



## **AGENDA**

**FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON**

**20 JULY 2020 AT 6:30 PM**

**IN LITTLE PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY**

### **MEMBERS**

Cr C Buchanan (Chairman)  
Mayor G Aldridge  
Cr M Blackmore  
Cr L Braun  
Cr B Brug  
Cr A Duncan (Deputy Chairman)  
Cr K Grenfell  
Cr N Henningsen  
Cr D Hood  
Cr P Jensen  
Cr S Ouk  
Cr D Proleta  
Cr S Reardon  
Cr G Reynolds  
Cr J Woodman

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr J Devine  
General Manager Community and Org. Development, Ms G Page  
Manager Governance, Mr M Petrovski  
Risk and Governance Program Manager, Ms J Crook  
Governance Support Officer, Ms K Boyd

**APOLOGIES**

**LEAVE OF ABSENCE**

**PRESENTATION OF MINUTES**

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 15 June 2020.

**REPORTS**

*Administration*

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**OTHER BUSINESS**

**CLOSE**



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN LITTLE  
PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY ON**

**15 JUNE 2020**

**MEMBERS PRESENT**

Cr C Buchanan (Chairman)  
Mayor G Aldridge  
Cr M Blackmore  
Cr B Brug  
Cr A Duncan (Deputy Chairman)  
Cr K Grenfell  
Cr N Henningsen  
Cr D Hood  
Cr P Jensen  
Cr S Ouk  
Cr S Reardon  
Cr G Reynolds  
Cr J Woodman

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr J Devine  
A/General Manager Community Development, Ms V Haracic  
Manager Governance, Mr M Petrovski  
Risk and Governance Program Manager, Ms J Crook  
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.34 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

Apologies were received from Cr L Braun and Cr D Proleta.

**LEAVE OF ABSENCE**

Nil

## PRESENTATION OF MINUTES

Moved Cr G Reynolds  
Seconded Mayor G Aldridge

The Minutes of the Policy and Planning Committee Meeting held on 18 May 2020, be taken and read as confirmed.

**CARRIED**

## REPORTS

### *Administration*

#### **1.0.1 Future Reports for the Policy and Planning Committee**

Moved Cr N Henningsen  
Seconded Cr A Duncan

1. The information be received.

**CARRIED**

### *Community Development*

#### **1.1.1 Minutes of the Youth Council Sub Committee meeting held on Tuesday 9 June 2020**

Moved Cr G Reynolds  
Seconded Cr M Blackmore

The information contained in the Youth Council Sub Committee Minutes of the meeting held on 9 June 2020 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**CARRIED**

#### **1.1.1-YC1 Future Reports for the Youth Council Sub Committee**

Moved Cr G Reynolds  
Seconded Cr M Blackmore

1. The information be received.

**CARRIED**

### 1.1.1-YC2 Youth Council Projects Update

Moved Cr G Reynolds  
 Seconded Cr M Blackmore

1. That the information be received and noted.

**CARRIED**

### 1.1.1-YC3 Youth Programs and Events Update April - June 2020

Moved Cr G Reynolds  
 Seconded Cr M Blackmore

1. That the information be received and noted.

**CARRIED**

## *Corporate Plans*

### 1.7.1 City Plan

Moved Mayor G Aldridge  
 Seconded Cr J Woodman

1. The submissions received during the consultation process for the City Plan be noted.
2. The Draft City Plan at Attachment 1 to this report (Item No. 1.7.1, Policy and Planning Committee, 15/06/2020), incorporating amendments in response to public consultation outcomes, be endorsed.
3. That the Manager Economic Development and Urban Policy be authorised to update the City Scorecard indicators that are not yet finalised when relevant data is received.
4. That for the purposes of Section 122(8) of the Local Government Act 1999, Council declares the City Plan, Long Term Financial Plan and the Strategic Asset Management Plan to constitute the strategic management plans of Council.

With leave of the meeting and consent of the seconder, Mayor G Aldridge VARIED the MOTION as follows:

1. The submissions received during the consultation process for the City Plan be noted.
2. The Draft City Plan at Attachment 1 to this report (Item No. 1.7.1, Policy and Planning Committee, 15/06/2020), incorporating amendments in response to public consultation outcomes, be endorsed subject to a further information report to Council reflecting further amendments suggested during this meeting.

3. That the Manager Economic Development and Urban Policy be authorised to update the City Scorecard indicators that are not yet finalised when relevant data is received.
4. That for the purposes of Section 122(8) of the Local Government Act 1999, Council declares the City Plan, Long Term Financial Plan and the Strategic Asset Management Plan to constitute the strategic management plans of Council.

**CARRIED**

## **OTHER BUSINESS**

### **P&P-OB1 Cuts to Public Transport in the City of Salisbury**

Moved Cr C Buchanan

Seconded Cr B Brug

That:

1. The Mayor write to the Premier and the Minister for Transport, Infrastructure and Local Government to condemn the State Government in the strongest possible terms regarding:
  - a. Their proposed changes to bus routes in the City of Salisbury,
  - b. Their failure to properly consult with Councils and communities prior to developing the proposed changes,
  - c. Informing them that there will be significant areas of the City of Salisbury that will be without adequate public transport services if the changes are imposed; and
2. The Administration instigate a petition seeking public support in opposing the proposed changes, for the petition to be submitted to the State Government and local State Members of Parliament before the end of the State Government's short and inadequate consultation period.
3. That the Mayor write to all local State Members of Parliament informing them of this motion and invite them to provide feedback to Council, about the impact the State Government's cuts to public transport routes will have on their constituencies.

With leave of the meeting and consent of the seconder, Cr C Buchanan **VARIED** the MOTION as follows:

1. A further information item be provided to Council at its next meeting providing a summary of the changes as they impact the City of Salisbury.
2. The Mayor write to the Premier and the Minister for Transport, Infrastructure and Local Government to condemn the State Government in the strongest possible terms regarding:
  - a. Their proposed changes to bus routes in the City of Salisbury;
  - b. Their failure to properly consult with Councils and communities prior to developing the proposed changes; and

- c. Informing them that there will be significant areas of the City of Salisbury that will be without adequate public transport services if the changes are imposed.
- 3. The Administration instigate a petition seeking public support in opposing the proposed changes, for the petition to be submitted to the State Government and local State Members of Parliament before the end of the State Government's short and inadequate consultation period.
- 4. That the Mayor write to all local State Members of Parliament and the Local Government Association informing them of this motion and invite them to provide feedback to Council, about the impact the State Government's cuts to public transport routes will have on their constituencies.

**CARRIED**  
UNANIMOUSLY

The meeting closed at 7.17 pm.

CHAIRMAN.....

DATE.....





<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 July 2020
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

**RECOMMENDATION**

1. The information be received.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

**2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Report authors and General Managers.
- 2.2 External
  - 2.2.1 Nil.

### 3. REPORT

3.1 The table below outlines the reports to be presented to the Policy and Planning Committee as a result of a Council resolution.

Meeting Item	Heading and Resolution	Officer
19/12/2016 P&P-OB1	<p><b>RAAF AP-3C Tailfin for Purposes of Display</b></p> <p>That staff prepare a report working with Salisbury RSL to obtain an AP-3C Tailfin from RAAF for purposes of display within the Salisbury Council area, potentially as part of the Salisbury Oval Precinct upgrade.</p> <p><b>Due:</b> July 2020 <b>Deferred to:</b> August 2020 <b>Reason:</b> Pending further investigation regarding safety measures for installation.</p>	Julie Kushnir
28/05/2018 1.2.1	<p><b>Cities Power Partnership Program</b></p> <p>1. That Council re-consider becoming a partner of the Cities Power Partnership program once the City of Salisbury's Energy Management Plan has been finalised and endorsed during 2018/19.</p> <p><b>Due:</b> July 2020 November 2020 Deferred until Energy Plan has been prepared as part of Sustainability Strategy.</p>	Andrew Legrand
24/06/2019 12.1	<p><b>Motion without Notice: Upgrades to Current Sporting Facilities</b></p> <p>That staff provide a report for costings for upgrades to our current major sporting centres, excluding Ingle Farm Recreation Centre, to support our community over the coming 40+ years.</p> <p><b>Due:</b> August 2020</p>	Adam Trottman
23/09/2019 1.5.1	<p><b>Heritage</b></p> <p>1. Subject to budget approval by Council, the General Manager City Development be authorised to engage a heritage expert to undertake a Local Heritage first stage study, a Thematic Heritage Framework, for the City of Salisbury area, and report back to Council on the findings.</p> <p><b>Due:</b> October 2020</p>	Peter Jansen

25/11/2019	<b>Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin</b>	Julie Douglas
3.6.2	<p>3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of:</p> <p>a. strategies and opportunities for Council to engage in the “Direct Democracy” (Citizens Jury), identifying areas where this can be used e.g. Neales Green;</p> <p><b>Due:</b> July 2020  <b>Deferred to:</b> November 2020  <b>Reason:</b> Awaiting completion of Community Safety Plan.</p>	
16/12/2019	<b>Public Art – Feature Artwork</b>	Julie Kushnir
1.1.2	<p>4. Staff to continue to work with the Public Art Panel to identify suitable locations with a further report to be brought back to Council in March 2020 with recommendations that can be incorporated into the 2020/21 budget.</p> <p><b>Due:</b> August 2020</p>	
28/01/2020	<b>Bridgestone Athletics Centre – Sponsorship Opportunities</b>	Adam Trotman
1.10.1	<p>Council has previously resolved this resolution to be confidential.</p> <p><b>Due:</b> November 2020</p>	
23/03/2020	<b>Strategic Review</b>	Terry Sutcliffe
AC-OB1	<p>1. That a strategic review of the project management and contract management regarding the Salisbury Community Hub be performed.</p> <p><b>Due:</b> December 2020</p>	
27/04/2020	<b>Salisbury Community Hub - Update - Future Service Demands</b>	Julie Kushnir
1.1.2	<p>2. That administration provides an update report by December 2020 on the status of assessing any future service demands at the Salisbury Community Hub and implications.</p> <p><b>Due:</b> December 2020</p>	
25/05/2020	<b>Review of the Affordable Housing Policy for Surplus Council Owned Land</b>	Hiroe Terao
1.3.1	<p>2. That Council endorse the Affordable and Community Housing Policy - Development of Surplus Council Owned Land (Attachment 1 item 1.3.1 Policy and Planning Committee 18/05/2020 and gives further consideration of Affordable and Community Housing Policy - Development of Surplus Council Owned Land to incorporate outcomes of the Homeless Strategy.</p> <p><b>Due:</b> August 2020</p>	

25/05/2020 MON7.3	<b>Motion on Notice: Street Libraries</b> 1. That the City of Salisbury report on the viability, cost and concept of street libraries for consideration by Council post COVID-19. <b>Due:</b> September 2020	Jo Cooper
22/06/2020 MWON-CAP	<b>Motion Without Notice: Council Assessment Panel Operations</b> 1. That a report be prepared for the Policy and Planning Committee regarding Item 5.2.1 – Council Assessment Panel operations under the Planning, Development and Infrastructure Act 2016, from the Council Assessment Panel meeting held on 16 June 2020. <b>Due:</b> August 2020	Terry Sutcliffe / Chris Zafiroopoulos

#### 4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Policy and Planning Committee have been reviewed and are presented to Council for noting.

#### CO-ORDINATION

Officer: EXECUTIVE GROUP  
Date: 13.07.2020

<b>ITEM</b>	1.0.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>HEADING</b>	Minutes of the Tourism and Visitor Sub Committee meeting held on Tuesday 14 July 2020
<b>AUTHOR</b>	Mechelle Potter, Administrative Coordinator - Business Excellence, Business Excellence
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
<b>SUMMARY</b>	The minutes and recommendations of the Tourism and Visitor Sub Committee meeting held on Tuesday 14 July 2020 are presented for Policy and Planning Committee's consideration.

**RECOMMENDATION**

1. The information contained in the Tourism and Visitor Sub Committee Minutes of the meeting held on 14 July 2020 be received and noted and that the following recommendations contained therein be adopted by Council:

**TVSC1 Future Reports for the Tourism and Visitor Sub Committee**

1. The information be received.

**TVSC2 Status Report on Historical Signage Installation**

1. That the information within the report be received and noted.
2. That staff consider further locations and a priority list be presented to the sub-committee at a future date (November 2020 meeting of TVSC), for inclusion in future budget bids.

**TVSC3 City of Salisbury Calendar of Events & Exhibitions review**

1. That the report be noted.
2. That the Tourism & Visitor Sub Committee consider this report and make the following recommendations to the Innovation and Business Development Sub Committee.
  - a. The Proposed 3 Year Exhibition & Events Calendar be endorsed as contained in Attachment 2 to this report (TVSC 14/07/2020, Item No TVSC3)
  - b. Endorse the introduction and staging of a brand new community (nature play style) activity, "The Discover Salisbury Challenge" in December 2020, to kick off school holiday activations, whilst still enabling the appropriate management of social distance requirements, anticipating that they are still in place at the time.

**ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Minutes Tourism and Visitor Sub Committee - 14 July 2020

**CO-ORDINATION**

Officer: GMBE  
Date: 15/07/2020



**MINUTES OF TOURISM AND VISITOR SUB COMMITTEE MEETING HELD IN  
WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY ON**

**14 JULY 2020**

**MEMBERS PRESENT**

Cr M Blackmore (Chairman)  
Mayor G Aldridge (ex officio) *(from 5.03pm)*  
Cr K Grenfell  
Cr D Proleta  
Cr S Reardon  
Mr L Virgo  
Mr D Waylen  
Cr J Woodman (Deputy Chairman)

**OBSERVERS**

Nil

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
Manager Community Experience and Relationships, Ms J Kushnir  
Administrative Coordinator - Business Excellence, Mrs M Potter

The meeting commenced at 5.00 pm

The Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

Nil.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Mr D Waylen  
Seconded Cr J Woodman

The Minutes of the Tourism and Visitor Sub Committee Meeting held on 12 May 2020, be taken and read as confirmed.

**CARRIED**

**REPORTS**

**TVSC1 Future Reports for the Tourism and Visitor Sub Committee**

Moved Cr S Reardon  
Seconded Cr D Proleta

1. The information be received.

**CARRIED**

**TVSC2 Status Report on Historical Signage Installation**

Moved Cr S Reardon  
Seconded Cr D Proleta

1. That the information within the report be received and noted.
2. That staff consider further locations and a priority list be presented to the sub-committee at a future date (November 2020 meeting of TVSC), for inclusion in future budget bids.

**CARRIED**  
UNANIMOUSLY



**TVSC3 City of Salisbury Calendar of Events & Exhibitions review**

*Mayor G Aldridge left the meeting at 5:14 pm.*

*Mayor G Aldridge returned to the meeting at 5:15 pm.*

*Cr D Proleta left the meeting at 6:13 pm.*

*Cr D Proleta returned to the meeting at 6:16 pm.*

Moved Mayor G Aldridge

Seconded Cr D Proleta

1. That the report be noted.
2. That the Tourism & Visitor Sub Committee consider this report and make the following recommendations to the Innovation and Business Development Sub Committee.
  - a. The Proposed 3 Year Exhibition & Events Calendar be endorsed as contained in Attachment 2 to this report (TVSC 14/07/2020, Item No TVSC3)
  - b. Endorse the introduction and staging of a brand new community (nature play style) activity, “The Discover Salisbury Challenge” in December 2020, to kick off school holiday activations, whilst still enabling the appropriate management of social distance requirements, anticipating that they are still in place at the time.

**CARRIED**

*Mr D Waylen requested that the Minutes note that he voted against the Motion*

**OTHER BUSINESS**

Nil

**CLOSE**

The meeting closed at 6.17 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	1.1.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 July 2020
<b>PREV REFS</b>	Policy and Planning Committee 1.1.2 18/11/2019 Policy and Planning Committee 1.1.5 18/02/2019
<b>HEADING</b>	Community Safety Implementation Plan 2020/2021
<b>AUTHOR</b>	Julie Douglas, Senior Social Planner, Community Development
<b>CITY PLAN LINKS</b>	3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities. 3.2 Have interesting places where people want to be.
<b>SUMMARY</b>	This report provides an implementation plan for actions in Council's Community Safety Strategy to be delivered in 2020/2021.

#### **RECOMMENDATION**

1. That this report be received.
2. That the draft Community Safety Implementation Plan 2020/2021 as contained in Attachment 2 to this report (Policy and Planning 20/07/2020, Item No. 1.1.1) be endorsed.

#### **ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Community Safety Strategy
2. Community Safety Implementation Plan 2020/2021
3. Rize Above Violence Project Plan Flyer
4. Rize Above Violence Community Engagement Flyer
5. Community Safety Response Matrix

#### **1. BACKGROUND**

- 1.1 The City of Salisbury has a longstanding commitment to ensuring that the Salisbury Council area is a safe and welcoming community. Recognising that Council has an important role to play in contributing to community safety, Council endorsed its first community safety strategy, the Safer Salisbury Strategy, in 2013 to consolidate Council's various community safety roles within a strategic and operational framework.

- 1.2 Delivery against Council's first community safety strategy (Safer Salisbury Strategy 2013-2017) has embedded long term actions into Council's business operations, including:
- The development of strong regional partnerships;
  - The expansion of Council's CCTV network in the Salisbury CBD, community centres and libraries, St Kilda and Salisbury Oval;
  - Crime Prevention Through Environmental Design (CPTED) principles and place activation principles incorporated into the design and planning for public spaces;
  - Public realm renewal, ongoing maintenance and repair of public spaces - including the removal of graffiti and dumped rubbish;
  - Development and implementation of community awareness campaigns;
  - Drug and alcohol programs and partnerships;
  - Introduction of programs and activities for vulnerable community members, to build social connections and enhance their personal wellbeing and safety; and
  - Place activation initiatives.
- 1.3 The development of Council's second Community Safety Strategy (attachment 1) was undertaken in 2019 and endorsed by Council in November 2019. This new Strategy extends upon the work undertaken in the preceding Safer Salisbury Strategy, particularly its emphasis on collaborative partnerships; community awareness and primary prevention approaches to community safety; and public realm safety improvements.
- 1.4 The process for developing the second Community Safety Strategy was informed by a high level trend analysis of SAPol crime data for the Salisbury Council area and suburbs/small areas over an 8 year period to gain a better understanding of crime profiles and trends over time. This analysis showed that:
- 1.4.1 Offences per capita in the City of Salisbury were 26% higher than in South Australia overall. Offences per capita rates varied significantly between City of Salisbury suburbs.
- 1.4.2 On a per capita basis the suburbs/small areas with the highest overall rates of offending within the City of Salisbury are:
- Salisbury;
  - Burton / Non-Urban West; and
  - Para Hills West / Parafield / Salisbury South.
- 1.4.3 The majority of offences committed in the City of Salisbury over the previous 8 years have been:
- Theft and related offences (44% of all recorded offences since 2010/11);
  - Property damage and environmental (23% of all recorded offences since 2010/11).

- 1.5 Perceptions of community safety were canvassed in Council's 2018 Community Satisfaction Survey. Although more than half of the survey respondents (55%) indicated they felt safe in the Salisbury Council are, the main reason respondents felt unsafe was attributed to perceptions of the people in the area (38%). The most commonly identified locations respondents felt unsafe were train stations (18%, unchanged from 2016), everywhere or all areas (15%, up from 14% in 2016) and Parabanks (15%). When asked their particular reasons for feeling unsafe, respondents cited drug and alcohol problems (58%, up from 27% in 2016), hoons, gangs and youths loitering (50%, up from 27% in 2016) and home invasions/breakins (47%, up from 25% in 2016) as the main reasons.
- 1.6 Learnings gleaned from the review of the Safer Salisbury Strategy highlighted a need to balance longer term planned improvements to community safety and perceptions of safety, with a more reflexive approach with capability of responding to emerging crime and safety issues in the community. For this reason the second Community Safety Strategy was structured with the intention that annual priority implementation plans be developed to guide delivery and respond to arising issues.
- 1.7 Council has long taken an active role in community safety and crime prevention through the development of a broad range of partnerships, projects and initiatives that have sought to address crime and safety concerns. Council's approach recognises that community safety is a shared responsibility, with different agencies playing different roles. Most notably Council recognises that SAPol has the primary role in managing crime and community safety within South Australia. Accordingly, Council seeks to always work cooperatively and collaboratively with SAPol in matters of direct relevance to crime and community safety
- 1.8 The second Community Safety Strategy was endorsed by Council at its 18 November 2019 meeting. Council further resolved that:
- Staff develop an implementation strategy with detailed resource allocations and assign lead responsibilities, and staging of the actions for council consideration.*
- Resolution Number 0324/2019*
- 1.9 This report presents the first annual Community Safety Implementation Plan, which identifies actions staged for delivery in the 2020/ 2021 financial year.

## 2. REPORT

- 2.1 The Community Safety Strategy's framework reflects Council's diverse roles in responding to criminal offending trends and community safety issues, organising potential actions within the five main categories:
1. Promotion, education and awareness;
  2. Partnerships;
  3. Public and open space improvements;
  4. Activation;
  5. Targeted approaches to crime prevention.

- 2.2 The development of the 2020/2021 Community Safety Implementation Plan (attachment 2) was based on assessment of relevant actions under each category within the Community Safety Strategy taking into account current COVID-19 restrictions, crime and community safety issues within the community, as well as other commitments by Council which relate to actions within the Strategy – notably the significant capital works projects funded under Councils COVID-19 Infrastructure Recovery Program.
- 2.3 Actions within the Community Safety Implementation Plan have been developed across all categories, although it should be noted that actions under the Activation category have been selectively identified with cautious consideration of current and future potential COVID-19 restrictions on larger social gatherings and community engagement activities, and the Council resolution relating to rescheduling Council’s events program to 2021. However, this does not preclude activation events occurring as per normal business practices and *some* community events have still been included and will be implemented when, and in a manner, that ensures an appropriate and responsible level of safety for community and staff.
- 2.4 The 2020/2021 Implementation Plan includes the following activities:
- Undertaking significant public realm improvement projects that ensure our open and public places are renewed and designed to enhance community safety;
  - Further developing Council’s CCTV network;
  - Developing crime prevention information to the community and businesses;
  - Delivering community awareness campaigns and programs;
  - Partnering with local organisations to reduce family and domestic violence;
  - Developing and maintaining effective regional partnerships that build community capacity and promote community safety initiatives;
  - Continuing to undertake graffiti removal;
  - Managing the Salisbury Dry Zone;
  - Working with local organisations to address homelessness in the region; and
  - Developing a place activation approach to strengthen key destinations and linkages.
- 2.5 Priorities in the 2020/2021 Implementation Plan are:
- 2.5.1 **Public Realm Improvement Projects**
- Significant projects have been identified and funded under Council’s COVID-19 Infrastructure Recovery Program. A number of these projects have particular relevance to priorities in the Community Safety Strategy, as they variously incorporate public realm improvements in priority areas through the inclusion and application of CPTED principles in design; investigation into the use of Smart City technologies; support for active modes of transport; and improving safety at public transport waiting areas. These projects include:
- John Street and Church Street Improvement Project;

- Salisbury Oval Masterplan – Brown Tee Playspace and Reserve upgrade;
- Paddocks Masterplan implementation works;
- Concept design and construction of the Burton Community Hub;
- Public lighting upgrades and improvements;
- Bus Shelter Renewal and Bus Stop Improvement Program;
- CityWide Trails development – Jenkins Reserve to Carisbrooke Park; and Dry Creek, Pooraka; and
- Bicycle Network Improvements Program.

### 2.5.2 **Family and Domestic Violence Programs**

Relationships Australia SA, in partnership with the City of Salisbury, was one of 14 organisations nationally that were successful in winning federal funding under the *Community led projects to prevent violence against women and their children* funding program.

The successful program “Rize Above Violence” is a primary prevention initiative that is co-designed by the community and seeks to build skills and awareness in young people and their families, and diverse communities. The program seeks to address gender inequality, respectful relationships and domestic violence.

The program will cover four streams of projects (see attachment 3):

- Online respectful relationships program;
- In-school respectful relationships program;
- Youth development peer-mentor program; and
- Interactive Multimedia Hub website.

Community engagement is currently being undertaken to inform development of the content and structure of the program (engagement material is attached as attachment 4). The program is planned to continue for the next 3 years.

### 2.5.3 **Responding to homelessness in Salisbury**

In response to the rise in homelessness in the City of Salisbury, Council resolved to develop a Homelessness Strategy, which will be presented to Council in July 2020 following an Informal Strategy in early July 2020. Workshops with Council and representatives from the housing and homelessness service sector have led to a joint commitment to a “Salisbury Zero Project” approach, based on the Adelaide Zero Project.

To progress the Salisbury Zero Project, a funding application was submitted to the Homelessness Prevention Fund which proposed the development of an inter-agency collaborative and community based approach to implement the Zero Homelessness Approach in the City of Salisbury, to ensure that people who are rough sleeping have access to safe and affordable housing with the support they need to gain and sustain that housing.

If successful the project will commence with the development of a community action plan, involving key local agencies and stakeholders, which will be developed through a co-design process that will include:

- Stakeholder mapping;
- Co-facilitation of community forums;
- Building support for a by-name list;
- Refining scope and outcomes of the action plan;
- Providing training on the Zero Homelessness Approach;
- Developing tools and resources; and
- Establishing of appropriate governance structures.

The funding sought to develop the Salisbury Zero Project is \$418,000 for an initial period of 3 years. Note that if the funding submission is successful a budget bid will follow. In conjunction with the funding application and strategy development, Council is currently in negotiation with Anglicare SA to develop an assertive homelessness outreach service in Salisbury to respond more directly to homeless people rough sleeping in the Salisbury CBD.

#### 2.5.4 **Expanding Council's CCTV network**

Council is committed to expanding its CCTV network to improve safety and the perception of safety in public spaces and places. Some \$95,000 has been allocated across the CCTV program for the 2020/2021 financial year, which includes:

- Delivery of the CCTV camera network management and renewal program; and
- Implementation of the portable CCTV trial (focusing on hoon driving, illegal dumping, and graffiti);

- 2.6 It should be noted that although the Implementation Plan focuses on key activities and projects for delivery in 2020 /2021 this does not mean that council will not respond appropriately to other crime and community safety issues that arise. A Community Safety Response Matrix (attachment 5) has been developed to provide structured guidance to Council staff in identifying potential countermeasures and actions to be deployed for specific crime and safety issues.

### 3. **BUDGET AND RESOURCING**

- 3.1 The Community Safety Implementation Plan for delivery in the 2020/2021 financial year identifies 48 actions that include public realm improvement projects, community awareness campaigns, CCTV, graffiti removal, crime prevention through environmental design, domestic violence campaigns, homelessness prevention initiatives, community safety partnerships, drug and alcohol primary prevention programs, and active transport improvements and promotion.
- 3.2 Budget allocations for public realm improvement and capital works projects have been reported separately as part of Council's Community Safety Implementation Plan 2020/2021, as such they have not been included within the Community Safety Implementation Plan 2020/2021.



- 3.3 The budget allocated for actions identified in the Community Safety Implementation Plan totals \$1,624,650 for the 2020/2021 financial year. This figure includes \$622,000 in existing budget allocations, \$506,650 received from external funding sources, and \$496,000 currently being sought from external funding sources. It is noted that considerable staff resourcing is also involved in delivering actions within the Implementation Plan.

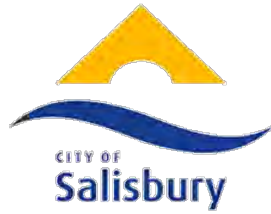
**4. CONCLUSION / PROPOSAL**

- 4.1 This report presents the 2020/2021 Community Safety Implementation Plan for Council consideration. The Plan provides a broad range of activities to be undertaken that respond to criminal offending or enhance community safety in the Salisbury local government area.
- 4.2 The Community Safety Implementation Plan represents a total investment of \$1,624,650 in various aspects of community safety.
- 4.3 Staff will continue to seek external funding opportunities as they arise to enable the development of community safety and crime prevention initiatives.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 13.07.2020





# CITY OF SALISBURY COMMUNITY SAFETY STRATEGY

Item 1.1.1 - Attachment 1 - Community Safety Strategy

## INTRODUCTION

Everyone wants to be safe and feel safe. The City of Salisbury recognises the importance of safety, and people's confidence in their safety, in the growth and development of our rich and diverse community. We want people to feel safe while living, working, studying and playing in Salisbury, so they can participate and enjoy in everything our city offers.

Safety affects every member of our community. Programs to improve safety in our city and across South Australia rely on strong partnerships between Council, SAPOL, local business, government and non-government services, community organisations and individuals. The City of Salisbury Community Safety Strategy (the Strategy) provides a platform for how the City of Salisbury works with the community and all stakeholders to address the complex crime and safety issues affecting our community. These partnerships are crucial for Council to share information, build awareness and maximise participation in the Strategy's programs.

The Strategy also helps Council make informed decisions about our priorities and provides evidence for our approaches to the state and Australian governments for grants and other funding.

This Strategy builds on many years of work in Salisbury to create and maintain safe environments for our community. In developing it we have spoken to stakeholders locally and around Australia, and examined how the best safety programs address safety problems and community concerns, to develop a plan that is suited to our city, our people and our needs.

## WHAT IS A SAFE COMMUNITY?

The Australian Safe Communities Foundation defines a safe community as:

*One in which all sectors of the community work together in a coordinated and collaborative way, forming partnerships to promote safety, manage risk, increase the overall safety of all its members and reduce the fear of harm. The key feature is the creation of a local infrastructure (i.e. coalition of community business, government and non-government leaders) that combine their resources and interests to address local concerns about injuries, crashes, anti-social behaviour and crime in a coordinated and sustainable manner.*

The City of Salisbury's Community Safety Strategy is based on our belief that a safe community is one in which people know they are at minimal risk from potential criminal or anti-social behaviour. In such a community, people are confident that the environments in which they live, work and play are safe. They feel they can use public spaces without constant worries about their safety and comfort.

Creating such a community can be achieved by reducing crime and anti-social behaviour through changes to the local environment, and tackling broader social and economic factors including poverty, unemployment, education and isolation.

The Council supports and works with our partners to address the underlying causes that influence safety outcomes, such as promoting social justice, eliminating discrimination and working towards a strong, connected and fair community.

## OUR APPROACH TO COMMUNITY SAFETY

Traditionally, the police and criminal justice systems have been at the forefront of crime prevention in the community. While they do a great job, much of their work deals with crime after it has occurred, rather than preventing it. For effective community safety, we have to work towards intervening before a crime is committed.

The role of local government in the community allows it to play an important role in community safety. Councils are much more than just providing basic services – they are about creating vibrant and liveable communities. Through reduced crime and a reduced fear of crime, people feel safer in their own community and subsequently, have a better quality of life.

Factors that contribute to a fear of crime including personally experiencing crime; being socio-economically disadvantaged and encountering conditions in the neighbourhood that are the result of crime such as graffiti, vandalism and litter; or the ongoing presence of people intoxicated by drugs or alcohol. These conditions can encourage some people to participate in crime, increasing the cost to Council to deal with graffiti, vandalism and other criminal activities. Other people may become less inclined to be out in their neighbourhood and participate in community life. Fewer people in the streets means less natural surveillance and can lead to further increases in crime.

For Councils to succeed in creating vibrant and liveable communities, they need to contribute to creating areas where crime is low and a high sense of trust and ownership of the neighbourhood is maintained by residents. The City of Salisbury is committed to building and maintaining safe environments for its community.

The Australian Government and state agencies all have vital roles in funding measures for crime prevention, research and projects, policy directions and a variety of social, health and community services. Our Council works with many of these agencies to achieve targets related to preventing crime, minimising violence and drug abuse, and making public spaces as safe as possible so people can enjoy the social, health, recreational and other benefits.

In South Australia, SAPOL is the lead agency for crime prevention and a major partner in Council's efforts to create safe environments. Council's approach to community safety recognises that there are many situations where Council does not have the authority to act, but it can still support SAPOL and other organisations in their work.

The Australian Institute of Criminology wrote<sup>1</sup> in 2015 that:

*In Australia, crime prevention is primarily the responsibility of state and territory governments. What is less well understood is the significant role of local government in developing and delivering crime prevention at the community level.*

Local government has delivered community safety and crime prevention programs and services for many years. It is also better placed than other tiers of government to understand and reflect the needs and problems of local communities. The Australian Institute of Criminology also recognises that:

- most crime is very local in nature, and there is growing evidence about the increased effectiveness of crime prevention activities developed at a local level

<sup>1</sup> Australian Institute of Criminology, 2015, 'Trends and issues in crime and criminal justice'

- local government is well placed to coordinate and manage crime prevention and community safety responses across the community through its existing mechanisms
- local government frequently has the most appropriate management infrastructure and skill base for co-ordinating multi-agency programs.

The City of Salisbury delivers many services that directly affect its community and the community’s perceived and actual safety concerns. Its activity includes the provision of infrastructure, programs and service delivery, emergency responses, information provision and collaborative initiatives.

### Council’s community safety contribution

Council undertakes a wide range of roles and functions that contribute to reducing crime and enhancing community safety, which includes:

- The design and activation of parks, reserves and public realm spaces
- Implementation of Crime Prevention Through Environmental Design (CPTED) principles
- CCTV camera network
- Graffiti management
- Street and public lighting
- Traffic and speed management initiatives
- Active transport initiatives
- Dog management
- Dry Zone management
- Alcohol and other drug education and primary prevention initiatives
- Removal of illegally dumped rubbish
- Participation in local and regional community safety networks.

Public realm and open space design	<ul style="list-style-type: none"> <li>• Designs, maintains and improves centres and public places that are safe, enjoyable and attractive and promote community interaction and wellbeing</li> </ul>
Place management	<ul style="list-style-type: none"> <li>• Responds to graffiti, illegal dumping and hoon behaviour</li> <li>• Manages a team of inspectors to ensure compliance with legislation and by-laws</li> <li>• Works with SAPOL and other organisations to reduce crime and improve community safety</li> <li>• Manages dog and cat, nuisance and, food safety and other legislation</li> </ul>
Place Activation	<ul style="list-style-type: none"> <li>• Provides community events that add to the community and cultural life of the City of Salisbury</li> <li>• Provides grants to enable other organisations to provide public events that increase place activation and community participation</li> </ul>
Land use planning	<ul style="list-style-type: none"> <li>• Undertakes a regulatory role in assessing development (including applying the principles of safer design and</li> </ul>

	<p>crime prevention)</p> <ul style="list-style-type: none"> <li>• Develops and implements local strategies, plans and policies that promote a safe and connected community</li> <li>• Has a role in liquor licence application processes</li> </ul>
Health and wellbeing	<ul style="list-style-type: none"> <li>• Provides libraries, community and youth centres, aged care infrastructure and recreation facilities, many of which are free or subsidised to access</li> <li>• Provides community services and community capacity building-based programs and strategies that address local safety issues, social cohesion and social connection</li> </ul>
Community partnerships	<ul style="list-style-type: none"> <li>• Facilitates and participates in partnership groups aiming to improve Infrastructure, health, social justice and wellbeing outcomes</li> </ul>
Emergency and hazard management	<ul style="list-style-type: none"> <li>• Plans and responds to emergency management and hazard risks</li> </ul>

## DEVELOPMENT OF THE COMMUNITY SAFETY STRATEGY

The preparation of the City of Salisbury Community Safety Strategy has been informed by:

- a review of Australian Bureau of Statistics Census population data
- a review of current and trending safety data, including injury, crime, road safety, alcohol and other drugs, and perceptions of safety survey information
- an examination of national and international policies, programs and initiatives designed to improve safety and security outcomes
- a review of actions and lessons from the 2013-2017 Safer Salisbury Action Plan
- research of best-practice community safety initiatives from other national and international cities
- discussions with council staff and engagement with partners such as the Salisbury Business Association, Salisbury Seniors Alliance, Salisbury Youth Council, Reconciliation Action Plan Working Group, Disability Access and Inclusion Network, St Kilda Progress Association and SAPOL.

## SAFER SALISBURY STRATEGY AND ACTION PLAN 2013-2017

The City of Salisbury Community Safety Strategy replaces Safer Salisbury Strategy and Action Plan 2013-2017.

A review of the Safer Salisbury Strategy and Action Plan 2013-2017 and its achievements noted that many actions (28 of the 57 actions) are now part of the standard work functions in the relevant council teams. Strong emphasis has also been

placed on the creation of local partnerships and on actively seeking funding for programs and initiatives.

There has been success in ongoing partnerships such as the SA Police Regional Community Safety Committee, Northern Adelaide Local Drug Action Team (of which the City of Salisbury is the principal partner), National Motor Vehicle Theft Reduction Council, and the Northern Homelessness and Violence against Women Collaboration. Funding has been secured for initiatives relating to domestic and family violence, alcohol and drug abuse, and preventing motor vehicle theft.

Other achievements from the Safer Salisbury Strategy and Action Plan 2013-2017 include:

- development of strong regional partnerships
- expansion of Council's CCTV network in the Salisbury CBD, community centres and libraries, St Kilda and Salisbury Oval
- Crime Prevention through Environmental Design (CPTED) principles and place activation principles incorporated into the design and planning for public spaces
- ongoing maintenance and repair of public spaces, including the removal of graffiti and dumped rubbish
- development and implementation of community awareness campaigns
- introduction of programs and activities for vulnerable community members, to build social connections and enhance their personal wellbeing and safety
- several public space improvement and redevelopment projects.

## CONTRIBUTING TO OUR CITY VISION

City Plan 2030 is the blueprint for the Council's vision for "Salisbury - a flourishing City with opportunity for all".

The City Plan contains four key directions:

- **Prosperous City** – driving economic growth, creating more jobs, providing people with skills and knowledge to connect to those jobs and sustainably increasing our population.
- **Sustainable City** - a place where people actively experience and care for their natural environment, where green industries thrive and our urban and natural spaces are adaptive to future changes in climate.
- **Liveable City** - a welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It's a City with interesting places and experiences.
- **Enabling Excellence** – a council where people work because that can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.

The Community Safety Strategy supports the key directions by:



- helping create a city that has lively, safe and engaging spaces for all to enjoy, in turn generating economic activity
- promoting high-quality urban design, enhancing safety and amenity in the built environment
- fostering safe and accessible travel on road, walking and cycling networks and around public transport hubs and centres
- highlighting and promoting integrated approaches to creating resilient local communities that are strengthened by social connections and fewer social barriers
- promoting respectful behaviour and addressing issues of violence in the family and wider community
- fostering a range of robust partnerships that maximise impact through collaboration and the sharing of knowledge and resources
- analysing trends in local crime data and community indicators to identify areas of risk and areas of resilience and strength, and using data to inform evidence-based decision-making.

## OUR CITY SNAPSHOT

### Population composition and growth

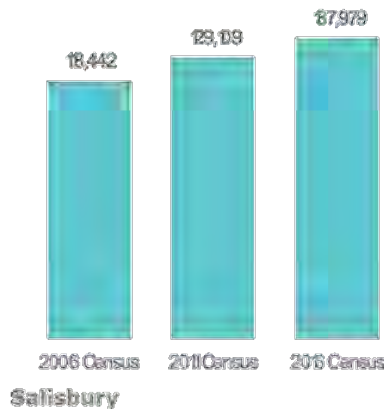
The City of Salisbury is in Adelaide's northern suburbs, about 25 km from the Adelaide city centre. It shares boundaries with the City of Playford to the north, the City of Tea Tree Gully to the east, and the City of Port Adelaide Enfield in the south. Gulf St Vincent is to the west. The City has an area of 160 square kilometres that encompasses large tracts of residential development along with substantial industrial, commercial and rural areas.

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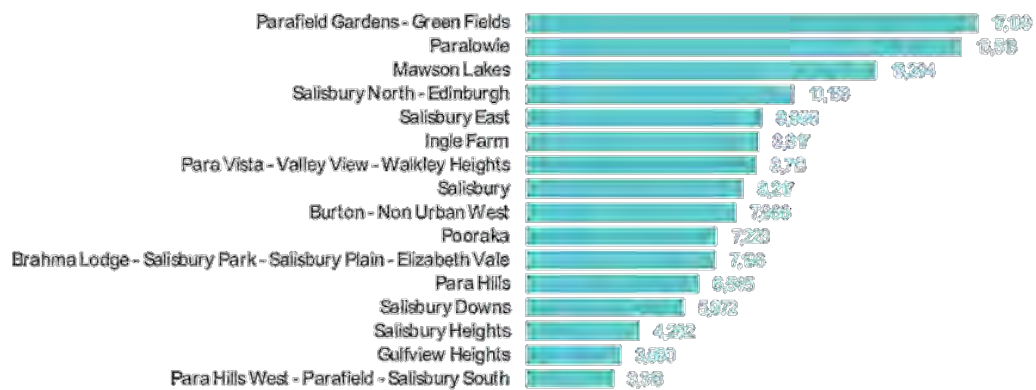


The City of Salisbury has a population of 137,979 (ABS 2016).<sup>2</sup> The population is increasing by about 1.6% a year, well above the state average of 1.1%. The largest increases in recent years have occurred within the suburbs of Mawson Lakes, Salisbury Downs and Burton. The suburbs with the most residents are Parafield Gardens - Green Fields (17,109) and Paralowie (16,518).

Population growth in the City of



Population by area (2016 ABS Census)



The first people associated with the Salisbury area are the Kurna people. According to the Australian Bureau of Statistics' 2016 Census data, the Council is now home to 2,749 people of Aboriginal or Torres Strait Islander origin (313 more than in 2011), representing 2% of the City population. Across Greater Adelaide, 1.3% of the population is of Aboriginal or Torres Strait Islander origin.

The median age of people in the City of Salisbury is 35 years (compared to a South Australian median of 40 years). Children aged 0-14 years make up 19.7% of the population, young people aged 15-24 make up 13.5%, and people aged 65 years and over 14.2%. The proportion of children and young people in the population is higher

<sup>2</sup> Data is from the Australian Bureau of Statistics, Census of Population and Housing 2016, unless otherwise noted. (Data compiled by atlas.id.)

than that of Greater Adelaide and the proportion of older people is smaller. However, the proportion of older people is growing and this needs to be considered as older residents are generally more vulnerable to the impacts of crime.

Almost one-third (31.0%) of people were born overseas and 20% arrived in Australia within the five years to 2016. The largest groups of overseas-born people are those from the United Kingdom (9,340 people), India (3,613), Vietnam (3,540) and Afghanistan.

Salisbury has a high proportion of people in the community who come from a diverse range of countries. This diversity is important for safety planning: people from other cultures, and whose first language is not English, may have limited capacity to understand information about crime prevention, safety services and their rights which is often only provided in English.

### How does population data affect our safety planning?

The City of Salisbury collects and examines data such as population statistics because this information lies at the foundation of planning for roads and transport, parking and social services, community centres and open spaces – and the safety of the people who use them. For example, analysis of the 2016 Census data and other statistics has important messages for a city that wants to improve the safety and wellbeing of its people.

- As a council, we must consider the needs of the many City of Salisbury residents who face challenges such as mental health, financial stress, substance abuse and addiction, domestic violence, unemployment, homelessness and access to education and health services.
- We have a much younger population than either South Australia or Australia, with higher proportions of children and young people aged 0-25 years. Children and young people seek opportunities to participate in community life but are vulnerable to becoming disengaged and excluded.
- We have more people living in our city who were born overseas than either South Australia or Australia. A complex and diverse population can increase the likelihood of incidents of racially motivated intolerance.
- Our proportion of older people is increasing. Older people are more likely to suffer injuries at home, may be more socially isolated, and have more health issues that could affect their safety, or perceived safety, in public places.
- Our city has a proportion of families with children that is above the state average. Families with children have concerns for the safety of children in the community.

### OUR SAFETY SNAPSHOT

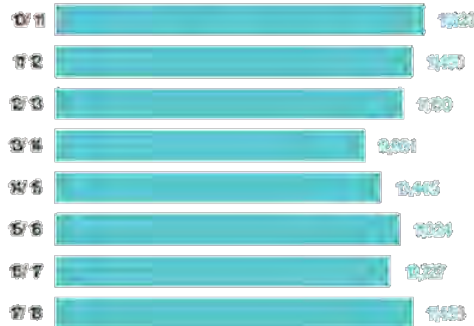
SAPOL records and publishes crime statistics for South Australia. Annual crime statistics for reported offences between 2010/11 and 2017-18<sup>3</sup> financial years was analysed to inform this Strategy's actions.

There were 11,458 reported offences in the City of Salisbury in 2017/18, the average over the eight years was 11,003 offences a year. Most of the offences have been against

<sup>3</sup> <https://data.sa.gov.au/data/dataset/crime-statistics>

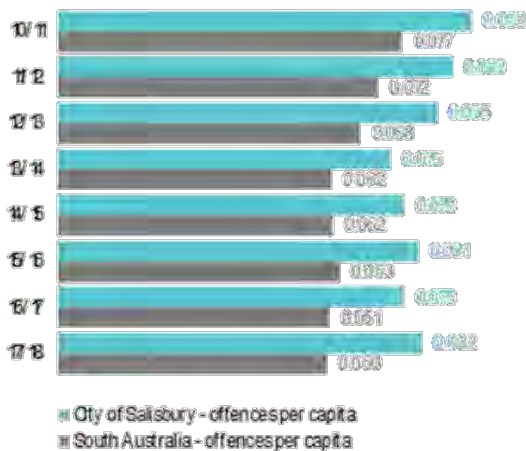
property (theft, property damage, etc.) with 19% against the person. This is a similar proportion to South Australia as a whole.

**Number of reported offences in the City of Salisbury**



Offence data across the last eight years, shows there are consistently more offences per capita population in the City of Salisbury when compared with South Australia, 26% more on average. The gap in offences per capita has grown from 21% in 2010/11 financial year to 36% in 2017/18.

**Comparison of offences per capita between the City of Salisbury and South Australia**



**Types of offences**

While there has been a general trend of fewer offences in South Australia, the number in the City of Salisbury increased from 2016/17 to 2017/18. There is a marked increase in 'robbery and related offences' and 'fraud, deception and related offences' which, while

small in total numbers, are respectively 63% and 32% above the rates for South Australia.

In 2017/18, the highest number of offences was reported in the 'theft and related offences' (50% of all reported offences), 'property damage and environmental', and 'acts intended to cause injury' categories. Reported theft offences increased from 4,490 in 2010/11 to 5,770 in 2017/18. The number of reported property damage offences dropped from 3,355 in 2010/11 to 2,112 in 2017/18. Similar numbers of offences in the 'Acts intended to cause injury' category was reported in 2010/11 (1,592) and 2017/18 (1,517).

In addition to SAPOL reported offence figures, Council receives community safety complaints and maintenance requests relating to graffiti, vandalism, property damage and the illegal dumping of rubbish.

### How does crime data affect our safety planning?

As with the population data, statistics about crime are essential to identifying the measures we need to try in order to reduce crime – in consultation with SAPOL and other partners – and to improve the safety of everyone in our community. Safety isn't all about crime, but crime data does reveal many of the factors that influence how people feel about their safety at home and in public places.

Important considerations are:

- In the last eight years the gap in offences per capita between the City of Salisbury and South Australia has widened.
- Offences such as robbery and theft occur more frequently in the City of Salisbury than across the state, and they occur more in some parts of the city than others.
- Offence rates per capita differ significantly between the suburbs in the City of Salisbury and therefore response needs to be tailored to locations.
- Over the past eight years, there has been a decrease in the number of annual offences classed as: 'robbery and related offences', 'property damage and environmental', 'serious and criminal trespass'.<sup>4</sup>
- Over the past eight years, there has been an increase in the number of annual offences classed as 'theft and related offences', 'fraud deception and related offences'.<sup>5</sup>
- Lighting and surveillance at train stations and transit stops has improved, but there is still poor perception of personal security in these areas in the community. People who panhandle at and near stations are of particular concern to public transport users.
- Use of public transport is affected by real and perceived safety factors – and if people don't have alternative transport options, this is an issue with implications for employment, income and other aspects of community life.

<sup>4</sup> It is noted that this may be in part attributable to changes in the Australian and New Zealand Standard Offence Classification (ANZSOC previously ASOC) to overcome differences in legal offence definitions across states and territories.

<sup>5</sup> It is noted that this may be in part attributable to changes in the Australian and New Zealand Standard Offence Classification (ANZSOC previously ASOC) to overcome differences in legal offence definitions across states and territories.

## How are we responding to community safety concerns?

A person's perception of their safety or confidence that they are 'safe' is unique to them. It can be influenced by factors such as recent or past events, personality, experience, and media and social media reports and coverage. It can affect a person's expectation that they will become a victim of a crime or anti-social activity, and as a result to their own attitudes and behaviour, so that two apparently similar people visiting the same place at the same time may have very different feelings about being there.

The City of Salisbury regularly engages an independent consultant to undertake surveys of our residents. Our most recent survey conducted in 2018<sup>6</sup> provided feedback on a range of matters, including the perception of safety in our city:

- The overall feeling of safety score across the city was 6.2 out of 10. This is considered to be a moderate rating; however, it is down from 7.1 in 2016.
- The most common reasons for people feeling unsafe were 'people in the area', 'break-ins', 'crime', 'drugs and alcohol', and 'hoons'. The largest group that felt unsafe due to 'people in the area' were aged between 25 and 34.
- The most common answer for where people were feeling unsafe was the train station (18% of respondents). This has improved from 2012 when 31% felt unsafe there. The second most common answer was 'everywhere' (15% of all respondents) and Parabanks Shopping Centre (14% of all respondents).
- The main reasons people felt unsafe were related to drug and alcohol problems (up to 58% from 27% in 2012) and hoons, gangs and youths loitering (up to 50% from 27% in 2016).
- Fear of home invasion and appearance of vandalism and violence by youth were also strong reasons for feeling unsafe.

The City of Salisbury understands that people's perceptions of their environments are a critical ingredient in their safety, health and wellbeing. We want our city to be a socially and culturally vibrant area in which everyone – young and older, English speaking and from CALD communities – can participate in activities without fear or anxiety. This data gives us a foundation from which we can work with our partners to plan, design, introduce and evaluate evidence-based strategies, programs and services to reduce crime and anti-social behaviour and make everyone feel safer in our city.

<sup>6</sup> McGregor Tan, 2018, City of Salisbury Community Satisfaction Survey Report

## CITY OF SALISBURY'S SAFETY ACTIONS

The City of Salisbury has grouped actions and activities which will target safety issues into five areas, each of which will include a range of measures to influence safety in our communities. On an annual basis, we will develop projects in these areas throughout our budgeting process.

<p><b>Promotion, education and awareness</b></p>	<p>The City of Salisbury is committed to improving the safety of its residents, visitors and business community. It will work with SAPOL and other partners to identify and use the best available technology and resources, to provide the best online, physical and other programs and information to make people as safe as possible – and to feel safe and comfortable – at home and in the city's public spaces.</p>
<p><b>Partnerships</b></p>	<p>Safety is an issue that concerns all of us. The City of Salisbury will continue working with partners such as SAPOL, government agencies and not-for-profits to capitalise on their resources and expertise to identify issues and concerns, and to develop targeted, evidence-based collaborative initiatives and projects.</p>
<p><b>Public and open space improvements</b></p>	<p>Understanding why people do (and don't) visit public spaces is critical to ensuring those places continue to attract visitors and users. The City of Salisbury will continue to work with its partners to explore visitation trends and identify what can be done to make public spaces safer and more appealing. The City of Salisbury will continue to identify priority improvement projects that will make our public spaces safer, more inviting and vibrant.</p>
<p><b>Activation</b></p>	<p>Events bring people to public spaces, and in turn boost public safety through increased surveillance. The City of Salisbury will investigate what is working to attract people to events in the city, and what can be done to increase the activity for the whole community and for young people, especially at night and in the winter months. The City of Salisbury will continue to promote a dedicated approach to making place improvements, helping places develop local economies and a community of local users.</p>
<p><b>Targeted approach to crime prevention</b></p>	<p>The City of Salisbury will continue to work with SAPOL and other partners to identify location-specific crime issues. In partnership with other agencies, we will develop a targeted approach to prevent and address crime, so that people feel safe and comfortable across the city.</p>



## ACTION LIST

### Promotion, education and awareness

#### 1. Promote Crime Prevention through Environmental Design (CPTED) principles through training, information and application in design.

CPTED (Crime Prevention through Environmental Design) principles are the basis of Council's design and planning for public spaces, master planning and structure planning projects and development assessment, and are applied across policies and programs.

- Apply CPTED principles (and Safety in Design and Universal Design principles) in project design and delivery.
- Train staff to apply CPTED, Safety in Design and Universal Design principles.
- Deliver targeted programs such as offering free CPTED and crime prevention resources to local organisations and businesses.

#### 2. Investigate the use of Smart City technologies to enhance community safety.

Cities and organisations around the world are benefiting from shared data and information. More than 85% of Australians use mobile phones and 69% of people living in the City of Salisbury have access to the internet. Smart City technology and personal electronic devices can now be used for more effective car parking control, lighting systems, data collection, and information sharing, to increase efficiency and boost customer engagement.

- Investigate how Smart City technologies are used elsewhere to enhance community safety.
- Implement appropriate Smart City technologies to improve community safety and awareness.

#### 3. Use Council publications and local media to raise awareness of crime prevention strategies and promote safety in the City of Salisbury.

- Use media and publications to raise awareness of personal safety considerations, the impacts of drug and alcohol, and crime issues; address stereotypes; and promote equity across social and cultural groups.
- Develop a targeted approach to providing information to reach individuals in culturally diverse communities and businesses.
- Work with local and regional media to promote through print, online and other platforms the City of Salisbury's assets and stories to build a positive identity and pride.

#### **4. Deliver education and awareness campaigns to reduce theft and break-ins.**

- Continue awareness campaigns such as Operation Bounce Back under current or future grant funding streams including the National Motor Vehicle Theft Reduction Council.
- Working with SAPOL and crime data, develop targeted awareness campaigns to engage all members and groups within the community to reduce local theft and break-ins.

#### **5. Deliver education and awareness campaigns to promote internet and mobile phone safety.**

- Develop and deliver targeted campaigns to increase awareness of and prevention of cyber bullying, identity theft, eCommerce fraud, tracking and the use of malicious apps on phones.
- Review the benefits of eSmart Libraries accreditation, which aims to equip libraries and communities with the skills needed for smart, safe and responsible use of technology, and implement as appropriate.

#### **6. Participate in campaigns and programs to address domestic and family violence.**

- Achieve White Ribbon accreditation and continue to participate in White Ribbon Day and 16 Days of Activism Against Gender-Based Violence.
- Participate in other initiatives that raise awareness of the causes and reduce the prevalence of domestic and family violence.
- Promote gender equity and family violence information using Council publications and local media outlets.

#### **7. Support Council and community centre staff in raising awareness of personal safety issues.**

- Assist Council and community centre staff in working with the community to gather and provide information about personal safety and security.
- Develop centralised safety campaigns that can be run through community libraries and centres.

#### **8. Review existing emergency management framework, including increased public awareness and resilience.**

There are expectations for councils and government agencies to prepare and implement emergency and hazard management plans. These can be valuable resources for communicating risks and raising awareness of and identifying responses to bush fires, heatwaves, storms, floods and other catastrophic events.

- Review existing awareness and advisory campaigns and best-practice methods of responding to emergency events.

- Review Council's approach to emergency awareness, management and response.

## Partnerships

### 9. Identify, facilitate, participate in and support current external partnership networks and programs that effectively promote community capacity, safety and crime prevention initiatives.

Safe communities depend on local partnerships between community, government and non-government organisations that share information and combine resources, knowledge and capacities to address local concerns about the physical environment, anti-social behaviour and crime. Such partnerships evolve or change over time; Council should ensure it is gaining maximum value of these partnerships for the community.

- Continue collaborating with SAPOL.
- Participate in effective committees, groups and forums such as the SAPOL Northern District Community Safety Committee, SAPOL Operation NOMAD, Community Safety Coordination Group, State Emergency Management Committee, Northern Adelaide Local Drug Action Team and Northern Homelessness and Violence against Women Collaboration.
- Maintain partnerships with and support local Neighbourhood Watch groups.

### 10. Support local organisations and agencies that work to reduce domestic and family violence and anti-social behaviour.

The City of Salisbury currently works with partners such as the Violence Against Women Collaboration to reduce domestic violence and anti-social behaviour. The South Australian Government leads a Multi-Agency Protection Service to address domestic violence and Council actively participates in the activities of domestic violence networks and programs. The Council should maintain participation in these and other networks and programs aiming to reduce domestic and family violence and anti-social behaviour.

### 11. Leadership in local, regional and national initiatives that help Council reduce violence, theft, fraud, and alcohol and drug abuse.

- Continue to support initiatives and campaigns from SAPOL, state government and non-government organisations that raise awareness, reduce harm levels and provide pathways out of violence, addiction and crime.
- Continue leadership role in the Northern Adelaide Local Drug Action Team and Alcohol and Drug Foundation prevention and awareness programs.
- Deliver primary prevention programs aimed at reducing alcohol and other drug (AOD) harm in the community.

- Collaborate with national, regional and local partners to reduce motor vehicle theft crime.

### **12. Advocate to public transport providers for more surveillance of and safety measures at public transport and waiting areas.**

Public transport is a valuable asset, particularly for young people, elderly and those who do not own a vehicle (which is higher in the City of Salisbury than across Adelaide). There is public concern about their safety when walking to and from public transport interchanges and stops. There is a need for better design, improved infrastructure, passive surveillance, consistent management and security practices, lighting and regular security surveillance.

- Continue to maintain public transport assets where existing agreements are in place.
- Audit key public transport waiting areas and interchanges to identify issues and roles/responsibilities in making improvements.
- Advocate to State Government and public transport operators to improve safety at public transport waiting areas.
- Advocate for upgrades to public transport assets, particularly main transport nodes such as Salisbury Interchange.
- Increase positive activation at train stations and interchanges to encourage community safety.

## **Public and open space improvements**

### **13. Review current safety and security improvement needs and develop projects to address issues at priority locations.**

Understanding why people may not feel safe in public areas is the key to introducing effective ways to boost the use of such areas. Safety audits can be used to identify issues and concerns. Providing and maintaining lighting, signage, landscaping and visible CCTV, user-focused building design and passive surveillance can all contribute to the sense of personal security.

- Develop an approach to identify safety issues for public spaces and streets.
- Establish priority locations and carry out safety and security audits to identify improvement needs and projects for:
  - Preferred walking routes to public transport interchanges and busy bus stops; libraries and other community centres; and town and retail centres
  - Public toilets
  - Open spaces.

#### **14. Develop online tools/phone app for community-based safety audits.**

Council can capture community safety concerns through an on-line tool or phone app. A convenient, user-focused tool will gather georeferenced data and information about Council's streets and public open spaces to improve facilities and projects.

- Investigate how online tools and phone apps can be used to gather community concerns about safety issues.
- Investigate options for an online tool or phone app.

#### **15. Scope public realm improvement projects at priority areas.**

The quality of public realm, excellence in design and attractiveness of public spaces have a large impact on the success of places, the number of visitors they attract and how people interface with spaces.

- Review the needs and explore redevelopment opportunities for priority areas.
- Explore innovative pedestrian lighting treatments at key destinations across the City.
- Seek funding contributions from state and Australian governments.
- Continue with planned improvements for the Salisbury City Centre area.

### **Activation**

#### **16. Establish a place management approach to strengthen key local destinations.**

Dedicated place management approaches can bring places to life by bringing regular events, promotions, marketing campaigns and temporary installations; attracting new tenants; and advocating for incremental improvements to public spaces. Place management can be delivered by Council, private or voluntary organisations, or a combination of each. Place management can involve Council, private and/or voluntary organisations and users to activate places according to their unique character and identity.

- Expand work with the Salisbury Business Association to increase activation at Salisbury City Centre and to address safety issues.
- Continue working with the St Kilda Progress Association to increase activation of St Kilda and address safety issues.
- Consider developing ongoing place management approaches, models and arrangements for other key local destinations.

#### **17. Invest in events to attract more people to key streets and public spaces.**

There is a limited number of events in the City of Salisbury in the winter months and at night. There are also few restaurants open at night, leading to little evening social and economic activity. Consideration can be given to extending programming and events, focussing on regular and ongoing programs that use

existing resources and can be delivered at low cost (for example, monthly cultural presentations of song and dance).

- Establish opportunities for more events in the City of Salisbury, particularly at night and in the winter months.
- Review current events and programs that take place in public spaces, at Council buildings, community centres and libraries, and consider opportunities for other events that can be delivered on an ongoing basis.
- Promote Council's Community Event Sponsorship Program for the delivery of ongoing events by third parties.

### **18. Develop public space activities and events for youth.**

The interests of young people vary greatly from those of children and adults and need special consideration to increase the opportunities for young people to engage in rewarding activities and community life. A review and identification of existing and possible initiatives, with a focus on public space activation and youth engagement, will strengthen Council's role in youth services while contributing to the community safety agenda.

- Youth Arts Markets
- Gaming competitions
- Employment forums
- Music events
- Skate park events

### **19. Identify community placemaking opportunities to increase street activation and the sense of ownership of local areas.**

As many as 30% of premises in Australian cities are vacant or underutilised (the Neighbourhood Project.org). Community-led placemaking can help transform a space and improve neighbourhood resilience and cohesion. Examples include street art/murals, changeable interactive displays, small markets, pop-up parks and parklet initiatives.

- Investigate opportunities for expanding Council's Community Grants Program to support community-led placemaking projects and activities.
- Continue a coordinated approach to community placemaking through projects such as a street art program, as part of a public art framework.

### **20. Support programs and events that celebrate the City of Salisbury's diverse community demographic.**

The City of Salisbury has a growing culturally and linguistically diverse community. Breaking down stereotypes and increasing the understanding and awareness of cultures can reduce racial discrimination and associated hate crime.

- Build upon Council's existing Community Event Sponsorship Program to expand the opportunities for intercultural programs and events in public places.
- Evaluate the need for wayfinding signage in non-English languages.
- Consider a grants program for co-funding intercultural activities and events that can be brought to a broader community.

**21. Support and promote active modes of transport to promote place activation.**

Continuing to develop useful and attractive walking and cycling conditions and supporting local cycling and walking groups will encourage more people to travel by foot, bike and bus, and in turn make streets safer through passive surveillance.

**Targeted approach to crime prevention****22. Annually review crime statistics to better understand and manage crime and to develop location-specific responses.**

The types and frequency of crime vary across the City of Salisbury and over time. It is important to work with SAPOL to regularly review and analyse crime data and develop targeted actions to address issues.

- Annually review crime data and work with SAPOL and other partners to interpret the data.
- Identify location-specific targeted actions to prevent crime.

**23. Develop, manage and maintain the City of Salisbury's CCTV safety camera network in public space zones.**

CCTV is an important tool in crime prevention and criminal investigation. Council's existing CCTV network incorporates the Salisbury City Centre, community centres and libraries, St Kilda, and Salisbury Oval. A CCTV network requires significant ongoing resources for monitoring, management and liaison. Grant funding is available but has significantly decreased in recent years.

- Manage and maintain the existing CCTV safety camera network.
- Develop an annual plan for CCTV expansion to priority sites.
- Develop a policy position on the CCTV network, addressing issues such as signage, the use of mobile CCTV, and the need for expansion.

**24. Continue removing and managing graffiti.**

Council has dedicated in-house team of staff and volunteer for managing graffiti across the city. This team is responsible for the prompt response to and removal of graffiti, and for actions to identify taggers and reduce repeat offences. Removing graffiti promptly is important for local perception and acts as a deterrent. Current programs must be continued, along with investigation of a program that may facilitate legal street art and pathways for tagging offenders.

### **25. Provide diverse programs and services to engage with young people.**

- Continue participation in inter-council networks and regional networks to share information and work together to provide education and training opportunities and employment pathways for young people.
- Develop programs and partnerships that help young people improve their life skills, respect and understanding of others, involvement in sport and recreation, and mental wellbeing, in accordance with the Youth Strategic Action Plan 2017-2021 and aligned with other council strategies and plans.
- School holiday programs and after school programs
- Youth enterprise development programs

### **26. Maintain the Salisbury City Centre Dry Zone.**

The Salisbury Town Centre's dry zone prohibits the possession and consumption of alcohol in public places. Increasing positive place activation and raising community awareness of the Dry Zone restrictions will better support the Salisbury City Centre as a safe and vibrant environment.

- Provide a diverse range of activities and events within the Salisbury City Centre to increase visitation and participation.
- Increase community awareness of the Salisbury Dry Zone.
- Develop inter-agency responses to Alcohol and other Drug (AOD) issues impacting upon the Salisbury Dry Zone.

### **27. Work with community agencies to support homeless people and address homelessness.**

Homeless people are often at high risk of victimisation from other homeless people and the public. Many studies found that homeless people are more likely to experience violence and to be victims of theft.

- Work with and support partners to address the significant issues of youth homelessness, as identified as a priority action in the City of Salisbury Youth Strategic Action Plan.
- Continue to work with government agencies and partners to provide information and support for homeless people seeking permanent accommodation.
- Advocate for adequate government funding and resources for organisations and agencies that assist homeless people and for programs to reduce homelessness and rough sleeping.

### **28. Continue to implement traffic and speed management initiatives.**

Speeding traffic and unsafe travel behaviour are often raised as a key safety concerns in the City of Salisbury. Council has a proactive monitoring programme of over 4,000 sites across the city that measure traffic speed and numbers, in addition to undertaking reactive measurements for identified hot spots. This information is used to investigate unsafe traffic behaviour and design traffic control devices that are installed through our transport programmes.

- Implement the School Traffic Framework to identify traffic improvements around schools.



- Implement the Road Safety Framework to improve road safety on Council and DPTI owned roads within City of Salisbury.





## COMMUNITY SAFETY IMPLEMENTATION PLAN – 2020/2021

Priority Area	Strategy	Action	Budget & Resourcing	Delivery Responsibility (Division)		Staging Timeline*			
				Leader	Contributor	Q1	Q2	Q3	Q4
<b>1. Promotion, Education and Awareness</b>	1.1 Promote Crime Prevention through Environmental Design (CPTED) principles through training, information and application in design.	1.1.1 Apply CPTED principles (and Safety in Design and Universal Design principles) in project design and delivery.	Staff resources	Infrastructure Management (CI)	Economic Development & Urban Policy (CiD) & Strategic Development Projects (CiD)				
		1.1.2 Develop and provide CPTED and crime prevention resources to local organisations and businesses.	\$2,000 Community Planning budget	Community Planning (COD)	Community Experience & Relationships (BE)				
	1.2. Use Council publications and local media to raise awareness of crime prevention strategies and promote safety in the City of Salisbury.	1.2.1 Develop community safety awareness and crime prevention resources for use in Council social media and publications.	\$2,500 Community Planning budget	Community Planning (COD)	Community Experience & Relationships (BE)				
		1.2.2 Develop multicultural community safety awareness and crime prevention resources for culturally diverse communities & businesses.	\$2,500 Community Planning budget	Community Health & Wellbeing (COD)	Community Planning (COD) & Community Experience & Relationships (BE)				



## COMMUNITY SAFETY IMPLEMENTATION PLAN – 2020/2021

Priority Area	Strategy	Action	Budget & Resourcing	Delivery Responsibility (Division)		Staging Timeline*			
				Leader	Contributor	Q1	Q2	Q3	Q4
		1.2.3 Work with local and regional media to promote the City of Salisbury’s assets and stories to build a positive identity and pride.	Staff resources	Community Experience & Relationships (BE)					
	1.3. Deliver education and awareness campaigns to reduce theft and break-ins.	1.3.1 Develop and implement community awareness campaigns targeting motor vehicle theft and crime.	\$10,000 tbc Funding on application to National Motor Vehicle Theft Reduction Council	Community Capacity & Learning (COD)	Community Planning (COD)				
		1.3.2 Seek funding opportunities to provide information and awareness raising resources to community and businesses.	Staff resources	Community Planning (COD)					
		1.3.3 Work with SAPOL use crime data to develop targeted awareness campaigns targeting theft and break-ins crimes.	Staff resources	Community Planning (COD)					
	1.4. Participate in campaigns and programs to address domestic and family violence.	1.4.1 Host a domestic violence forum during the 16 Days of Activism Against Gender-Based Violence, in partnership with Northern Homelessness & Violence Against Women Collaboration.	\$2,000 Community Planning budget	Community Capacity & Learning (COD)	Community Planning (COD)				
		1.4.2 In partnership with Relationships Australia SA contribute to the delivery of the Community-led Projects to Prevent Violence against Women and their Children funded program, including:	\$4,000 Community Planning budget	Community Capacity & Learning (COD)	Community Planning (COD)				

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Item 1.1.1 - Attachment 2 - Community Safety Implementation Plan 2020/2021



## COMMUNITY SAFETY IMPLEMENTATION PLAN – 2020/2021

Priority Area	Strategy	Action	Budget & Resourcing	Delivery Responsibility (Division)		Staging Timeline*				
				Leader	Contributor	Q1	Q2	Q3	Q4	
		<ul style="list-style-type: none"> <li>Community education programs;</li> <li>Peer education and youth leadership programs;</li> <li>Interactive multimedia hub website;</li> <li>Community events.</li> </ul>								
	1.5. Support Council staff, volunteers and elected members in raising awareness of personal safety issues.	1.5.1 Develop community and personal safety campaigns for delivery through community centres and libraries.	\$2,000 Community Planning budget	Community Capacity & Learning (COD)	Community Planning (COD)					
2. Partnerships	2.1. Identify, facilitate, participate in and support current external partnership networks and programs that effectively promote community capacity, safety and crime prevention initiatives.	2.1.1 Build effective collaborative relationships with SAPOL District Policing Model operational staff in allocated district teams across the City of Salisbury.	Staff resources	Community Planning (COD)	Property & Buildings (CI)					
		2.1.2 Actively participate in regional committees, groups and networks that address crime and community safety issues, such as: <ul style="list-style-type: none"> <li>SAPOL Northern District Community Safety Committee.</li> <li>SAPOL Operation NOMAD.</li> <li>City of Salisbury Community Safety Coordination Group.</li> <li>State Emergency Management Committee.</li> </ul>	Staff resources	Community Planning (COD)	Development Services (CiD) & Environmental Health & Safety (CiD)					

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## COMMUNITY SAFETY IMPLEMENTATION PLAN – 2020/2021

Priority Area	Strategy	Action	Budget & Resourcing	Delivery Responsibility (Division)		Staging Timeline*					
				Leader	Contributor	Q1	Q2	Q3	Q4		
		<ul style="list-style-type: none"> <li>Northern Adelaide Local Drug Action Team.</li> <li>Northern Homelessness and Violence against Women Collaboration.</li> </ul>									
		2.1.3 Maintain partnerships with and support local Neighbourhood Watch groups.	Staff resources	Community Planning (COD)	Property & Buildings (CI)						
		2.2. Support local organisations and agencies that work to reduce domestic/family violence and anti-social behaviour.	2.2.1 Continue commitment to regional partnerships such as the Northern Homelessness & Violence Against Women Collaboration.	Staff resources	Community Planning (COD)	Community Capacity & Learning (COD)					
		2.3. Leadership in local, regional and national initiatives that help Council reduce violence, theft, fraud, and alcohol and drug abuse.	2.3.1 Continue leadership role in the Northern Adelaide Local Drug Action Team and Alcohol and Drug Foundation prevention and awareness programs.	Staff resources	Community Planning (COD)						
			2.3.2 Deliver the Northern Adelaide Local Drug Action Team & Good Sport Collaboration project to provide local sport and recreation clubs with strategies, polices and best practice models that focus on prevention of Alcohol and Other Drug harm and mental health concerns in the sporting/family environment	\$6,650 funding received through Alcohol & Drug Foundation	Community Planning (COD)						
		2.3.3 Investigate potential for continued	\$8,000 tbc	Community							

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## COMMUNITY SAFETY IMPLEMENTATION PLAN – 2020/2021

Priority Area	Strategy	Action	Budget & Resourcing	Delivery Responsibility (Division)		Staging Timeline*			
				Leader	Contributor	Q1	Q2	Q3	Q4
		future delivery of the North on Target alcohol & drug prevention program in local schools.	funding subject to approval by Alcohol & Drug Foundation	Planning (COD)					
	2.4. Advocate for more surveillance and safety measures at public transport sites and waiting areas.	2.4.1 Advocate for safety improvements and upgrades at key public transport sites.	Staff resources	Infrastructure Management (CI)					
		2.4.2 Advocate for, and work with, State Government for safety and amenity improvements at transport Interchanges as part of the Gawler Rail Electrification Project.	Staff resources	Infrastructure Management (CI)					
3. Public and open space improvements	3.1 Review current safety and security improvement needs and develop projects to address issues at priority locations	3.1.1 Deliver Bus Stop Improvement Program to improve safety and amenity for public transport users.	Capital Works budget	Infrastructure Delivery (CI)					
		3.1.2 Scope and deliver a public arts project to improve public amenity of, and surrounding, the memorial benches at Salisbury Interchange to reduce incidences of anti-social behaviour and property damage.	\$20,000 tbc Funding through Council's Public Arts Framework	Community Experience & Relationships (BE)	Community Planning (COD)				
	3.2. Scope public realm improvement projects at priority areas.	3.2.1 Deliver the John Street stage of the John Street & Church Street Improvement project.	Capital Works budget	Infrastructure Delivery (CI)	Technical Services (CI)				
		3.2.2 Deliver the Brown Terrace Playspace and Reserve upgrade as part of the Salisbury Oval Masterplan.	Capital Works budget	Infrastructure Delivery (CI)	Infrastructure Management (CI)				
		3.2.3 Deliver the Paddocks Masterplan	Capital Works	Infrastructure	Infrastructure				

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# COMMUNITY SAFETY IMPLEMENTATION PLAN – 2020/2021

Priority Area	Strategy	Action	Budget & Resourcing	Delivery Responsibility (Division)		Staging Timeline*			
				Leader	Contributor	Q1	Q2	Q3	Q4
		Implementation Works.	budget	Delivery (CI)	Management (CI)				
		3.2.4 Deliver Public Lighting upgrades and improvements to enhance public realm safety.	Capital Works budget	Infrastructure Delivery (CI)	Infrastructure Management (CI)				
		3.2.5 Deliver redesign and construction of the Burton Community Hub.	Capital Works budget	City Infrastructure					
4. Activation	4.1. Establish a place management approach to strengthen key local destinations.	4.1.1 Develop Councils Place Activation Strategy.	Staff resources	Infrastructure Management (CI)	Economic Development & Urban Policy (CiD)				
		4.2. Support and promote active modes of transport to promote place activation.	4.2.1 Promote and support Heart Foundation walking groups.	Staff resources	Community Health & Wellbeing (COD)	Community Experience & Relationships (BE)			
	4.2.2 Promote and support Cycle Salisbury groups.	Staff resources	Community Health & Wellbeing (COD)	Community Experience & Relationships (BE)					
	4.2.3 Deliver the Jenkins Reserve to Carisbrooke Park section of the City Wide Trails project.	Capital Works budget + \$500,000 State Govt COVID stimulus funding	Infrastructure Delivery (CI)	Infrastructure Management (CI)					
	4.2.4 Deliver the Dry Creek, Pooraka section of the City Wide Trails project.	Capital Works budget	Infrastructure Delivery (CI)	Infrastructure Management					

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## COMMUNITY SAFETY IMPLEMENTATION PLAN – 2020/2021

Priority Area	Strategy	Action	Budget & Resourcing	Delivery Responsibility (Division)		Staging Timeline*			
				Leader	Contributor	Q1	Q2	Q3	Q4
		4.2.5 Deliver Bicycle Network Improvements Program projects, including: <ul style="list-style-type: none"> <li>Gawler Greenway, Parafield Gardens;</li> <li>Saints Road, Salisbury Park;</li> <li>Diment Road, Salisbury North.</li> </ul>	Capital Works budget	Infrastructure Delivery (CI)	Infrastructure Management (CI)				
5. Targeted approach to crime prevention	5.1. Annually review crime statistics to better understand and manage crime.	5.1.1 Annually review crime data and work with SAPOL and other partners to interpret the data.	Staff resources	Community Planning (COD)	Infrastructure Management (CI)				
	5.2. Develop, manage and maintain the City of Salisbury's CCTV camera network in public space zones.	5.2.1 Delivery of the CCTV camera network management and renewal program.	\$30,000 (Property & Buildings budget allocation)	Property & Buildings (CI)					
		5.2.2 Undertake Portable CCTV trial to target hoon driving, illegal dumping & graffiti.	\$65,000 (Property & Buildings budget allocation)	Property & Buildings (CI)	Community Planning (COD)				
		5.2.3 Develop a CCTV policy and associated procedures to guide CCTV network development and management.	Staff resources	Community Planning (COD)	Property & Buildings (CI)				
		5.2.4 Seek funding opportunities to expand Councils CCTV network to priority sites.	Staff resources	Community Planning (COD)	Property & Buildings (CI)				
5.3. Continue	5.3.1 Undertake graffiti removal.	\$487,000	Property and						

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## COMMUNITY SAFETY IMPLEMENTATION PLAN – 2020/2021

Priority Area	Strategy	Action	Budget & Resourcing	Delivery Responsibility (Division)		Staging Timeline*			
				Leader	Contributor	Q1	Q2	Q3	Q4
	removing and managing graffiti.		Property & Buildings budget	Buildings (CI)					
	5.4. Maintain the Salisbury City Centre Dry Zone.	5.4.1 Increase community and business awareness of the Salisbury Dry Zone by: <ul style="list-style-type: none"> <li>Developing Dry zone information on Council’s website;</li> <li>Including Dry Zone information in Council printed publications.</li> </ul>	Staff resources	Community Planning (COD)	Community Experience & Relationships (BE)				
		5.4.2 Scope, design and implement appropriate upgrades to Dry Zone signage.	\$5,000 Community Planning budget	Community Planning (COD)	Field Services (CI)				
		5.4.3 Develop inter-agency responses to Alcohol and other Drug (AOD) issues impacting upon the Salisbury Dry Zone: <ul style="list-style-type: none"> <li>Investigate opportunities for AOD programs through the Northern Adelaide Local Drug Action team regional partnership.</li> </ul>	Staff resources	Community Planning (COD)					
	5.5. Work with community agencies to support homeless people and address homelessness.	5.5.1 Develop Council’s Homelessness Strategy to provide a strategic framework for actions to reduce homelessness and the risk of homeless in the Salisbury council area.	Staff resources	Community Planning (COD)					
		5.5.2 Work with government agencies and partners to provide information and support for homeless people seeking permanent accommodation:	\$418,000 tbc Funding application through SA	Community Planning (COD)					

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## COMMUNITY SAFETY IMPLEMENTATION PLAN – 2020/2021

Priority Area	Strategy	Action	Budget & Resourcing	Delivery Responsibility (Division)		Staging Timeline*			
				Leader	Contributor	Q1	Q2	Q3	Q4
		<ul style="list-style-type: none"> <li>Work in partnership with housing and homeless service providers to develop the Salisbury Zero Project.</li> </ul>	Homelessness Prevention Fund + \$60,000 tbc Funding application through Wellbeing SA						
		5.5.3 Develop referral and support information to assist staff and community to appropriately refer people experiencing or at risk of homelessness to seek assistance.	Staff resources	Community Planning (COD)					
		5.5.4 Develop a Rough Sleeper Protocol to guide responses to rough sleeping homeless people.	Staff resources	Community Planning (COD)					
		5.5.5 Seek funding to address local homelessness and the risk factors contributing to homelessness.	Staff resources	Community Planning (COD)					
		5.5.6 Advocate for government funding and resources to assist homeless people and reduce homelessness and rough sleeping.	Staff resources	Council Executive Group	Community Planning (COD)				

**\*Staging Timeline**

- Q1 = July 2020 – September 2020
- Q2 = October 2020 – December 2020
- Q3 = January 2021 – March 2021
- Q4 = April 2021 – June 2021



## Community Led Projects for Violence Against Women Rize Above Violence Project

**Stream 1**  
**01**  
**Online Respectful Relationship Program**  
5 topic online course running over 8 weeks. Delivered via targeted facilitation in schools and alternative learning spaces.

**Stream 2**  
**02**  
**Community Primary Prevention Education Groups**  
Group programs delivered in secondary and alternative education spaces in the Salisbury LGA with a focus on Aboriginal and Torres Strait Islanders and Culturally and Linguistically Diverse Communities..

**Stream 3**  
**03**  
**Peer Education and Youth Leadership**  
Peer Education and Leadership program for youth from the group participants. Including formal training options and supervised experience

**Stream 4**  
**04**  
**Interactive Multimedia Hub Website**  
Design and deploy a collaborative and interactive website including information and resources for respectful relationships and positive gender roles. Resources for Parents, teachers and organisations.

Relationships Australia  
SOUTH AUSTRALIA

Program is underpinned by extensive community consultation and integration of the community-led initiatives.  
This program will have a Youth Advisory Committee (YAC) and a Program Advisory Committee (PAC) and is a partnership between Relationships Australia South Australia and City of Salisbury.

Item 1.1.1 - Attachment 3 - Rize Above Violence Project Plan Flyer





The flyer features a top photograph of people hiking on a dirt trail in a wooded area. The text 'RIZE ABOVE' is overlaid in large, white, block letters. Below the photo is a grey section with a geometric pattern. The main heading 'HAVE YOUR SAY' is in large, dark blue letters. Below it, the text describes the program as co-designed by young people, parents, and the community, and lists various engagement methods. A central question asks if the reader is a young person, parent, or leader, and invites them to complete a survey. The survey is noted to take a few minutes. Further text explains the survey's purpose and offers a chance to win a gift card. At the bottom, there are logos for the City of Salisbury, Relationships Australia, and the rainbow flag, along with contact information for Melissa Ruthen.

# RIZE ABOVE

## HAVE YOUR SAY

Respectful Relationship Program co-designed by  
Young People, Parents and Community  
Interactive Website, Online Program and In-School Program  
Peer-Mentor Program and Program Specific Youth Advisory Committee

**Are you a young person under 25 years?  
A parent or carer to someone under 25 years, or a leader  
in your community? We invite you to have your say.**

This survey will take a few minutes to complete.

We will ask you what you would like to have included in the program, in the website and invite you to share what is important to you, to your family and to your culture.

If you would like to stay involved you can register your interest in our Youth Reference Committee, or even our Peer-Mentor Program.

If you have any questions, or would like to chat more about any part of the survey or program please call or text Melissa Ruthen on 0448 294 644

**Click here to complete the survey and enter for your chance to win 1 of 5 \$50 gift cards  
or go to <https://bit.ly/2xReGMR>**



**CITY OF Salisbury**  
A partnership between the City of Salisbury and Relationships Australia South Australia Ltd

*Relationships Australia*  
SOUTH AUSTRALIA

City of Salisbury Community Safety Response Matrix<sup>1</sup>

Crime or Safety Issue	Safety Improvement Countermeasures												Safety Perception Actions			
	Referral to Police	Referral to Other Agency	Lighting Improvements	Environmental Changes	Security Patrol / Surveillance	CCTV/ Smart alerts	Pubic Warning/ Community Education	Graffiti Removal/ Public Art works	Rubbish Removal	Infrastructure Improvement/ Repair	Targeted Crime Prevention Actions	Traffic Management Measures	Community Awareness Raising	Community Safety Partnerships	Public Realm Improvements	Place Activation/ Events
Arson	*	*		*	*		*			*			*	*	*	
Anti-Social Behaviour	*	*	*	*	*	*	*	*					*	*	*	*
Assault	*												*	*		
Domestic & Family Violence	*	*					*						*	*		
Dry Zone – Drinking within Dry Zone	*	*		*	*		*						*	*	*	*
Fraud	*						*						*	*		
Graffiti						*	*		*				*	*	*	
Hoon driving	*					*	*						*	*		
Other Traffic Offences	*						*						*	*		
Illicit drug use	*	*					*						*	*		
Property vandalism	*		*		*	*	*		*				*	*	*	
Public realm safety			*	*		*	*	*	*	*	*		*	*	*	*
Rubbish dumping					*	*	*	*	*	*	*		*	*	*	
Theft – Council Facility	*		*	*	*	*							*	*		
Theft - residential	*												*	*		
Theft - Retail	*												*	*		
Theft - Other	*												*	*		
Theft – Motor Vehicle	*						*						*	*		
Natural / Other Disaster	*	*		*			*			*			*	*		

<sup>1</sup> Targeted strategies in identified locations will be reviewed annually



<b>ITEM</b>	1.1.2  <b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 July 2020
<b>HEADING</b>	Place Activation Strategy - Community Facilities
<b>AUTHOR</b>	Adam Trottman, Manager Community Planning & Vitality, Community & Org. Development
<b>CITY PLAN LINKS</b>	3.3 Be a connected city where all people have opportunities to participate. 3.2 Have interesting places where people want to be.
<b>SUMMARY</b>	This report discusses the community facilities component of the Place Activation Strategy and presents the categorization and desired characteristics to guide future decision making around enhancements and maintenance of those areas. The categorization is in line with previous reports considered by Council regarding future directions of community hubs.

#### **RECOMMENDATION**

1. The proposed hierarchy listed in 3.10 of this report be endorsed.
2. Staff prepare a further report to the Asset Management Sub-Committee regarding a condition and fit for purpose audit of Council owned community facilities with consideration to the hierarchy.

#### **ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Community Facilities and Economic Zone Destinations

#### **1. BACKGROUND**

- 1.1 An overview of the Place Activation Strategy was presented to Elected Members at an Informal Strategy briefing on 1 March 2020. That presentation included the framework, core categories of the strategy, and the structure being applied to each category. The core categories are:
  - Informal recreation
  - Formal recreation
  - Economic
  - Community Facilities
  - Linkages
- 1.2 This report addresses the Community Facilities component of the Place Activation Strategy.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

2.1.1 City Development

2.1.2 City Infrastructure

### 2.2 External

2.2.1 Over the course of the development of the Community Hubs, and the Future Directions Community Hubs report, there has been a range of public consultations.

## 3. REPORT

3.1 There are a range of community facilities that support the social infrastructure agenda including:

- Community Hubs
- Community centres and libraries
- Community halls
- Public primary and secondary schools
- Kindergartens and early childhood centres
- Playgroups and childcare facilities
- Senior centres, aged care housing and services
- Youth centres

3.2 Ownership of community facilities and social infrastructure varies and includes Local Government, State/Federal Government, not-for-profit, and the private sector.

3.3 Council previously considered future directions for social infrastructure and Salisbury's community facilities in February 2019. Consideration was given to social infrastructure provision and shortfall and as a result the following Council resolution was made (0090/2019):

*Community Hubs be developed as follows:*

- *2019/20 – Concurrent concept development for Burton and Ingle Farm wellness centre investigations (as recommended in the Indoor Recreation Centres future directions paper (Policy and Planning 1.1.7, 18/02/2019)), and detailed design development of Burton.*
- *2020/21 – Capital Delivery Burton and detailed design development Ingle Farm.*
- *2021/22 – Capital Delivery Ingle Farm*

3.4 Detailed design and commencement of capital delivery of Burton Community Hub will occur in 2020/21.

3.5 The social infrastructure provision and short fall summary that was included in the February 2019 report was used as a guide to inform social infrastructure provisioning and the decision to progress the Burton and Ingle Farm projects.

- 3.6 The social infrastructure provision and short fall summary will be updated every four years to reflect changes in growth, infill consolidation, private investment and migration, which affect population projections.
- 3.7 The development of any Community Hub will consider the diversification of service delivery models, partnership arrangements and advocacy to meet shortfalls /deal with over-provision.
- 3.8 Council will also advocate on behalf of the community for the provision of any shortfalls in the provision of social infrastructure as highlighted in the study.
- 3.9 The *City of Salisbury – Future Direction Community Hubs report – unlocking investment and building futures* will be referenced in the Place Activation Strategy and used as a guide for any future upgrades or developments around libraries and community centres.
- 3.10 The following hierarchy of social infrastructure and provision thresholds from that report will continue to guide provision of community facilities within the PAS:

Level	Population Served	Facility Examples
LGA Wide	100,000+	<ul style="list-style-type: none"> <li>• Major cultural or civic facilities – civic centre, performing arts, central library</li> <li>• Tertiary education such as TAFE, University</li> <li>• Health services</li> <li>• Higher order entertainment or leisure facilities</li> </ul>
District	20,000 – 50,000	<ul style="list-style-type: none"> <li>• Civic and cultural facilities such as district library, community arts facility</li> <li>• Multipurpose community centre</li> <li>• High schools and other learning facilities</li> <li>• Community health and medical services</li> <li>• Individual and family support services</li> <li>• Facilities and services for particular population groups including young people, older people, people from culturally and linguistically diverse backgrounds</li> </ul>
Local	5,000 – 10,000	<ul style="list-style-type: none"> <li>• Primary school</li> <li>• Community hall or small community centre</li> <li>• Child care centre or kindergarten</li> <li>• Access point for family support, health care and other forms of support services</li> </ul>

3.11 Community facilities and sites within the City of Salisbury fall into various levels according to the hierarchy with the following examples:

3.11.1 Examples of the local level facilities include:

- Morella Community Centre
- Bagster Road Community Centre
- Salisbury East Neighbourhood Centre
- Pooraka Farm Community Centre
- Salisbury West Library

3.11.2 District level facilities within the City of Salisbury are:

- Para Hills Community Hub
- The Mawson Centre
- Ingle Farm Recreation Centre / Library
- Burton Community Hub (in development)

3.11.3 The Salisbury Community Hub is an example of a regional level facility within the City of Salisbury.

3.12 The attached Community Facilities and Economic Zones Destinations plan maps these facilities.

3.13 A condition and fit for purpose audit of all existing Council owned facilities is currently underway by City Infrastructure.

3.14 The condition and fit for purpose audit to be presented to the Asset Management Sub-Committee in September will help to inform future works on these facilities.

3.15 In addition to budget provisions for the development of Burton and Ingle Farm hubs, the Building Upgrade and Building Renewal program will be used to address any identified needs at other existing facilities.

#### **4. CONCLUSION / PROPOSAL**

4.1 Council has previously considered the future directions report including social infrastructure provision and short fall for the City of Salisbury in February 2019.

4.2 The future directions report was used as a guide to inform social infrastructure provisioning in the City of Salisbury and the decision to progress the Burton and Ingle Farm projects.

4.3 The hierarchy previously considered by Council and listed in 3.10 above will be used to inform the Place Activation Strategy – Community Facilities section.

4.4 The attached Community Facilities and Economic Zones Destinations plan maps Council's local, district and LGA wide facilities.

4.5 A condition and fit for purpose audit of core community infrastructure is currently underway by City Infrastructure to maintain functional capacity and will be considered in accordance with the hierarchy. This will assist in maintaining an active and vibrant community under the City Plan.

4.6 A further report regarding the condition and fit for purpose audit of Council owned community facilities will be presented to the Asset Management Sub-Committee.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 13.07.2020



<b>ITEM</b>	1.1.3
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 July 2020
<b>HEADING</b>	Place Activation Strategy - Economic Sites
<b>AUTHOR</b>	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
<b>CITY PLAN LINKS</b>	1.2 Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally. 3.2 Have interesting places where people want to be.
<b>SUMMARY</b>	This report discusses the economic place component of the Place Activation Strategy, proposes a categorisation of our economic nodes and the desired characteristics that would guide Council decision making around future enhancements and maintenance of those areas.

#### **RECOMMENDATION**

1. The proposed categories of economic activity nodes namely Innovation Precincts, Traditional Industrial Areas, Multi Activity Centres and Convenience Centres, be endorsed.
2. The desired characteristic statements for each category of economic activity nodes (contained in Paragraph 3.12 of the Policy and Planning Committee Agenda 20/07/2020 Item No 1.1.3) be confirmed.
3. The Critical Actions listed in the City Plan (contained in Paragraph 3.13 of the Policy and Planning Committee Agenda 20/07/2020 Item 1.1.3) be prioritised as the 0-3 year priorities for the economic component of the Place Activation Strategy, and an implementation plan for those Critical Actions be developed.
4. That opportunities be identified to work with private sector and government landholders to improve the amenity and function of their properties adjoining the public realm when Council makes improvements in those areas.

#### **ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Distribution of economic places by category

## 1. BACKGROUND

1.1 An overview of the Place Activation Strategy was presented to Elected Members at an Informal Strategy briefing on 1 March 2020. That presentation included the framework, core categories of the strategy, and the structure being applied to each category. The core categories are:

- Informal recreation
- Formal recreation
- Economic
- Community Facilities
- Linkages

1.2 This report addresses the economic component of the Place Activation Strategy

## 2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Executive Group

2.1.2 Place Activation Strategy Project Team

2.2 External

2.2.1 NA

## 3. REPORT

3.1 The inclusion of an economic places component into the Place Activation Strategy reflects the importance of these places as gathering points for people, whether that is for employment or visiting those areas for shopping, healthcare, access to business services or other reasons.

3.2 The importance of place for economic activity has long been observed. Examples of this include the location of retail facilities relative to population catchment, or the clustering of manufacturing businesses around infrastructure and access to labour, or primary producers locating in areas with fertile soil and ready access to workers.

3.3 However in recent years the conversation about place in an economic sense has changed. This conversation contains several elements namely:

- Place is becoming more important as the world's economies are transformed by knowledge-intensive activities. This is because well designed places enable the flow of ideas and knowledge that underpin new commercial opportunities;
- The attractiveness and amenity of place as a differentiator for locations to attract workers and businesses; and
- The need for local retail centres to evolve to better position themselves in an environment where on-line transactions make up an increasing market share of shopping activity.

Over the past few weeks, a new theme has emerged which relates to the potential importance and re-emergence of local centres should the current situation of working from home due to the Covid 19 lockdown continue once restrictions are lifted.



- 3.4 The importance of place for economic growth was highlighted by Deloitte in the Economic Vision they prepared for Salisbury:

*For businesses, perception can determine where certain firms choose to invest, and the level of that investment...Inextricably linked with perception is the urban environment and amenity...The improvement of urban amenity is critical to the economic growth of Salisbury.*

- 3.5 This commentary has a direct relationship with the Place Activation Strategy given that Strategy's role in developing active and attractive places. This flows through to how those areas are perceived as locations to visit, invest and work in.
- 3.6 For the purpose of the Place Activation Strategy sites zoned for commercial, industrial or retail uses have been considered and categorised according to their main business drivers. This is a different approach to the classifications used for the formal recreation and informal recreation components of the Place Activation Strategy which is based around a hierarchy of function.
- 3.7 This assessment has resulted in the following classifications:

Category	Locational Business Drivers	Number of locations
Innovation precincts	Knowledge intensive workers, digital connectivity, proximity to like industries/businesses	2
Traditional industrial areas	Freight access, utilities, technically skilled workforce	8
Multi-use activity centres	Ability to draw people from a broad catchment due to mix of business uses, proximity to transport infrastructure and ease of access	2
Convenience centres	Convenience for primarily serving a "local" catchment. It should be noted there are three elements of this: <ol style="list-style-type: none"> <li>1) Larger centres anchored by mini-majors such as K Mart, Target, Big W, etc</li> <li>2) Mixed centres that are part of a broader precinct that may also include community facilities and recreational assets</li> <li>3) Neighbourhood centres that simply provide small scale retail and services.</li> </ol>	46

- 3.8 Examples of the type of locations included in the above categories are:
- Innovation Precincts – Technology Park/University of SA and the Edinburgh Defence Precinct
  - Traditional Industrial Areas – Industrial locations such as those in Salisbury South, Pooraka, Burton, Para Hills West, etc.

- Multi-use Activity Centres – Salisbury City Centre and Mawson Lakes
  - Convenience Centres – Breaking this down into the sub-categories:
    - Larger Centres: Examples include Hollywood Plaza, Ingle Farm Shopping Centre, etc
    - Mixed Centres: Examples include Para Hills Shopping Centre, Springbank Plaza, Bagster Road, etc
    - Neighbourhood Centres: Examples include Gulfview Heights Shopping (cnr RM Williams Drive and Wright Road), Northbri Shopping Centre, Para Vista Shopping Centre, etc
- 3.9 A map of all locations and their categorisation is provided as Attachment 1 to this report.
- 3.10 There are two aspects that aren't actively considered in this report namely strip development along arterial roads such as shops, bulky good stores and service outlets (where they are not part of a broader precinct of activity) and Parafield Airport.
- 3.11 The economic component has some significant differences to the other components of the Place Activation Strategy. These include:
- A significant proportion of land in each of the categories is privately held and Council has limited direct ability to influence or direct to how it is used or presented;
  - No two economic areas are exactly the same – as such functional specifications will differ for precincts even if they are in the same category. As a result, this component of the PAS seeks to establish a set of desired characteristics rather than functional service standards, and provides Council with flexibility as to how these characteristics are applied;
  - The economic areas, particularly the innovation precincts, need to be considered within a state and national context as well as the regional and local context. For example the DSTG and Edinburgh Defence Base are nationally significant assets as are some of the research centres at the University of SA's Mawson Lakes Campus; and
  - This component does not seek to identify areas where new economic activity will occur – rather it intends to enhance existing assets and infrastructure. It is unlikely that any new economic precincts will be established east of Port Wakefield Road that are not already envisaged, however structure planning for west of Port Wakefield Road will likely identify new commercial/retail/employment zones.
- 3.12 Reflecting the business drivers outlined above, the desired characteristics for each category are:

Category	Desired Characteristics
Innovation precincts	Precincts of state economic significance. High level of amenity, excellent streetscapes, good directional signage, increased landscape features and excellent connectivity

	(vehicle, bike, pedestrian, IT)
Traditional industrial areas	Functionally successful manufacturing and freight precincts. Improved basic level of amenity and service standards regarding verge maintenance, directional signage, lighting and safety, Excellent freight access and utilities
Multi-use Activity Centres	Successful centres drawing people from a regional catchment for retail activity and services. High level of amenity, sufficient parking (with balance between regular turnover and longer stay), excellent wayfinding, greenery, strong sense of safety and public art
Convenience Centres	Focus for local shopping and services. Presentable amenity, low maintenance streetscapes, good lighting, balance of quick turnover and longer stay parking, and strong sense of safety

- 3.13 The City Plan endorsed by Council in June 2020 highlights various actions that are relevant to the economic component of the Place Activation Strategy, and if progressed would lead to a significant improvement in the function and feel of these areas or lay a longer term foundation for that to occur. These actions are:

<b>Draft City Plan Critical Action</b>	<b>Innovation</b>	<b>Traditional Industrial</b>	<b>Multi-Use Activity</b>	<b>Convenience</b>
Link Technology Park and Edinburgh Parks with other innovation precincts in Adelaide	✓			
Develop future investment plans for Technology Park and Edinburgh Parks	✓	✓		
Advocate for Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity, alternative sources and recycled water	✓	✓		
Improve infrastructure, signage, safety, streetscapes and upkeep of our commercial and industrial areas to directly support economic sustainability and growth	✓	✓	✓	✓

Enhance the Salisbury City Centre by upgrading Church and John Streets and attract private sector investment and development into surplus Council sites			✓	
Improve access and parking in Salisbury City Centre and Mawson Lakes, business and recreation precincts			✓	
Advocate for redevelopment of the Salisbury and Mawson Lakes Interchanges			✓	

3.14 Delivery of the above would complement other economic development, place activation, and infrastructure management initiatives that are already in place and delivered as part of Council's current activity. Examples of these include the commitment to upgrade John and Church Streets, Council's program of events, economic development activities such as investment attraction, traffic upgrades such as those proposed for localised widening of Edinburgh Road and in the Greenfields industrial area, to name a few.

3.15 Ultimately the measure of success for the activation of Salisbury's economic areas are indicators such as jobs growth, value of output, visitation, customer spend and vacancy rates. It was intended, prior to the Covid-19 induced economic slowdown, to use those measures in the Place Activation Strategy to set aspirational goals and assess changes in the activation of these locations. Given the significant changes in economic activity over the past few months, the baseline measures that would have been used to do this do not exist at this point in time.

#### 4. CONCLUSION / PROPOSAL

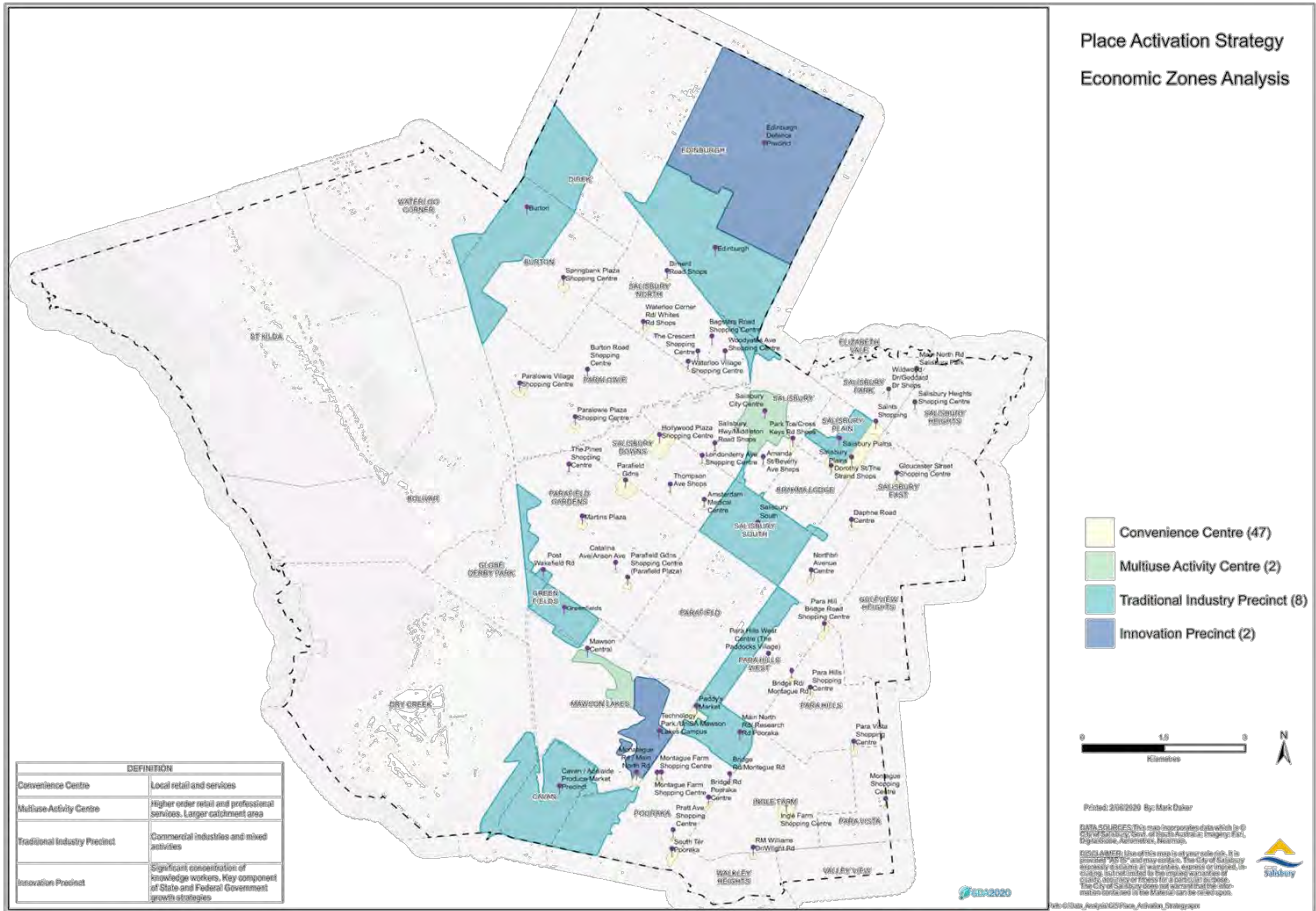
4.1 Salisbury has the fourth largest local government economy in South Australia when measured by value of output, and third largest when measured by number of jobs in local businesses. Its business precincts are significant attractors of workers, shoppers and visitors on any given day.

4.2 Increasingly the importance of place is recognised as a significant contributor to business success and economic growth. However a standardised approach to improvements in particular locations is not necessarily the most effective approach to optimise the performance of specific precincts as it does not take into account the needs and assets in those locations. This also provides Council with flexibility as to how it might respond to specific opportunities or requests.

- 4.3 The actions identified in this report that have been taken from the City Plan and have impact across the four economic activity categories identified. The progression of those actions could significantly enhance the activation of those areas.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 13.07.2020



Item 1.1.3 - Attachment 1 - Distribution of economic places by category

<b>ITEM</b>	1.1.4
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 July 2020
<b>HEADING</b>	'Fun Bus' Service
<b>AUTHOR</b>	Jo Cooper, Manager Community Capacity & Learning, Community Development
<b>CITY PLAN LINKS</b>	3.1 Be an adaptive community that embraces change and opportunities. 3.3 Be a connected city where all people have opportunities to participate. 3.4 Be a proud, accessible and welcoming community.
<b>SUMMARY</b>	Purpose of this report is to provide an overview of the consideration of the creation of a "Fun Bus" service as provided by the City of Darwin through Community Capacity and Learning for residents in the City of Salisbury.

#### RECOMMENDATION

1. The information be received.
2. It is noted that playgroups are well established and sufficiently provided to the community throughout the City of Salisbury.
3. That Community Capacity & Learning continue with current model to support existing partnerships, and new opportunities for partnerships for playgroup programs in the City of Salisbury.

#### ATTACHMENTS

There are no attachments to this report.

#### 1. BACKGROUND

- 1.1 At its meeting on 18 November 2019, Council resolved (*Resolution Number 0332/2019*) as a result of the '*Summary Report for Attendance at Training and Development Activity – 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin*':
  - 1.1.1 That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of:
    - b) the creation of a 'Fun Bus' service as provided by the City of Darwin.
- 1.2 The Fun Bus in the City of Darwin is mobile playgroup service jointly funded by City of Darwin and the Northern Territory Government. In South Australia and across City of Salisbury playgroup services are provided at Lutheran Community Care (LCC) Family Zones, Lutheran Community Care (LCC) Community Hubs, private and community early learning centres, kindergartens, pre-schools and

primary schools. Community members also organise local playgroups that are hosted at various City of Salisbury community centres, halls and churches.

- 1.3 Playgroups are well established and are already sufficiently provided to the community at various locations throughout the City of Salisbury.
- 1.4 As the name suggests, Playgroup is a relaxed meeting group in which children who have not yet reached school age experience 'play' based activities, often with play equipment which is supervised by parents and caregivers. The nature of the activity means that each group requires dedicated space and storage for equipment.

## **2. CITY PLAN CRITICAL ACTION**

### **3. CONSULTATION / COMMUNICATION**

#### **3.1 Internal**

3.1.1 Community Capacity and Learning – Leadership Team

3.1.2 Community Capacity and Learning – Community Learning Programs Team

## **4. REPORT**

### **FUN BUS SERVICE – CITY OF DARWIN**

- 4.1 Fun Bus is a mobile playgroup which caters for children aged 0-5. It started as an initiative of the Northern Territory Government 40 years ago in the Bagot community and then extended its reach in 5 locations. For 30 years it has been funded by the City of Darwin and the Northern Territory Government.
- 4.2 This service supplements playgroups that operate in the City of Darwin that are managed and supported by Playgroup Northern Territory or independently run through various community groups. These playgroups have a paid membership base, whereas the Fun Bus is a free service funded and managed by City of Darwin.
- 4.3 Due to Darwin's year round tropical climate and distinct dry season, the City of Darwin operates a FREEPS (Free Recreation and Entertainment for Everyone in Parks) program incorporating the Fun Bus service. This program complements the indoor activities that are managed by the Library Services and is facilitated by a dedicated team of staff and a stand-alone 'bus'.
- 4.4 Many City of Darwin activities are run outdoors, such as the school holiday programs known as 'Fun in the Parks'. For City of Salisbury, community learning programs are almost exclusively facilitated indoors at the libraries and community centres.

### **PLAYGROUPS IN CITY OF SALISBURY**

- 4.5 There is an established and well organised Playgroup network that operates from various locations in City of Salisbury. Playgroup SA is a non-profit, community based organisation which provides service and support to families with young children. It has over 2000 members who regularly attend 190 playgroups across South Australia.



- 4.6 Department of Education have taken a strong lead in playgroups, working with Child and Youth Health, Playgroup SA, Nature Play, Office of Recreation and Sport and Save the Children to provide playgroups in over 25 individual sites across the City of Salisbury. These Playgroups are linked to the Early Years Learning Framework, have qualified and experienced Early Years Educators as facilitators and create smooth transitions into kindergarten and school for families- while also offering them additional service referral and support.
- 4.7 Over the past 10 years, the Department of Education have created four local Children's Centre for Early Childhood Development and Parenting sites at *Lake Windermere, Parafield Gardens, Ingle Farm and The Pines*. These sites not only have playgroups and kindergartens but also have Child and Youth nurses onsite, Community Development Coordinators, Speech Pathologists, Occupational Therapists, Psychologists, Social Workers and Family Support staff hosted at the site at least once a week to ensure families have as much support as possible.
- 4.8 Within the City of Salisbury playgroup services are also provided at Lutheran Community Care (LCC) Family Zones (*Ingle Farm Primary School*), LCC Community Hubs (*Paralowie R-12, Salisbury Primary School, St Augustine's Parish School and Karrendi Primary School*), private and community early learning centres, kindergartens, pre-schools and primary schools. Community members also organise local playgroups that are hosted at various City of Salisbury community centres, halls and churches.
- 4.9 Each organisation and location provides for different focus outcomes according to local need, that include:
- **Groups of families from culturally and linguistically diverse backgrounds.**
    - Families from culturally and linguistically diverse (CALD) backgrounds choose to meet together to share their parenting experiences and give their children a culturally rich experience. A couple of popular language and cultural Playgroups include Japanese, Mandarin and German.
  - **Groups for specific ages: Baby, Toddler and 3+ sessions.**
    - When creating a Playgroup for a specific age bracket, make sure toys and activities are age appropriate and support the learning and development of different skills.
  - **Nature based groups.**
    - These groups get outside and enjoy nature on a regular basis, connecting young children with nature through weekly, fortnightly, or monthly sessions. Taking Playgroup outside in the rain or sunshine is always fun. Nature Playgroups provide families the opportunity to share outdoor adventures and experience the benefits of time spent outside together.

- **Fathers' groups.**
  - Many fathers already attend community Playgroups. Some prefer to join a father's only Playgroup where the Playgroup is run by local dads and offers the opportunity to hang out and offer support to fathers who are their children's primary caregiver.
  
- **PlayConnect & Supported groups.**
  - PlayConnect is a fun and intimate Playgroup, facilitated for children and their families who are experiencing developmental differences, including (but not limited to) children with Autism Spectrum Disorder (ASD) or ASD like characteristics. A diagnosis is not required for families to attend.
  
- **Intergenerational groups.**
  - Intergenerational Playgroup is a unique way of providing an opportunity for the young and young at heart to join together for a session of important social interaction. The Playgroup is a vital opportunity for parents, children and residents to engage in childhood activities together, create opportunities for children to further develop their skills, parents to create a local peer support network and provide isolated residents with vital community interaction. Research suggests that Intergenerational Playgroups improve outcomes and quality of life for older people, particularly those experiencing:
    - isolation/loneliness
    - dementia
    - disengagement from community

4.10 Community Learning Programs as part of Community, Capacity and Learning already work with these groups to provide access to information and resources, with playgroups, childcare centres, kindergartens and schools visiting sites on a daily basis.

#### **MOBILE PLAYGROUPS**

- 4.11 In addition to these programs, Save the Children Australia has a mobile playgroup known as 'Play2Learn' - <https://www.savethechildren.org.au/our-work/our-programs/australia/play2learn> . This was extremely popular with the CALD (Culturally and Linguistically Diverse) community when hosted at Salisbury Primary School, Salisbury Downs Preschool and Salisbury West Library. This playgroup is currently on hold due to COVID-19 restrictions.
- 4.12 Mobile Family Connections (MFC) is operated by Centacare and is a mobile playgroup that facilitates programs in southern Adelaide. This is an initiative that provides street level play and learning experiences via the 'Bilby Bus' at locations in Noarlunga, Christies Beach, Seaford, Aldinga and Sellicks Beach.

- 4.13 Historically the 'Bilby Bus' operated by Centacare would visit City of Salisbury and would host the playgroup on the grassed area outside the James Street Council administration building. This was well attended when the weather was suitable, and the Playgroup would also make use of the space at the former Len Beadell Library during bad weather. This service was discontinued due to risks associated with the use of public spaces in relation to community safety. Over time there were changes to child safe legislation which presented challenges for the ratios of staff to participants which increased overall operating costs.
- 4.14 Nature Play SA offer pop up events and nature kinder programs for communities at a cost. These have been provided previously at City of Salisbury outdoor events.
- 4.15 Lutheran Community Care (LCC) facilitated 'pop up' crèches and playgroups at various locations in the northern region to support parent/caregiver education and training; however this was subsequently withdrawn also due to ratio requirements and ongoing operational costs.

## 5. OPTIONS

### Continuation of Current Model

- 5.1 Continue to support Department of Education and other early years program services with resources, information and access to already established City of Salisbury programs across Community Capacity and Learning. Community learning programs already provide more than ten structured early years programs per week with additional sessions for external groups on a daily basis.
- 5.2 This would allow other organisations to continue to provide services in their area of specialty and be flexible in their approach to supporting the community. This model promotes the existing library collections and sustains focus other aspects of the library service.

### Partnering Model

- 5.3 Provide additional support to current Playgroup providers from various organisations such as Lutheran Community Care (LCC) and Salvation Army and Government areas including Department of Education and Office of Recreation, Sport and Racing.
- 5.4 A dedicated staff member at 0.5 FTE would work with such organisations to provide additional support and cross referral to other services and if supported by partnering organisations, assist with the creation of new programming off site in various other locations across the City. This would require ongoing operational budget for 0.5 FTE of approximately \$60K (including on costs).

### Stand Alone Model

- 5.4 Provide a City of Salisbury managed and facilitated 'Fun Bus' that travels around the City to provide playgroup activities to families in various locations including parks and open spaces.
- 5.5 This model would boost the brand of the City of Salisbury with programming being brought to different locations but may reduce visitation and borrowing rates

for current services, and duplicate existing programs and create an element of competition for the same target audience.

- 5.6 This option would require 2 FTE ongoing early childhood educated staff to coordinate programs in line with early years learning framework to ensure best practice and program quality. Capital budget would be required for a dedicated vehicle, marketing, materials and other equipment. An estimate would be \$80k of capital costs, and an ongoing budget of \$150k pa.
- 5.7 Other considerations include risk assessments for suitable outdoor spaces, signage and project management costs.

## 6. CONCLUSION / PROPOSAL

- 6.1 Playgroups are well established and are sufficiently provided to the community at various locations throughout the City of Salisbury as outlined in this report.
- 6.2 A 'Fun Bus' service would potentially duplicate existing Playgroup programs in the community and create an element of competition for the same target audience.
- 6.3 The creation of a 'Fun Bus' service would require capital budget for a dedicated commercial vehicle and fit out. Operational budget would be required for materials and resources for the program, and staff resource to develop, implement and deliver the program on an ongoing basis. An estimate of the upfront capital cost would be \$80k, with an ongoing operational budget of approximately \$150k for both staff resources, materials and the vehicle.
- 6.4 Therefore it is recommended that Community Capacity and Learning continue with the current model to support existing Playgroup partnerships, and new opportunities for playgroup programs in the City of Salisbury.

## CO-ORDINATION

Officer: EXECUTIVE GROUP  
Date: 13.07.2020

<b>ITEM</b>	1.1.5
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 July 2020
<b>PREV REFS</b>	Policy and Planning Committee      1.1.1      20/04/2020
<b>HEADING</b>	Homelessness Strategy
<b>AUTHOR</b>	Julie Douglas, Senior Social Planner, Community & Org. Development
<b>CITY PLAN LINKS</b>	3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities. 3.1 Be an adaptive community that embraces change and opportunities.
<b>SUMMARY</b>	This report presents Council's inaugural Homelessness Strategy for consideration and endorsement. Developed in response to increasing numbers of people experiencing, or at risk of, homelessness in the Salisbury Council area, the Homelessness Strategy presents a framework and priority actions that set out Council's strategic intent to prevent and reduce homelessness within the City of Salisbury.
<b>RECOMMENDATION</b>	<ol style="list-style-type: none"><li>1. That this report be received.</li><li>2. That the Salisbury Homelessness Strategy as contained in Attachment 1 to this report (Policy and Planning, 20/07/2020, Item No. 1.1.5) be endorsed.</li></ol>
<b>ATTACHMENTS</b>	This document should be read in conjunction with the following attachments: <ol style="list-style-type: none"><li>1. Salisbury Homelessness Strategy</li></ol>
<b>1. BACKGROUND</b>	<ol style="list-style-type: none"><li>1.1 In recent years there has been a noticeable increase in the number of people experiencing homelessness in the City of Salisbury. The most visible form of homelessness, people rough sleeping in public places, has significantly increased within the Salisbury city centre over the past 12 months.</li><li>1.2 The impacts of the COVID-19 crisis has also appreciably increased the numbers of homeless people across the entire Northern Adelaide region, due to a combination of economic factors and reduced accommodation availability. It is recognised that homeless people are at particularly increased risk during the crisis due to underlying health conditions and the inability to self-isolate to protect from the risk of contagion.</li></ol>

- 1.3 An initial report investigating the provision of a temporary homeless shelter was presented to the 27 April 2020 Council meeting to address the resolution:

*That the administration:*

*Investigate opportunities for temporary shelter for people experiencing homelessness, including potential use of appropriate Council owned buildings, religious centres and other not-for-profit sites in the Salisbury City Centre and greater City of Salisbury, through the Northern Homeless collaboration group.*

*(Resolution Number 0343/2019)*

- 1.4 This report provided an overview of homelessness across the City of Salisbury, the current status of the homelessness sector in the Northern Adelaide metropolitan region, responses during COVID-19, Code Red and Blue events, and the results of consultation undertaken in relation to the use of Council (and other) facilities to provide a temporary homeless shelter.
- 1.5 The report did not recommend that Council pursue further investigations into the development of a temporary homeless shelter, as consultation with the Northern Adelaide Homeless and Violence Against Women Collaboration and other key stakeholders was not supportive of this approach.
- 1.6 At the 27 April 2020 meeting Council further resolved:
1. *That the report be noted.*
  2. *That Council requests the Administration to provide a further report by July 2020 to be presented, responding to the original Motion on Notice (Resolution Number 0343/2019).*
  3. *That staff include in the further report strategies to tackle homelessness including options and costs of a Council owned temporary homelessness facility in the City of Salisbury and identify appropriate NGOs and undertake initial discussions regarding managing said facility.*
  4. *That the report also include the development of a City of Salisbury Homelessness Strategy that would consider: reasonable targets for curbing homelessness, identification of community groups most at risk that a purpose built facility can assist with and the merits of hosting a Salisbury/northern Adelaide homelessness forum including all key stakeholders including Elected Members.*
  5. *That telephone facilities be made available at the Salisbury Community Hub and other appropriate Council buildings to facilitate improved connection and access to local Housing and Homeless service providers.*
  6. *That Council staff continue to support homeless people to connect with local service Housing and Homeless service providers.*
  7. *That Council increase advocacy for increased funding and collaboration with key stakeholders for the provision of emergency accommodation in the City of Salisbury and northern Adelaide.*
  8. *That Council write to the Premier Steven Marshall MP, Leader of the Opposition Peter Malinauskas MP, Minister for Human Services Michelle Lensink MLC and Shadow Minister for Human Services Nat Cook MP*

*seeking increased funding for the provision of emergency accommodation in City of Salisbury and northern Adelaide.*

*(Resolution Number 0500/2020)*

- 1.7 To assist Council in forming its approach to the increasing homelessness issue, a workshop was held with elected members on 26 May 2020 to discuss potential strategies and initiatives that Council could explore to support people experiencing, or at risk of, homelessness. The workshop included representatives from SA Housing Authority, Anglicare SA, the Office for Homelessness Sector Integration, and the Australian Alliance to End Homelessness. In summary:
  - 1.7.1 It was agreed that homelessness is highly complex and extends beyond the most visible form of rough sleeping, and therefore a multi-faceted approach is recommended to address the broader spectrum of homelessness and its causal factors.
  - 1.7.2 It was agreed that a temporary homeless shelter was not an appropriate solution to the breadth and diversity of the current homelessness issues, and was outside of the role of local government to develop or manage.
  - 1.7.3 Rough sleeping homelessness is a much smaller proportion of the homeless population and there are approaches aimed at eliminating this form of homelessness that may be replicable in the City of Salisbury. The Australian Alliance to End Homelessness is building a national campaign to get communities to trial a scaled model based on the Zero Project model to end rough sleeping homelessness.
  - 1.7.4 It was agreed that a Zero Project approach should be adopted in Salisbury, and should form a key focus of the Homeless Strategy. Fundamental to the Zero Project is building collaboration, adopting a collective impact approach, engaging with people experiencing homelessness, assessing their vulnerability and developing tailored responses to suit their needs.
- 1.8 A second workshop was held on 16 June 2020 in response to complaints made by John Street traders concerning incidents involving homeless people in the Salisbury city centre. Elected members and various representatives from SA Housing Authority, Anglicare SA, SA Police, and the Salisbury Business Association were present at this workshop. In summary:
  - 1.8.1 It was agreed that the City of Salisbury would work closely with Anglicare SA to develop an homelessness assertive outreach service to engage with the chronic rough sleeper population within the Salisbury city centre. The outreach service would seek to engage and connect individuals to appropriate services for support and housing services.
  - 1.8.2 A Rough Sleeper Protocol would be developed to clarify the roles of various organisations and stakeholders within an agreed approach to engaging with rough sleeping homeless people.
- 1.9 This report deals primarily with part 4 of this resolution, the development of the City of Salisbury Homelessness Strategy, which will encompass other parts of the resolution to form a coherent and strategic framework for Council's approach to preventing and reducing homeless within the City of Salisbury.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 Community Development – Community Capacity and Learning / Community Health and Wellbeing, in relation to services, programs and events.
- 2.1.2 City Development – Strategic Development Projects, in relation to affordable and low cost housing.
- 2.1.3 City Development – Economic Development and Urban Policy, in relation to open space design.
- 2.1.4 City Infrastructure - Parks and Open Space Assets, in relation to open space design.

### **2.2 External**

- 2.2.1 Anglicare SA
- 2.2.2 South Australian Housing Authority
- 2.2.3 Office of Homelessness Sector Integration
- 2.2.4 Australian Alliance to End Homelessness
- 2.2.5 Northern Homelessness and Violence Against Women Collaboration
- 2.2.6 South Australian Police

## **3. REPORT**

- 3.1 The Salisbury Homelessness Strategy (attachment 1) was developed based upon a combination of the workshop outcomes (outlined in paragraphs 1.7 and 1.8), housing and homelessness research, a comparative analysis of local government homelessness strategies nationally, consultation with Council staff, and advice sought from the housing and homelessness service sectors, and advocacy groups.
- 3.2 It is acknowledged in the Homelessness Strategy that local government is not traditionally a direct provider of homelessness services, with commonwealth and state governments holding the statutory responsibilities and allotted funding to provide (or fund) such services to people experiencing, or at risk of, homelessness. Whilst there is no specific mandate for local government to play a major role in addressing homelessness, they can facilitate positive local and regional responses that can significantly contribute to the prevention and reduction of homelessness through their planning, health, community development, regulatory and convening powers.
- 3.3 The Homelessness Strategy provides the City of Salisbury with a strategic framework through 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. The Homelessness Strategy will operate 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.



3.4 The Homelessness Strategy proposes the following strategic framework as priority areas of activity in relation to homelessness:

- Prevention and early intervention responses to reduce homelessness;
- Engagement and outreach to people experiencing homelessness;
- Provision of affordable and low cost housing;
- Inclusive public realm;
- Regional collaboration and service integration; and
- Evidence based advocacy.

3.4.2 A total of 39 actions have been identified for delivery in the Homelessness Strategy, which includes:

- Emergency and financial relief programs;
- Referral and support resources and processes;
- Community awareness campaigns;
- Housing support programs;
- Employment and skill development programs;
- Food and nutrition services and resources;
- Telephone, computer and internet access;
- Outreach and engagement programs;
- Multi-agency partnerships;
- Provision of affordable and low cost housing;
- Exploration of Community Housing partnerships;
- Identifying community housing needs; and
- Advocating and lobbying for increased services and housing supports in the Northern Adelaide region.

3.5 The priority actions identified in the Homeless Strategy include the following:

3.5.1 Development of the Salisbury Zero Project – a funding application has been submitted to the Homelessness Prevention Fund to fund a 3 year project to develop an inter-agency collaborative and community based approach to implement the Zero Homelessness Approach in the City of Salisbury. The goal is to ensure that people who are rough sleeping in the Salisbury Council area have access to safe and affordable housing with the support they need to gain and sustain that housing.

The Project will involve developing a multi-agency action plan that will build stakeholder and community relationships and commitment to the Project. A key feature will be the development of a by-name list (a comprehensive person-specific accounting of every person experiencing homelessness) to assist in improving and customising service recommendations relevant to each person's context. The by-name list will provide actionable data to assist local organisations in providing appropriate responses to people experiencing homelessness and focus local system improvement efforts that will aim to drive reductions in homelessness over time.

Coordination and delivery of the Salisbury Zero Project is dependent on a full time project coordinator position, which has been budgeted for in the funding submission for the 3 year initial term of the project.

- 3.5.2 Anglicare SA Assertive Outreach Service – commitment has been obtained through Anglicare SA and the SA Housing Authority to provide an outreach service to the Salisbury city centre when required, to engage with people experiencing homelessness and connect them to appropriate support services. The model is currently being developed in discussion with Anglicare SA.
  - 3.5.3 Salisbury Rough Sleeper Protocol – a draft protocol is in the development stage, with the purpose of clarifying the role of Council and other organisations in responding to people experiencing homelessness and sleeping rough, and to articulate the principles which will guide responses where there are public realm impacts. The Protocol will help to ensure that homeless people are treated appropriately and are offered relevant support services, as well as assisting Council staff and others in responding effectively to homelessness by raising awareness of local support organisations and referral procedures.
  - 3.5.4 Provision of Affordable and Low Cost Housing – The City of Salisbury is uniquely placed as a developer of strategic property projects to deliver affordable and low cost housing to the Salisbury community as a part of the Strategic Property Development Program. In line with the recently endorsed Affordable and Community Housing Policy and Affordable Housing Implementation Plan, Council will be exploring new and innovative housing products and delivery models through partnership with Community Housing Providers and builders.
- 3.6 In order to deliver on the actions and intent of the Homelessness Strategy additional staff resourcing will likely be necessary. A central coordinating role is critical to developing the Salisbury Zero Project, coordinating stakeholder engagement, developing engagement activities and assertive outreach service coordination. The current funding submission to the Homelessness Prevention fund has included funding for a full time position for 3 years. Other funding opportunities are being actively explored, and will continue to be sought out, to ensure delivery of actions to prevent and reduce homelessness in the City of Salisbury.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 The City of Salisbury is experiencing a growth in the numbers of people experiencing, or at risk of, homelessness. The COVID-19 crisis has significantly increased the numbers of homeless people across the entire northern region. It is recognised that homeless people are at increased risk during the crisis due to underlying health conditions and an inability to self-isolate to protect from the risk of contagion. The development of the Homelessness Strategy responds to this critical social issue.
- 4.2 The Homelessness Strategy presented in this report provides a broad range of actions within a strategic framework that will concentrate Council's efforts to provide better support to people experiencing, or at risk of, homelessness. It covers a range of activity from service and programs provision, referral pathways,

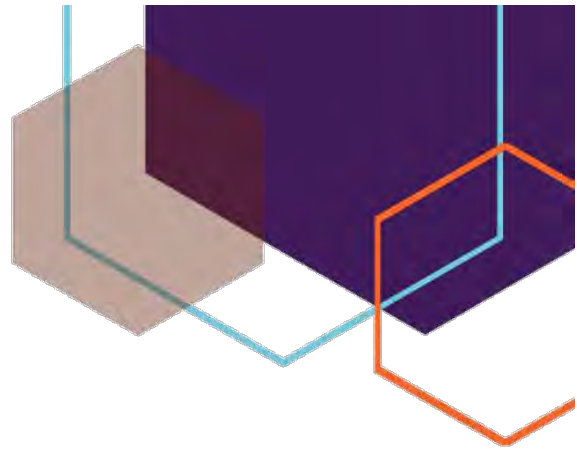
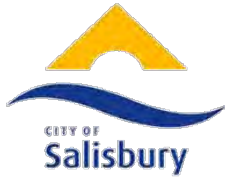
community awareness campaigns, provision of housing, design of open space to advocacy and inter-agency partnering and regional planning. The Homeless Strategy aims to build upon regional collaborative approaches to bring about long term and sustainable improvements to housing and service provision in the City of Salisbury and Northern Adelaide region.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP

Date: 13/07/2020

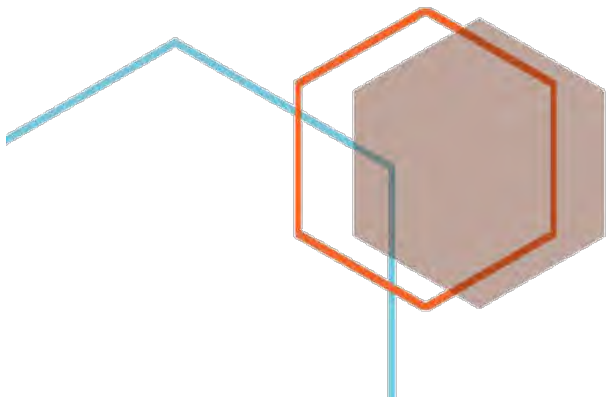




# Salisbury Homelessness Strategy

City of Salisbury

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





# Salisbury Homelessness Strategy

## Mayor's Foreword

*To be inserted prior to publication, when adopted.*

DRAFT

## 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.

Salisbury Homelessness Strategy

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**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.

## Salisbury Homelessness Strategy

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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 integration
6. Evidence based advocacy

#### 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<sup>1</sup> 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

<sup>1</sup> Australian Bureau of Statistics, 2016, Census of Population and Housing: Estimating Homelessness, <https://www.abs.gov.au/ausstats/abs@.nsf/mf/2049.0>



## Salisbury Homelessness Strategy

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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<sup>2</sup> 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

<sup>2</sup> 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>

## Salisbury Homelessness Strategy

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needed and to track change and the evidence base of what works to end homelessness is critical in guiding action.

### 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<sup>3</sup> 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)<sup>4</sup> to track homelessness numbers in Australia. It is informed by an understanding of homelessness as 'homelessness, 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

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

<sup>4</sup> Australian Bureau of Statistics, 2016.

<https://www.abs.gov.au/Ausstats/abs@.nsf/Latestproducts/2049.0Appendix12016?opendocument&tabname=Notes&prodno=2049.0&issue=2016&num=&view>

## Salisbury Homelessness Strategy

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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
- 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.

### 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

## Salisbury Homelessness Strategy

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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:

## Salisbury Homelessness Strategy

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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

## Salisbury Homelessness Strategy

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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.

### 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<sup>5</sup>.

<sup>5</sup> Council to Homeless Persons, 2018, 'Housing First: Permanent Supportive Housing', <http://cho.org.au/wp-content/uploads/2018/06/FINAL-180606-Housing-First-2018-6-June.pdf>

## Salisbury Homelessness Strategy

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Figure 1 Adapted from Council to Homeless Persons

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<sup>4</sup>.

### 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<sup>7</sup>. 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.

<sup>4</sup> 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>

<sup>7</sup> Parliament of the Commonwealth of Australia, 2019, *Living on the edge: Inquiry into Intergenerational Welfare Dependence*, [https://parinfo.aph.gov.au/parinfo/download/committees/reportrep/024242/loc\\_pdf/LivingontheEdge.pdf;filetype=application%2Fpdf](https://parinfo.aph.gov.au/parinfo/download/committees/reportrep/024242/loc_pdf/LivingontheEdge.pdf;filetype=application%2Fpdf)

## Salisbury Homelessness Strategy

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**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*<sup>6</sup> 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;
- 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.

<sup>6</sup> 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/wp-content/uploads/2018/09/2018-revised-background-and-evidence-paper-1.pdf>



## Salisbury Homelessness Strategy



### 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.

## Salisbury Homelessness Strategy

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**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.

## Salisbury Homelessness Strategy

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**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.

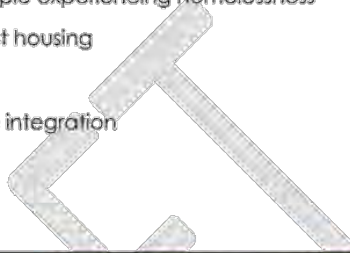
Salisbury Homelessness Strategy



**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



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: <ul style="list-style-type: none"> <li>• Financial Counselling</li> <li>• Budgeting</li> <li>• No interest loans</li> <li>• Emergency financial relief</li> <li>• Emergency backpacks</li> </ul>	Ongoing	Community Capacity and Learning	Sustainable Community Organisation Against Poverty (SCOAP Inc.)

## Salisbury Homelessness Strategy

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Strategic Priority Area	Actions	Timeframe*	Lead Responsibility	Partners
	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	

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Salisbury Homelessness Strategy

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Strategic Priority Area	Actions	Timeframe*	Lead Responsibility	Partners
	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
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	Medium to	Community	Anglicare SA

Salisbury Homelessness Strategy

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Strategic Priority Area	Actions	Timeframe*	Lead Responsibility	Partners
3. Provision of Affordable and Low Cost Housing	Zero Project	long term	Planning	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	
	3.1 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	Ongoing	Strategic Development	Community Housing providers to be

Salisbury Homelessness Strategy

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Strategic Priority Area	Actions	Timeframe*	Lead Responsibility	Partners
	with Community Housing Providers and builders to facilitate delivery of affordable / low cost housing outcomes in line with the Affordable Housing Implementation Plan		Projects	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	Medium to long term	Strategic Development Projects	



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Strategic Priority Area	Actions	Timeframe*	Lead Responsibility	Partners
4. Inclusive Public Realm	outcomes			
	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	
	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	Medium to long term	Infrastructure Management	To be identified

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Strategic Priority Area	Actions	Timeframe*	Lead Responsibility	Partners
	association with key agencies, such as: <ul style="list-style-type: none"> <li>• Sheltered seating areas</li> <li>• Accessible/continuous paths of travel</li> <li>• Visible and well-lit open space areas</li> <li>• Access to public toilet and shower facilities (in alignment with Place Activation Strategy principles)</li> <li>• Drinking water facilities (in alignment with Place Activation Strategy principles)</li> <li>• 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</li> </ul>			
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

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Strategic Priority Area	Actions	Timeframe*	Lead Responsibility	Partners
				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
6. Evidence Based Advocacy	6.1 Participation in regional multi-sector planning	Short term and ongoing	Executive Group  Community	Anglicare SA  SA Housing

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Strategic Priority Area	Actions	Timeframe*	Lead Responsibility	Partners
			Planning	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 <i>Everybody's Home</i> 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	Short term and ongoing	Executive Group	

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Strategic Priority Area	Actions	Timeframe*	Lead Responsibility	Partners
	programs and services to address mental health, housing and income inequality issues		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.

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<b>ITEM</b>	1.2.1 <b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 July 2020
<b>HEADING</b>	Compostable Coffee Cups
<b>AUTHOR</b>	Nina Parletta, Coordinator Economic Growth, City Development
<b>CITY PLAN LINKS</b>	2.1 Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands.
<b>SUMMARY</b>	Council requested that Administration investigate the option of a promotional program to increase the use and appropriate collection of compostable coffee cups for businesses within the Salisbury Council area. It has been determined that a promotional program not proceed and a partnership with Responsible Cafes be entered into.

**RECOMMENDATION**

1. That Council note this report.
2. That Council focus on developing a partnership with Responsible Cafes to encourage cafes to become more environmentally sustainable.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 At its meeting in May, Council resolved that *a report be prepared, in consultation with NAWMA, to provide Council with a proposed promotional program, including the costs and benefits, to increase the use and appropriate collection of compostable coffee cups for businesses within the Salisbury Council area (0541/2020).*
- 1.2 This was in addition to resolving:
  - *Council supports partnering in the Responsible Café program in 2021, allowing time for COVID-19 (coronavirus) restrictions to be lifted, clarity around new business operating requirements following the pandemic, and gives time for businesses to reopen and rebuild their customer base.*
  - *That a New Initiative Bid be included for consideration as a part of the 2020/2021 budget process to support this partnership.*

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

2.1.1 Community Experience and Relationships

2.1.2 City Infrastructure – Field Services

### 2.2 External

2.2.1 Northern Adelaide Waste Management Authority (NAWMA)

## 3. REPORT

3.1 Sustainability Victoria states that Australians dispose of 2.7 million single-use or disposable coffee cups every single day. This adds up to nearly 1 billion coffee cups disposed of every year.

3.2 With continuing concerns around single-use packaging and the impact on our environment, there has been a big shift in the market with increasing demands for sustainable alternatives.

### Compostable/recyclable coffee cups

3.3 One option for businesses is to use compostable/recyclable takeaway products. These are usually brown and white containers and coffee cups, embossed with a pale green leaf motif.

3.4 Whilst most ‘recyclable’ coffee cups on the market are in fact ‘compostable’ or ‘biodegradable’ there are some products that are not due to the bioplastic lining used in the material.

3.5 There are also not many locations across Australia that can process recyclable/compostable waste of this nature.

3.6 It is understood that Detpak is trialing a “recyclable” coffee cup (with different liner) but it is not in widespread circulation at the moment.

3.7 In Australia, a compostable coffee cup must be certified, and the Australian certification is preferred: AS 4736-2006 with accredited logo.

### Waste collection

3.8 Compostable waste (Including appropriate coffee cups or takeaway packaging) would need to be placed in the green lid organic waste bin. It is also important to note that coffee cups have two parts – the cup and lid; both components need to be compostable to be put in this bin, otherwise the lid needs to be put in the recycling bin if made of a plastic material embossed with the recyclable motif.

3.9 In the event that the consumer was disposing of their takeaway waste at home, and had opted in for the green bin program, this could be collected and processed as a part of the standard green waste collection service undertaken by NAWMA.

3.10 If the consumer was disposing their waste within the business, the business would need to also have opted in to the green bin program. If a business has not opted in to the green bin program and wanted to, this would be at a cost of \$57.00 for the bin/service through NAWMA.



3.11 However, in the more likely scenario, consumers are disposing of their takeaway waste, such as coffee cups, in public bins.

3.12 This brings a number of issues that would need to be addressed:

3.12.1 At this stage, the City of Salisbury does not have a waste management collection process or source-separation public waste bin infrastructure in public precincts that differentiates between: general, recycling and organic waste.

3.12.2 It would be proposed that if this is something that the City of Salisbury wanted to do, the initial two precincts for a roll out of this would be the Salisbury City Centre and Mawson Lakes.

3.12.3 Costs to implement such as system across the Salisbury City Centre and Mawson Lakes are outlined in the table below:

<u><i>Indicative Location</i></u>	<u><i>Bin Installation (\$)</i></u>	<u><i>Bin Collection Resource</i></u>	<u><i>Bin Pickup Frequency</i></u>	<u><i>Bin Pickup Cost (\$ per annum)</i></u>
Mawson Lakes Boulevard	\$4,000	Green Life Group	3 times per week	\$1,730
University Parade	\$4,000			\$3,120
Amigo's – John Street, Salisbury	\$4,000	City of Salisbury – Field Services	3 times per week	\$3,120
Mobara – John Street, Salisbury	\$4,000			\$3,120
<b>Sub-total</b>	<b>\$16,000</b>			<b>\$4,850</b>
<b>Total cost</b>	<b>\$20,850</b>			

3.12.6 Green Life Group is contracted to collect general waste bins from Main Street and reserves as a part of their current Mawson Lakes contract. If the City of Salisbury chooses to install green bins in Mawson Lakes, these will be collected under the current contract and disposed of at NAWMA as green waste at the same time as disposing of general waste.

3.12.7 City of Salisbury bin collection will be coordinated through Field Services utilising the Feature Landscapes Team to empty green waste bins that may be proposed for John Street, Salisbury. The green waste would be disposed of at NAWMA at the same time as disposing of other green waste collected during cyclic garden maintenance activities conducted within the Salisbury Town Centre.

- 3.12.8 In the event that City of Salisbury was going to manage the organic bin collection internally, any compostable coffee cups or organic material could be provided to NAWMA and processed through their composting partner – Peats Gardens & Soils – at a contract rate of \$30.50 per tonne, if not contaminated.
- 3.12.9 **Cross contamination of waste** – waste being put into the wrong bins. Civil Infrastructure has advised that their previous experience with emptying recycling bins indicates a high rate of contamination of the recyclables. For example, the recycling bins on John Street experience a high rate of cross contamination such as food scraps, nappies and other contaminants, often resulting in the contents being sent to landfill rather than re-cycled.
- 3.12.10 The issue of cross contamination was also raised by NAWMA (ie mixed messaging around non-compostable takeaway coffee cups versus compostable), and waste being put into the wrong bins.

Perspective of NAWMA

- 3.13 Advice from NAWMA is that providing a standalone bin and collection system for such a small waste stream would be costly relative to amount of waste diverted and the benefits arising from diversion, and Council would need to account for the cost of the provision of bins, separate collection, and processing.
- 3.14 NAWMA has recommended that Council work within the waste hierarchy structure already in place, and promote reusable/keep cups as the first choice (noting some reluctance during this COVID-19 phase for businesses to accept BYO reusable cups), then move down to compostable cups as an option for businesses etc.
- 3.14.1 It should also be noted that Council's Environmental Health section has previously advised that it is not supportive of the City of Salisbury directly or actively encouraging businesses to use reusable cups due to the potential issues surrounding hygiene and food handling requirements. However, it is the business' decision to choose to accept reusable cups and take on any associated risks and liability.
- 3.15 In term of reducing costs for City of Salisbury and increasing landfill diversion, compostable cup/takeaway products are not a part of NAWMA's current strategic or operational agenda.

Promotional and educational program

- 3.16 Before the City of Salisbury can consider the development of a promotional and educational program encouraging businesses to move towards the use of compostable takeaway products and to remind people of what bins different types of waste would be disposed in, a decision in respect to supporting infrastructure needs to be made by Council.
- 3.17 Initial investigations has identified that a promotional program could not be developed and implemented within current resourcing in the organisation, and funding would need to be dedicated towards this activity. If pursued, the appropriate mechanism would be to fund this through NAWMA, as part of an integrated waste collection, minimisation and re-use approach.

Internal activity vs Responsible Cafes

- 3.18 Relative to other options available including the Responsible Cafes program, the cost of implementing a standalone internally-driven promotional and education program encouraging businesses to become more environmentally sustainable through the use of compostable takeaway products is significant.
- 3.18.1 Infrastructure to support this activity would need to be installed across the City of Salisbury, including the provision of bins, separate collection, and processing. There is no budget for this allocated in 2020/21.
- 3.18.2 An internally-driven program would require resourcing and budget to deliver activity, and a value-add program to encourage businesses to sign up.
- 3.19 A partnership with Responsible Cafes, which Council has already committed to, provides the tools and platform to communicate to cafes, promote sustainable businesses and sustainable business practices, and change the paradigm on single use plastic waste in their community. It also provides businesses with a range of benefits to support their business operations.
- 3.19.1 Responsible Cafes has a track record in this space, with more than 5,000 cafes and more than 50 councils/commercial partners involved in the program. Additionally, the platforms and value-add packages for both council and businesses are already created and accessible upon registration.
- 3.19.2 Responsible Cafes takes responsibility for delivery of services/engagement with businesses.

**4. CONCLUSION / PROPOSAL**

- 4.1 With continuing concerns around single-use packaging and the impact on our environment, there has been a big shift in the market with increasing demands for sustainable alternatives.
- 4.2 Implementing a standalone internally-driven promotional and education program encouraging businesses to become more environmentally sustainable through the use of compostable takeaway products is not recommended, having regard to the cost/benefit, operational and logistical considerations, and the alternative options available to address this issue.
- 4.3 As per Council's previous resolution, a partnership with Responsible Cafes is the preferred direction, as it is cost-effective and they have a proven track record in delivering this type of program, and a platform already in place.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 13.07.2020