidence Summary,* https://plan4womenssafety.dss.gov.au/the-national-plan/fourth-action-plan/

## Supporting People who are Chronically Homeless Despite Service Interventions

The research literature, data and sector feedback stresses that there are homeless people who experience homelessness as a more chronic and intractable problem, despite their entry into supported housing programs and intensive use of services. Often they seem unable to sustain more permanent forms of accommodation, even in programs with very high levels of service intervention and support.  Some people choose not to engage with services and programs for a myriad of reasons, preferring instead to manage their circumstances independently.

This group of people is likely to include a high proportion of people with chronic mental health and substance abuse problems.  For these largely street homeless people, or rough sleepers, there is a need to provide services and public facilities in a way that still enables them to have a reasonable quality of life and dignity, and to be protected from violence and harassment. This may include some of the following:

- Tailored services for chronically homeless people such as outreach

medical and counselling services, low cost meals, laundry, shower and internet facilities;

• Information on local services and programs, and referral information;

• Broader community awareness raising campaigns on issues of homelessness, the rights of homeless people and how the community can support and include homeless people. This can encourage tolerance and understanding within the community;

• Regular public events that bring together local homeless support services, and give them an opportunity to connect with chronically homeless people, assist them in seeking and/or applying for housing, advertising their services, and linking in local business who will donate their time and/or products to the benefit of homeless people such as free haircuts, or new clothes;

• Social inclusion policies and procedures such as access to public amenities, services and programs;

• Universal design of public open space, that may include design elements such as:

- Sheltered seating areas;

- Accessible/continuous paths of travel;

- Visible and well-lit open space areas;

- Access to public toilet and shower facilities;

- Drinking water facilities;

- Crime Prevention through Environmental Design (CPTED) and risk assessments of any proposed universal design elements that support people experiencing homelessness to be undertaken at early design stages.

> " *Often they seem unable to sustain more permanent forms of accommodation, even in programs with very high levels of service intervention and support.* "

> 66 ... *local government can facilitate positive local and regional responses that can contribute to the prevention and reduction of homelessness.* 99

# Council's Role in Responding to Homelessness

Local government is not traditionally a direct provider of homelessness services, commonwealth and state governments hold the statutory responsibility and allotted funding to provide (or fund) such services to people who are at risk of or experiencing homelessness. The other levels of government also influence many of the fundamental drivers of homelessness, which includes the supply of affordable housing and employment, as well as the provision of health and welfare services.

However, local government is largely considered to be the sphere of government closest to the people, and responsible for the wellbeing of communities through the provision of infrastructure, services and regulation. Whilst there is no specific mandate for local government to play a major role in addressing homelessness, through its planning, health, community development, regulatory and convening powers local government can facilitate positive local and regional responses that can contribute to the prevention and reduction of homelessness.

This can be achieved through:

- Protocols to assist Council staff, local organisations and the community in responding respectfully to rough sleeping;
- Encouraging diverse housing options in the Council area through development controls, building approval processes; subdivision controls; and Council's own housing developments;
- Facilitating networks and building connections across various government and non-government agencies working with people at risk of or experiencing homelessness;
- Promoting inclusive access to public space and community facilities, programs and activities;
- Assessing community needs and identifying gaps in service provision;
- Primary research and data collection;
- Educating and positively influencing the community's awareness of the nature, causes and consequences of homelessness; and
- Advocating on behalf of vulnerable groups in the community.

It is appropriate that Council, as a custodian of the local community, undertakes actions to assist and complement the work of other levels of government, the private sector, community based support services and neighbouring councils. These actions should encompass strategies seeking appropriate solutions for people experiencing or at risk of homelessness, as well as pursuing structural changes that aim to prevent and minimise the overall levels of homelessness.

# Council's Vision and Guiding Principles

The City of Salisbury is committed to ensuring that people experiencing, or at-risk of, homelessness are treated with dignity, supported and provided with opportunities to improve their circumstances.

The purpose of this Strategy is to articulate publicly the collaborative commitment to preventing and responding to reduce homelessness within the City of Salisbury.

The Salisbury Homelessness Strategy reflects the following guiding principles:

- ***A Right to Housing*** - Council recognises that access to affordable, secure, appropriate and accessible housing is a basic requirement for all people and an essential ingredient of a socially and economically sustainable community. The City of Salisbury is committed to addressing homelessness, housing needs and the provision of diverse housing options.

- ***Support for Vulnerable and Disadvantaged Groups*** - Council recognises that people who are homeless are some of the most vulnerable and disadvantaged people in our community. The City of Salisbury has a statutory and moral obligation to address and advocate for the needs of vulnerable and disadvantaged people within the community.

- ***Use of Public Spaces*** - Council acknowledges the rights of all members of the community to use public spaces, whilst also recognising their responsibility towards other members of the community who have the right to live in a safe and peaceful environment.

- ***Right to Participate*** - Council recognises and encourages all members of the community to participate in cultural and community activities and events. Council also recognises that some vulnerable and socially excluded people within its population may need special assistance to enable them to participate and experience greater social inclusion.

- ***Advocacy*** - Council recognises its responsibility to advocate on behalf of all members of its community. Specifically it recognises the need to advocate to other levels of government to reduce the incidence of homelessness within the community through the provision of appropriate State and Federal Government provided or funded services, and effective policies.

- ***Partnerships and Service Coordination*** - Council understands that the provision of services and supports for people experiencing homelessness is best provided when organisations, workers, businesses and communities act cooperatively and collaboratively. Through stronger partnerships Council seeks integrated services and effective exits from homelessness for people in the City of Salisbury. Importantly, Council acknowledges local businesses and community members as key partners in the fight against homelessness, and believes they have much to contribute and gain in creating local solutions to local homelessness.

# Strategic Framework and Priorities

The Salisbury Homelessness Strategy seeks to address the impact of homelessness in the Salisbury Local Government Area through partnering with a range of government and non-government organisations.  As homelessness continues to grow nationally and locally, Council is committed to contributing to preventing and reducing homelessness through the following six key strategic priority areas.

1. Prevention and early intervention responses to reduce homelessness
2. Engagement and outreach to people experiencing homelessness
3. Provision of affordable and low cost housing
4. Inclusive public realm
5. Regional collaboration and service integration
6. Evidence based advocacy

*"Council is committed to contributing to preventing and reducing homelessness"*

| Strategic Priority Area | Actions | Timeframe* | Lead Responsibility | Partners |
|---|---|---|---|---|
| **1.** Prevention and Early Intervention Responses to Reduce Homelessness | **1.1** Build a more informed response by developing community awareness resources and campaigns to increase knowledge of local services and supports | Short to medium term | Community Planning | |
| | **1.2** Provide financial and emergency relief support programs and services through Council facilities, such as:<br>• Financial Counselling<br>• Budgeting<br>• No interest loans<br>• Emergency financial relief<br>• Emergency backpacks | Ongoing | Community Capacity and Learning | Sustainable Community Organisation Against Poverty (SCOAP Inc.) |
| | **1.3** Provide free and low cost employment pathway and job readiness programs and resources through Council facilities | Ongoing | Community Capacity and Learning | SA Department of State Development |
| | **1.4** Provide free and low cost ESL classes through Council facilities for CALD community members to assist in gaining employment | Ongoing | Community Capacity and Learning | |
| | **1.5** Provide drivers licence programs and driving mentoring programs | Ongoing | Community Capacity and Learning | |
| | **1.6** Continue to provide access to volunteer roles through Council facilities and programs to build skills and confidence | Ongoing | Community Health and Wellbeing Community Capacity and Learning | |
| | **1.7** Promote and provide free or low cost food and nutrition services and resources | Short to medium term | Community Capacity and Learning Community Health and Wellbeing | |
| | **1.8** Ensure continued and free public access to computers and internet at Council facilities to assist with service and resource access for vulnerable community members | Ongoing | Community Capacity and Learning | |
| | **1.9** Investigate opportunities afforded through the state homelessness prevention fund to provide early intervention programs that reduce the risk of homelessness | Short to medium term | Community Planning | |
| | **1.10** Develop and use referral contacts and information to assist Council staff and community to appropriately refer at-risk community members to organisations that can assist them | Short to medium term | Community Planning | |
| | **1.11** Provide access to telephones at Council facilities for people experiencing, or at risk of, homelessness to contact services and supports | Short term and ongoing | Community Planning | |
| | **1.12** Continue delivery of the regional Assistance with Care and Housing for the Aged (ACHA) program to assist senior residents experiencing, or at risk of, homelessness in the Salisbury and Playford Council areas | Ongoing | Community Health and Wellbeing | Department of Social Services Department of Health |

*Timeframe for Delivery:

• Short term = 1-2 years  • Medium term = 3-5 years  • Long term = 5+ years

| Strategic Priority Area | Actions | Timeframe* | Lead Responsibility | Partners |
|---|---|---|---|---|
| **2.** Engagement and Outreach to People Experiencing Homelessness | **2.1** Develop an assertive outreach program with local homeless and housing service providers | Short term | Community Planning | Anglicare SA |
| | **2.2** Develop and implement the Salisbury Zero Project | Medium to long term | Community Planning | Anglicare SA Australian Alliance to End Homelessness |
| | **2.3** Develop a Rough Sleeper Protocol to clarify the roles of local agencies in responding to people experiencing homelessness | Short to medium term | Community Planning | Anglicare SA SA Housing Authority SA Police |
| | **2.4** Develop improved methods of delivering information to hard to reach parts of the community on how to access assistance | Short to medium term | Community Planning | |
| | **2.5** Develop a range of Homelessness Connect events to connect local people experiencing homelessness with support organisations | Short term | Community Planning | Anglicare SA SA Police |
| | **2.6** Develop opportunities for active citizenship enabling those experiencing homelessness or at risk of homelessness to engage fully in community life | Medium term | Community Capacity and Learning | |
| **3.** Provision of Affordable and Low Cost Housing | **3.1** Undertake demonstration projects to explore and test the delivery of new affordable / low cost housing solutions to the community | Medium to long term | Strategic Development Projects | To be identified |
| | **3.2** Explore new delivery models through partnership opportunities with Community Housing Providers and builders to facilitate delivery of affordable / low cost housing outcomes in line with the Affordable Housing Implementation Plan | Ongoing | Strategic Development Projects | Community Housing providers to be identified |
| | **3.3** Identify housing needs of the community | Short to medium term | Community Planning Community Health and Wellbeing | |
| | **3.4** To meet identified housing needs of the community, investigate the interest of larger Community Housing Providers investing in Salisbury and the circumstances under which they would be attracted | Medium term | Community Planning Community Health and Wellbeing | Community Housing providers to be identified |
| | **3.5** Subject to investigations in actions 3.3 and 3.4 identify locational preferences of Community Housing providers and match to Salisbury's land availability and strategic directions for key development precincts | Long term | Community Planning Strategic Development Projects | Community Housing providers to be identified |
| | **3.6** Identify separate projects or specific sites within Council's development projects to target low cost housing and special needs outcomes | Medium to long term | Strategic Development Projects | |
| | **3.7** Identify affordable and low cost housing opportunities around activity centres as part of Council's Strategic Land Review | Medium to long term | Strategic Development Projects | |

| Strategic Priority Area | Actions | Timeframe* | Lead Responsibility | Partners |
|---|---|---|---|---|
| **4.** Inclusive Public Realm | **4.1** Coordinate and facilitate integrated responses to homelessness in public spaces within council's services and with external partners through Council's Rough Sleeper Protocol | Short to medium term | Community Planning | Anglicare SA SA Housing Authority SA Police |
| | **4.2** Promote low and no cost inclusive events, recreation and activities in parks and public spaces | Short to medium term | Community Capacity and Learning Community Experience and Relationships | |
| | **4.3** Provide opportunities for social engagement in community spaces | Ongoing | Community Capacity and Learning Community Health and Wellbeing | |
| | **4.4** Investigate and implement, where appropriate, universal design of public open spaces to include design elements that support people experiencing homelessness in association with key agencies, such as: <br> • Sheltered seating areas <br> • Accessible/continuous paths of travel <br> • Visible and well-lit open space areas <br> • Access to public toilet and shower facilities (in alignment with Place Activation Strategy principles) <br> • Drinking water facilities (in alignment with Place Activation Strategy principles) <br> • Crime Prevention through Environmental Design (CPTED) and risk assessments of any proposed universal design elements that support people experiencing homelessness to be undertaken at early design stages | Medium to long term | Infrastructure Management | To be identified |

| Strategic Priority Area | Actions | Timeframe* | Lead Responsibility | Partners |
|---|---|---|---|---|
| **5.** Regional Collaboration and Service Integration | **5.1** Strengthen integrated responses to people at risk of or experiencing homelessness and housing stress through diverse partnerships | Medium to long term | Community Planning | Anglicare SA SA Housing Authority Northern Homelessness and Violence Against Women Collaboration Other organisations to be identified |
| | **5.2** Continue commitment to the regional Northern Housing and Violence Against Women Collaboration | Ongoing | Community Planning Community Capacity and Learning | SA Housing Authority Anglicare SA Relationships Australia SA SA Police Northern Adelaide Domestic Violence Service City of Tea Tree Gully City of Playford |
| | **5.3** Council will work with agencies to develop and implement preferred models for formal collaboration and partnership | Short to medium term | Community Planning | |
| | **5.4** Explore expanded outreach services with a range of service providers (e.g. Health, mental health, counselling, laundry, meals etc.) | Medium term | Community Planning | To be identified |

| Strategic Priority Area | Actions | Timeframe* | Lead Responsibility | Partners |
|---|---|---|---|---|
| **6.** Evidence Based Advocacy | **6.1** Participation in regional multi-sector planning | Short term and ongoing | Executive Group Community Planning | Anglicare SA SA Housing Authority Northern Homelessness and Violence Against Women Collaboration Other organisations to be identified |
| | **6.2** Contribute to the development of local/ regional housing plans to respond to specific conditions and local demand in line with the SA Housing and Homelessness Strategy | Long term | Community Planning Strategic Development Projects | SA Housing Authority |
| | **6.3** Publish a local homelessness situation report annually which includes efforts by council and local agencies to address gaps in services | Short term and then ongoing | Community Planning | |
| | **6.4** Join and support the Everybody's Home campaign to promote the need for a fairer housing system | Short term | Community Planning | |
| | **6.5** Lobby for increased funding for existing and additional housing and homeless services in the Northern Adelaide region | Short term and then ongoing | Executive Group Community Planning | |
| | **6.6** As a critical action in Council's City Plan 2035, advocate for programs and services to address mental health, housing and income inequality issues | Short term and ongoing | Executive Group Community Planning | |

*Timeframe for Delivery:*
*• Short term = 1-2 years  • Medium term = 3-5 years  • Long term = 5+ years*

# Accountability

The performance of the City of Salisbury's Homelessness Strategy will be monitored as follows:

• Quarterly team meetings of staff from across the organisation to ensure that implementation of actions are occurring in accordance with agreed timeframes.

• Community Sector Reference Group - A group of homelessness, housing and community sector representatives meets with City of Salisbury staff bi-annually to provide feedback on the City's performance in relation to homelessness in the City of Salisbury, and to provide input into future actions, including identifying emerging issues and appropriate responses.

• Annual reviews will be undertaken with the outcomes available to the community through reports to Council.

• Annual local homelessness situation report available to the community through reports to Council.