Cardinia Shire Council

Community Safety Discussion Paper

DRAFT for REVIEW

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Acknowledgements & authorship

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11 Introduction

The project background

As in many local communities, community safety is a concern in Cardinia Shire. The experiences of and fears about crime, accident, cultural and environmental safety will be on many community members' minds and affects a wide range of indicators of community wellbeing and cohesion.

Cardinia Shire Council has recognised that "not everyone in our community feels, or is, safe and healthy" (Cardinia Council Plan 2021-25 and Community Vision 2040: 1) and seeks to address this via a number of policy and action plans, including the Liveability Plan, the Safer Communities Strategy and Safety Action Agenda, the CPTED Policy and many other policy tools.

While this offers comprehensive policy coverage of 'safety', coordinating a Council response to what are often complicated issues can remain challenging. A community member's request for help with a community safety matter can be impeded by any number of things, including confusion about who holds responsibility (in the community or within the organisation), changes in staffing and loss of organisational memory, weak partnerships, underfunding, poor data and by the difficulty/complexity of some issues.

In late 2022, Cardinia Shire Council resolved to develop a Community Safety Framework for Cardinia Shire. The purpose of this is to support Council and community in overcoming these hurdles with recommendations, derived from a comprehensive engagement process, about the procedural changes that could improve people's experiences of addressing community safety at the local level.

This Discussion Paper is a companion document to the Framework and provides the more detailed research background and findings underpinning the Framework.

The engagement and research approach

The goal of this framework was to incorporate recent and new community engagement findings, policy review and other data to complement and extend Council's existing policy (the Liveability Plan 2017-2029 and the existing Community Safety Action agenda in particular).

The focus of this framework reflects that Council has already produced a depth of policy and engagement about what people feel about community safety in Cardinia and how Council should act upon those issues. So, while this process did revisit the

questions of what a safer Cardinia looks like for community members (mainly to test and update earlier engagements and to understand how safety intersects with gender and aspects of identity), the focus of this engagement has been more 'procedural': the 'how' of Council's response to those concerns.

The engagement was viewed as part of (as opposed to separate to) the broader research program for this project. The research goals have been to understand the core strategic questions of:

where we are now: the current state

(e.g. how community safety concerns are currently dealt with; the existing policy and programming landscape; partnerships; legal obligations)

how we can get there: the actions needed

(e.g. what changes are needed to get the outcomes people want; managing resources efficiently; evaluating and maintaining 'success')

where we want to be: the ideal future state

(e.g. the collective 'safer Cardinia' vision for the future; community's prefered processes; best or promising practice examples)

To capture these goals, the questions underpinning the community and staff engagements have included:

- what is the vision for a safer Cardinia in the future (from the perspectives of community members, Councillors/Council staff members and agency partners)?

- what policy helps guide community safety practice at Cardinia?

- how do safety partnerships operate in this area and is there room for improvement?

- how do people engage with (and within) Council on different safety matters? How would people prefer to do this in future?

- how satisfied have people been with Council's action on safety concerns?

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Between March and June 2023, approximately 200 people (50 Council staff, over 25 external partners and 125 community members) have participated in the following activities:

A 3-hour facilitated **Search Conference** with 26 Cardinia Shire Council participants from a wide range of Council departments and disciplines, scoping the issues and themes for this project.

Six 'deep dive' focus groups with a wide range of internal staff, external partners and Advisory Committee members

Four face-to-face **Community Pop-ups in Pakenham (Marketplace and Library), Cockatoo and Lang Lang** with approximately 125 community participants.

An **Online Engagement** (involving a survey comment activity) with seven unique contributions.

Interactive discussion at the 2023 **Liveability Forum** with Council and external policy and programming partners.

Summary of the engagement activities

In addition to the participatory action research (the engagement), we have undertaken a context and policy review that has encompassed local, State and national/international policy drivers, legislative requirements and previous data collected as well as broader academic and practice research about the experiences of safety trough gender and intersectional lenses.

This latter research has been to comply with State Government gender impact assessment requirements but to also expand this to explore how intersectional aspects of identity drive people's experiences of safety and their specific needs from Council and other authorities.

Who we reached

While the demographics of participants were not gathered in a formal sense, we did note the gender and age profiles of pop-up participants, alongside the overall numbers of people getting involved.

The gender split of participants was slightly weighted to women (56%) over men (44%). No participants in these pop-up engagements identified to us as non-binary or gender diverse.

About half of the participants were over the age of 60. The Lang Lang pop-up in particular was very heavily attended by older people, but we also spoke to several children and young people as well (particularly in Cockatoo and at the Pakenham Library). Participants have also included people born overseas (particularly South Asia, New Zealand and the UK) and those living with disability.
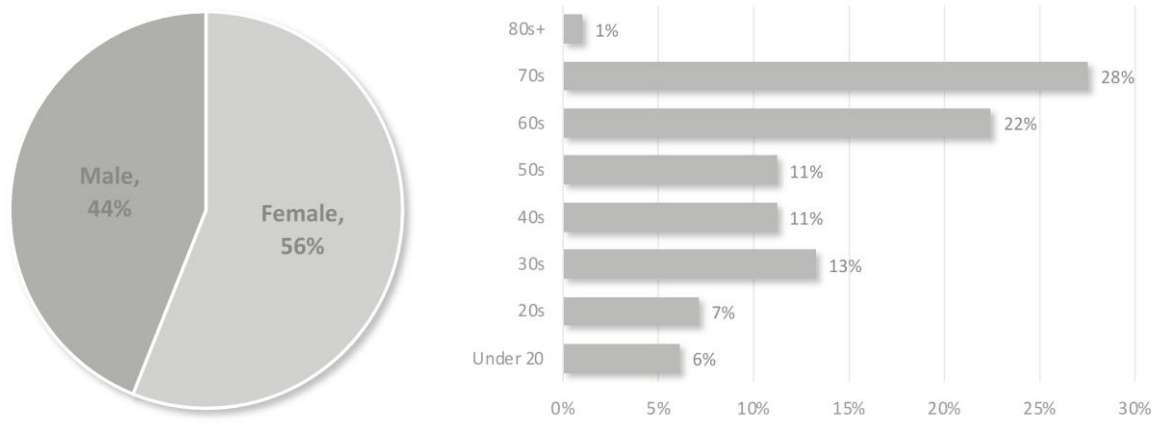
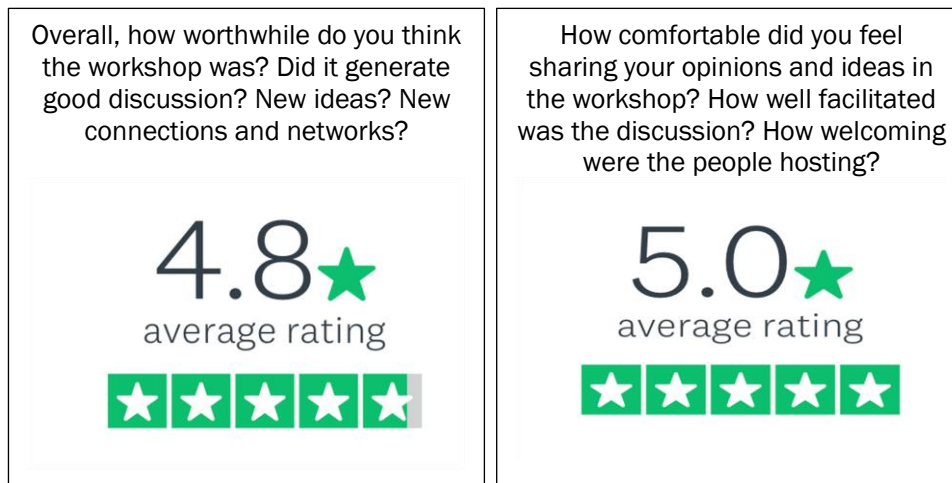Gender and age profiles of pop-up participants

The staff and professional participants in the process have included Council staff from all directorates, representing skills and knowledge in community safety, emergency management, engineering, local laws, community services (including youth work, aged services, early years, etc.), health, access and inclusion, urban design and social/community planning (including arts and culture, multicultural services, etc.).

External agency participants have represented similar breath of knowledge, from policing/justice and emergency services to drug and alcohol and youth services.

Reflections on our approach

This topic was a difficult one for the public consultations as it related to procedures that many were unfamiliar with, had never used themselves or were confused by. The public consultation participants were better equipped and more interested in discussing their vision for a safer Cardinia than what a good response and reporting procedure at Council might look like.

The professional staff (especially the internal Council staff), however, were very engaged with these questions and made robust contributions to the research. This engagement was reflected in the positive feedback people provided in the process evaluations for activities like the Search Conference (as summarised below):

Overall, how worthwhile do you think the workshop was? Did it generate good discussion? New ideas? New connections and networks?	How comfortable did you feel sharing your opinions and ideas in the workshop? How well facilitated was the discussion? How welcoming were the people hosting?
4.8★ average rating ★★★★★	**5.0★** average rating ★★★★★

> " *The discussions were timed well and gave opportunity as necessary for people to engage.*

> " *I really liked the use of 'community roles' to challenge our thinking.*

Search Conference participants

Survey Monkey summary data of Search Conference process evaluation, March 2023

Professional participants did have concerns about the broader framework development process, particularly in relation to:

- effectiveness (e.g. developing a reasonable policy response that could be implemented).
- 'buy in' (e.g. getting the Senior Management Team and Councillor involvement and commitment to the policy outcomes.

These reflections, in early parts of the process, did help to refine later stages of the research and engagement, both in terms of who was invited to participate and the questions that we asked.

22 Conceptualising 'safety'

This process has been focused on how Council can respond to a broad complement of safety concerns, including personal and inter-personal safety and crime, perceptions of safety, accident safety (related to crashes, falls and other injuries) and emergency incident safety (bushfire, flood, etc.)

Critically, however, the project has sought to understand 'safety' as experienced by people themselves and acknowledges that people of different gender, age, ethnicity, (dis)ability and socio-economic status have different experiences of safety and of reporting safety concerns.

Accordingly, this project has focused on community-led assessments of safety and on discussing safety with a variety of Cardinia residents/workers, partner agencies and Council staff.

Analysing safety for this project has involved understanding key concepts (like gendered safety, intersectionality, etc.) and the policy environment this work sits within. The following is a summary of how safety has been understood in this project.

Key concepts

Some key concepts have framed the ways in which the project has operated and how we defined 'safety' and thought about the experiences of being safe and of reporting safety concerns to authorities. The following is a summary of those concepts.

Gender (in)equality

Gender-specific approaches to community safety begin with an understanding of the specific forms that violence and discrimination is experienced by girls, women and gender diverse people, here in Victoria and around the world. Domestic violence and sexual violence, for example, are disproportionately experienced by women. Men, on the other hand, are more prone to fall victim to accident and are over-represented in hospital admissions, road trauma and as criminal offenders (Cardinia Shire Council 2018; Cardinia Shire Council 2017a/b).

Gender inequality and discrimination in society plays out in both private and public spheres. In public spaces, inequality can be exacerbated by structural inequality through policy, programming, design, research/evaluation and resource allocation (Criado-Perez 2019; XYX Lab & CrowdSpot 2021; Kern 2021), leaving women and gender diverse people under-served by public spaces.

The Victorian Gender Equality Act 2020 now mandates organisation like local governments to "undertake a gender impact assessment when developing or reviewing any policy of, or program or service provided by, the entity that has a direct and significant impact on the public." (Victorian State Government 2020: 9). The goal of these impact assessments it to redress structural gender inequality and move Victoria towards gender equality:

> **Gender equality** *means equality of rights, opportunities, responsibilities and outcomes between persons of different genders.*
>
> *Gender Equality Act 2020: 3*

This legislative requirement has been foundational to the ways in which the research and engagement was conceptualised, executed and analysed for this Discussion Paper and Framework.

Gendered safety

While women and gender diverse people represent a wide range of ethnicities, ages, socioeconomic resources, sexual preferences and other identity factors, they do share the impacts of gender inequality as expressed through gendered violence, harassment and design bias (Kern 2021; XYX Lab & CrowdSpot. 2021).

> *The design and use of public spaces for activities including exercise and leisure is both a reflection and a reinforcer of gender inequality.*
>
> *XYX Lab & CrowdSpot. 2021: 10*

Women and gender diverse people use and perceive public space differently (and more warily) than men do. There are internalised reasons (like how women are socialised about risk and safety) as well as externalised reasons (like gendered violence and public space design) that contribute (Hidayati et al. 2020). Women's concerns about safety remain less validated by the authorities and the justice system than men's, for example (e.g. sexual assaults versus 'coward punch' assaults). These biases are, in turn, internalised by the next generation of girls, socialised to manage gendered risks for themselves.

In their summary of prior research on how men and women perceive the risks of public spaces, Rišová & Sládeková Madajová (2020: 2) found the following:

- women generally consider parks and dark underpasses to be the most dangerous urban areas. They are far more sensitive to this land use than men are.
- women are more sensitive than men to places with signs of disorder, pervasive rubbish and graffiti.
- women are very sensitive to urban design/layout and other general characteristics (like landscaping), especially those that enclose, provide hiding spots or obstruct sightlines.
- area known for illicit behaviour, such as excessive alcohol drinking and drug use, affect the perception of security of both men and women.
- uncivil behaviour such as shouting or swearing has a more negative impact on women's emotional well-being than it does for men.

Women use public space differently than men (and are catered to differently than men). Women are more likely to walk and men to cycle, for example, which creates a gendered overlay to the conflicts experienced between pedestrians and cyclists on shared paths. Sporting facilities (football ovals, baseball pitches, skating bowls, BMX trails, etc.) are still populated by mainly boys and men, despite efforts to address gender equity in sport.

Gendered safety is, as a result, a critical issue to forefront in the development of this background discussion and framework and in the ways in which safety is understood by Cardinia Shire Council and its partners.

Intersectionality

Women's experience of safety is mediated not just by gender but by ethnicity/Aboriginality, age, socioeconomic resources, sexual orientation, (dis)ability, religion, migration status, housing status and other identity factors.

'Intersectionality' refers to the ways in which these different aspects of a person's identity can expose them to overlapping systems of oppression, domination, or discrimination (e.g. sexism, racism, homophobia, ableism, ageism, transphobia, etc.) (Crenshaw 2014).

According to Family Safety Victoria (2021), people exposed to intersectional discrimination face:

- a greater risk of experiencing violence
- a harder time getting the help they need due to systemic barriers
- increased risk of social isolation

'Intersectional' identities have been shown to add further risk and sensitivity in women to their surroundings (Kendall 2021; Victorian State Government 2022b; XYX Lab & CrowdSpot. 2021: 12; Cardinia Shire Council 2021a: 10). Aboriginal women, LGBTIQ and gender diverse people, women living with disability, migrant

women (of colour) and women experiencing homelessness, for example, are disproportionately affected by discrimination and violence in the public realm while older women are more disposed to poor perceptions of safety that younger people.

All these risks are directly relevant to the construction of this background discussion and framework, particularly the risks of getting a poorer response to requests for help.

Cultural safety

Like intersectionality (and related to it), cultural safety is an emerging component of the safety discourse and, in this context, refers to the ways people have experienced (or fear experiencing) harassment, discrimination and intergroup conflict based on ethnicity, gender, sexuality, etc. A culturally safe environment is one where people face "no assault, challenge or denial of their identity, of who they are and what they need... [enabling] individuals to feel safe, valued and able to participate in and enable their culture, spiritual and beliefs systems, free from racism and discrimination" (Victorian State Government 2019: 3).

A culturally safe environment builds mutual respect and shared meaning. In recent research on the influence of diversity, representation, safety, and sense of welcome and belonging on interracial contact in public settings, findings confirm that more frequent and positive interracial contact occurs in when people perceived more equitable engagement, representation and a higher degree of welcome and belonging.

These results recommend that Council responses to a wide array of public request "should focus on engagement and representation (as reflected through inclusive programs and events, input in decision making, and representation of racial and ethnic diversity) and safety." (Powers et al. 2022: 1).

Universal access and design

Universal access and design are a 'reply' to the points above, stressing a design response to the public realm that accommodates all bodies and is mindful of the mobility, sensory, cultural and other needs of diverse people. These design accommodations create safety environments. Universal access and design operate on seven basic principles:

- Equitable use: the design is useful to people with diverse abilities.
- Flexibility in use: the design is adaptable to different needs and choices.
- Simple and intuitive use: the design is easily understood and navigable, regardless of the user's experience, knowledge, language skills, etc.
- Perceptible information: the design communicates information effectively.
- Tolerance for error: the design can accommodate mistakes made by users.
- Low physical effort: the design can be used comfortably by all.
- Appropriate size: space is allotted for approach, reach, manipulation and use, regardless of the user's physical characteristics such as size or mobility.

(Centre for Universal Design Australia 2015)

Universal access and design are not simply physical design responses to exclusion: these concepts also apply to social and procedural environments (like accessing a Council service or lodging a request). Designing low effort, simple and intuitive processes are very important considerations for updating community safety policy.

Crime prevention through environmental design (CPTED)

In addition to the socio-cultural concepts related to safety, there are physical components that encompass target hardening approaches and place activation initiatives that 'legitimise' the use of public spaces, day and night. Collectively, these ideas are referred to as crime prevention through environmental design (CPTED). These ideas have been applied since the ideas of 'defensible space' were first posited in the early 1970s.

It is important to underscore that 2nd Generation CPTED was introduced in the latter 1990s to (re)introduce the social concepts of this practice. The social components of CPTED, a part of the early 1st Generation iteration, had largely been lost/overlooked over the early application of CPTED in the 80s and 90s in favour of a more technological focus on reducing opportunity for crime, installation of CCTV surveillance and a focus on physical and social forms of policing.

The International CPTED Association, however, recommends that the four principles of 2nd Generation CPTED inform its practice: building social cohesion, strengthening (inclusive) community culture, building physical, social and cultural connectivity and addressing threshold capacity issues (ICA 2022: 1).

The legislative and policy context

Many of the concepts above are reflected in policy and legislation at the international, national, state and Cardinia Shire Council level. The following are the key policy and legislative influences on the project.

Cardinia Shire Council policy

At the local level, there are several pieces of high-level policy that this piece of work needed to align with, including:

Policy	Guiding principles	Priorities for action
Council Plan 2021-2025 operationalised through all Council activities and legislated under the Local Government Act 2020. Safer communities actions respond to and reflect the priorities laid out in the Council Plan.	*Cardinia is a community working together to build a safe place.* Priorities include: • strong communities • liveable places • thriving environments • prosperous economies • responsible leaders	safety is a specific objective of the 'stronger communities' priority area: "We work together to support everyone to be healthy, active and connected. Individuals feel included, **safe** and are valued for who they are. We have **zero tolerance for all forms of discrimination**. Our community services and facilities meet the diverse needs of our communities." as well as strategy 1.4: Facilitate **a partnership approach to create safer communities**.
Liveability Plan 2017-2029 and Safety Action Agenda 2021-2022 operationalised via Community and Family Services and legislated under the Public Health and Wellbeing Act 2008. Acts as a 'parent' policy to the safer communities strategy and actions.	Vision: Cardinia Shire is a liveable, resilient community where the environment flourishes and residents are healthy, included and connected. Delivered via strategies organised under seven outcome areas: 1: Improve mental health and wellbeing 2: Improve social cohesion **3: Improve safety** 4: Improve healthy eating and active living 5: Reduce family violence 6: Improve financial wellbeing and resilience 7: Reduce harm from tobacco, alcohol, drugs, and gambling	The initiative aimed to achieve **improved safety (Outcome 3)** focus on "Safety is about being and feeling safe. It is about protecting people from danger and preventing harm where there are known hazards or risks to personal safety". Initiatives have been developed to meet the following objectives: • increase **road, pedestrian and cyclist safety** • increase **perceptions of safety** • increase **preparedness for climate hazard** events • **reduce crime** and anti-social offending • **reduce injury** in public places (see Appendix A)

Policy	Guiding principles	Priorities for action
Community Safety Strategy (retiring) operationalised through Safer Communities Strategic Committee and priority area working groups: family violence network; crime action group; AoD action group; mental health action group; road transport and pedestrian action group and emergency management planning committee	*Cardinia is a community working together to build a safe place.* Principles include: resilient; innovative; confidence; universal design; evidence-based approach; significant positive impacts; sense of community; inclusiveness; vibrant; respectful; tolerance; partnerships; caring; prevention; thriving; being happy; responsible	achieve via: 1. Strengthening and developing a **network of partnerships** which enable collaborative approaches to creating a safer community; 2 Establishing a commitment to **long term, sustainable programs** which take a whole of community approach to creating a safer community; 3. Implementing programs and initiatives which take an **equitable, tailored approach to meeting the needs of high-risk, vulnerable groups** and environments throughout the Shire; 4. Ensuring **evidence based and best practice approaches** are used to work towards creating a safer community; 5. **Effectively monitoring** the frequency and causes of safety related harm throughout the Shire; 6. **Implementing evaluation measures** to assess effects of change
Road Safety Strategy 2016-25 operationalised via Infrastructure Services Unit, guided by the Victorian *Vision Zero 2016-2020 Road Safety Strategy*	aligns with the Victorian goal of reducing road deaths by 20% and serious injuries by 15% in the next five years	address the following local priorities through road safety action: 1. **safety for young families**, including children aged 0-12 years of age and their parents/ carers 2. **youth road safety** issues 3. **road users aged over 50 years** 4. **vulnerable road users**, including pedestrians, cyclists and motorcyclists 5. **safe roads**, roadsides, paths and vehicles 6. **risky behaviour**, e.g., speed, drink and drug driving, fatigue, distractions 7. **advocating to the Victorian and Australian Governments** for safer transport infrastructure and services 8. **governance and communications**
Municipal Emergency Management Plan operationalised throughout Council and mandated by the Emergency Management Act 2013, requiring each Council to develop and maintain an emergency management plan that seeks to reduce the likelihood, the effect and the consequences of emergencies	seeks to "build **safer and more resilient communities** through dynamic engagement and connectedness with the individuals, groups and broader society that makes up the Cardinia Shire municipality. It ensures a **coordinated and integrated approach** with a focus on **community involvement** in planning in line with the 'all communities – all emergencies' approach to emergency management".	respond to the CERA ratings for Cardinia, which are 'high' for **bushfire, storm, flood, extreme temperatures and animal disease** and 'medium' for human epidemics/pandemics. build resilience following the 16 significant emergencies that have occurred in the past 20 years. **coordinate across all adjacent and complementary policy/planning** and encourage integrated training, evaluation, etc.

| Policy	Guiding principles	Priorities for action
Reconciliation Action Plan 2021-23 operationalised via Community and Family Services and guided by Reconciliation Australia, Reconciliation Victoria and the Charter of Human Rights & Responsibilities 2006	Supports approaches in policy procedures that develop relationships and are mutually beneficial to Aboriginal and non-Aboriginal parties. The self-determination principles of the plan are critical aspects to improving cultural safety.	arranged around four focus areas: relationships, respect, opportunities and leadership. Each contributes to improved **cultural safety** for Aboriginal and Torres Strait Islander people in Cardinia
Crime Prevention Through Environmental Design (CPTED) Policy operationalised via Planning Strategy and Urban Design (informed by: Urban Design Guidelines for Victoria: https://www.urban-design-guidelines.planning.vic.gov.au/toolbox/guideline-downloads)	Managing opportunity for crime through the design of built environments. CPTED principles include: Surveillance; Access Control; Target Hardening; Territorial Reinforcement; Management & Maintenance	This policy is intended to ensure the design and management of spaces can **improve safety and reduce crime by applying the CPTED principles**. It isn't intended to be prescriptive or act as a checklist but instead highlight a set of objectives and design choices to enable staff to make a considered decision within the scope of their own roles and responsibilities
Gender Equality Policy 2021 operationalised across Council via Community and Family Services and legislated through the Gender Equality Act 2020 to ensure "workplace gender equality and promote gender equality in policies, programs, and services that has an impact on the public"	*We want everyone who lives, works and spends time in Cardinia Shire – regardless of their gender identity – to be treated with respect and fairness,* **to feel and be safe**, *and to have equal access to opportunities to reach their potential and pursue their dreams.* Principles: Equality, **safety**, fairness, wellbeing/health	achieve via: 1. policy delivery that is equitable/fair; 2. actively listening to people about their lived experiences; 3. create opportunities to inform decision making; 4. lead by example

Policy	Guiding principles	Priorities for action
Access & Inclusion Disability Strategy and Action Plan 2021-2026 operationalised through all areas of Council via Community and Family Services and legislated through the Disability Discrimination Act 1992 and the Charter of Human Rights & Responsibilities 2006.	The plan "sets out what we will do to make our workplace, services, programs and community more accessible to people with disability, to ensure they are equitable, inclusive, and **safe**" The principle of 'not for us, without us' drives the plan and reinforces people's rights to participate in interventions, including action on safety.	Section 6.5 notes that "people with disability can experience higher rates violence, abuse, neglect, and exploitation than people without disability. Along with this they can also encounter barriers to expressing their experiences and asserting their rights".
Cultural Diversity Plan 2019-23 operationalised throughout Council via the Community Strengthening Team	expresses four priorities: welcoming diversity, building connections, promoting participation and sharing outcomes	actions relate to safety in areas of **anti-racism** and participation in civic live/belonging. Evaluative actions are also linked in relation to how well policy initiatives reach diverse communities in Cardinia.
Ageing Well Strategy 2019-2023 operationalised throughout Council via the Community Strengthening Team	Uses the WHO principles of age-friendly cities framework (also used in the Liveability Plan)	Objective 3: Respect, **Safety** and Social inclusion, with key goals including: • Ageism is challenged through intergenerational activities and positive messaging around ageing. • Older adults are supported and have opportunities to, live and participate in the community safely. • Reduce social isolation by increasing opportunity for connection. • Reduce elder abuse through prevention measures and education.
Child, Youth and Family Strategy 2017-21 operationalised throughout Council via Community and Family Services and guided by the Charter of Human Rights & Responsibilities 2006	Driven by a mission statement: "Cardinia Shire is a place where children and young people are **safe** and able to optimise their health, wellbeing and development, with the support and encouragement of their families and trusted adults. Through the adopted Child Friendly City Charter, it promotes a place where they are acknowledged as young citizens in their own right and where their voices help to shape the place where they live and the services and opportunities they receive."	Children, young people and families will "**Be Safe**", as the first policy outcome, underpinned by: • They will be **protected from harm** and receive **support to keep safe.** • They will **build resilience** and help keep themselves safe. • They will have **access to trusted adults**. • **Vulnerability, location and disadvantage will not determine outcomes**.

Other local policy and data that relates to and/or informs this and other community safety policies includes:

- CCTV Policy
- Neighbourhood House Policy
- Public Transparency Policy
- Social Justice and Equity Policy 2019−23
- Strategic Directions Paper 2017 (for the development of the Municipal Health and Wellbeing Plan)

Victorian, Australian and International policy drivers

This work was also influenced by the requirements of the three key pieces of State legislation:
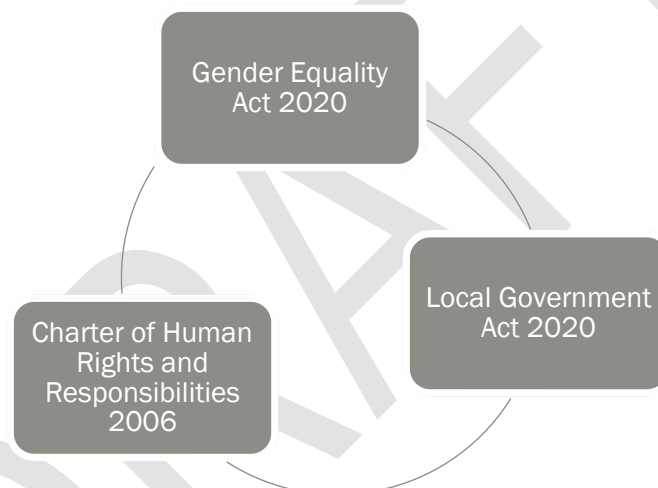
All three examples have mandated actions for local governments that impact upon the development of this framework. As discussed, the Gender Equality Act mandates gender impact assessments of projects and policies such as this one. The Local Government Act 2020 directs local governments to provide deliberative opportunities for community to participate in civic decision making. And the Charter of Human Rights and Responsibilities 2006 instructs all policy and programming to comply with human rights obligations.

Such universal human rights are global in scale and are driven by the United Nations Universal Declaration of Human Rights endorsed in 1948 by the international community, including Australia.

The Declaration has since inspired "around two hundred assorted declarations, conventions, protocols, treaties, charters, and agreements dealing with the realization of human rights in the world" (Morsink 1999: 20). The UN Sustainability

[Development Goals, 2015](#) (SDGs) that 'operationalise' and evaluate progress on human rights and equity are an example relevant to Australia and Cardinia Shire Council. The SDGs that particularly relate to this project include:

3. Good health and well-being – ensure healthy lives and promote well-being for all.

5. Gender equality – ensure gender equality and empower all women and girls.

11. Sustainable cities and communities - make cities and human settlements inclusive, safe, resilient and sustainable.

13. Climate action - address the need to both adapt to climate change and invest in low-carbon development.

16. Peace, justice and strong institutions - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.

(source: UN Sustainable Development Goals, 2015)

In reporting against local progress against the SDGs, the Australian government has explicitly noted that "safety for women and girls" is a challenge facing the country in terms of the 'sustainable cities and communities' SDG (Australian Government 2018: 76-78), for example.

Finally, other legislation has been important in a 'promising practice' manner. For example, the Emergency Management Act 2013 directs Councils in a range of tasks related to emergency management, including appointing a Municipal Emergency Resource Officer to coordinate resources in response to an event. This requirement strengthens local emergency response and could be a model for how Council procedures change in respect to community safety.

34   Key findings and directions

The following is a summary of findings from the policy review and engagement processes, discussed in relation to the current state (how things operate now), the ideal future state (how people want things to operate) and the actions needed to get the outcomes people want (the ideas for change).

The current state

The following is a summary of the findings about how community safety issues and their reporting to Council are currently experienced in Cardinia as well as how Council currently addresses community safety issues.

Current Cardinia Shire crime data

The following snapshot data is provided by the Victorian Crime Statistics Agency and portrays an increase in criminal incidents in Cardinia over the previous year. However this follows a significant drop in overall crime from the year before that. As a result, there has been an overall decrease in crime between 2021 and 2023.

Total Criminal Incidents		Total Criminal Incidents	
2021	2022	2022	2023
5,560	4,594	4,594	4,891
-17.4% ↓		+6.5% ↑	
Compared to Previous Year		Compared to Previous Year	

Total criminal incidents, Cardinia, April 2021-March 2022 and April 2022-March 2023

The top five locations for crime (by suburb and by physical location type) indicate that most reported crimes occur in the urbanised area of Pakenham and in residential houses.

Pakenham	2,975
Officer	655
Beaconsfield	258
Koo Wee Rup	174
Emerald	129

112 House	1,756
281 Street/Lane/Footpath	689
138 Driveway/Carport	229
332 Service Station	222
337 Shopping Complex	211
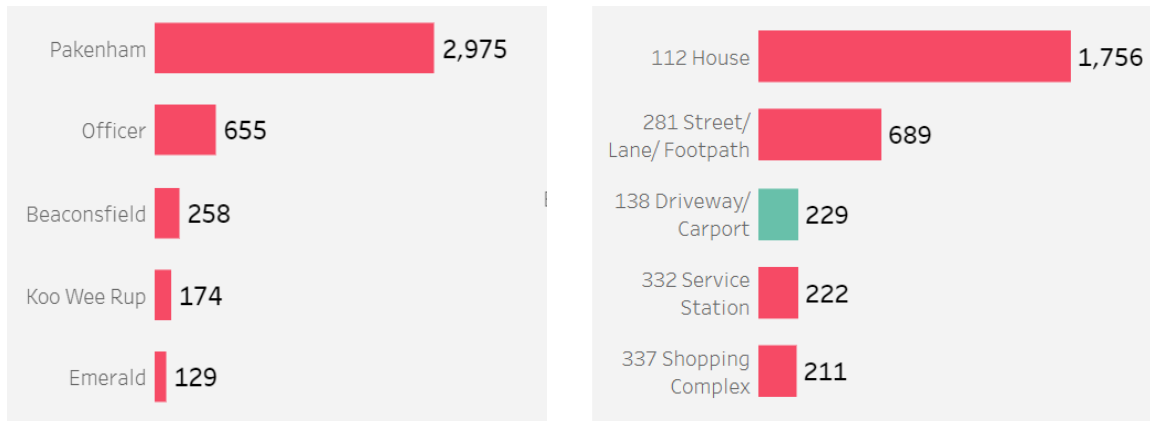
Criminal incidents by location, April 2022-March 2023

Crimes against property represent the greatest number of criminal incidents in Cardinia, reflecting the broader state and national patterns of crime type.

Cardinia does experience higher than average incidents related to family violence, ranking this the third most common type of criminal incident.

B42 Steal from a motor vehicle	520
B49 Other theft	431
E21 Breach family violence order	415
B21 Criminal damage	405
A231 FV Common assault	314
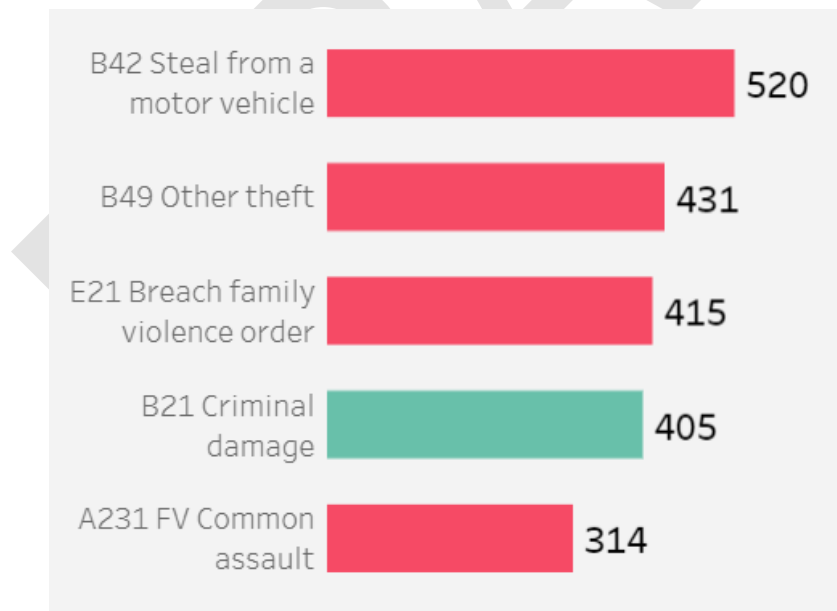
Criminal incidents by incident type, April 2022-March 2023

People's community safety concerns

These engagements have confirmed earlier consultations (Cardinia Shire Council 2017c: 31) findings that the top safety concerns for the community are:

- road and pedestrian safety
- property crime
- crimes against people (notably family and interpersonal violence)
- alcohol and other drugs
- mental health
- natural hazards/disasters

Our findings have provided some further detail. For example, road safety concerns emphasised poor road conditions (potholes, for example), speeding and other poor driver behaviour and missing pedestrian infrastructure like crossings.

The rural/township communities showed a little more concern with emergency management and road safety issues while the urban/suburban population reported more concern about crime and disorder issues. However, this was not as significant a difference as one might expect. Town and suburban community members alike expressed concern about young people 'ripping up' public facilities and 'stirring up' other young people and people in rural and suburban setting worried about emergencies like bushfire.

" *Just the roads. Been here 30 years and there has been a huge increase in traffic, including semis and trucks and people bypassing the city, on roads not really designed for it.*

(Man, 60s, Cockatoo pop-up)

" *Road condition at the bowls club needs fixing -- a woman tripped in a pothole last night and seriously hurt her knee.*

(Man and woman, 70s, Lang Lang pop-up)

" *Parents should be able to send their kids to school on the train or bus with no worries.*

(Man, 36, Packenham Marketplace pop-up)

" *Bushfire -- there is only one exit from the estate.*

(Woman, 50s, Packenham Marketplace pop-up)

Men tended to be more concerned with road safety while women were more concerned with personal safety. Women were more sensitive to poor perceptions of safety, to stories of other people's experiences and to fears of attack by strangers. They also reported experiences of being followed and/or harassed during these consultations while men didn't.

" *A man followed me from the train. I contacted the police, but they didn't do anything. I now don't want to go out after 6pm.*

(Woman, 20s, Pakenham Marketplace pop-up)

" *I heard about a lady getting stabbed. It worries me!*

(Woman, 50s, Packenham Marketplace pop-up)

As with other data (from Cardinia as well as other places in Australia and overseas), however, *fears* about potential safety issues very substantially outstrip direct experiences with the same safety issues.

Much of the fear for safety (e.g. worry about home invasion or car theft, concern about behaviours in public and/or fears about interpersonal violence from a stranger) was not based on personal or even second-hand experience but on media reporting, including social media reporting in local Facebook groups, Twitter and the like. Contemporary social and mainstream media is a powerful force in creating poor (and therefore potentially positive as well) perceptions of local safety.

It is also a space where fears for safety can be exploited and exacerbated, dissuading people from using local public spaces and participating in civic life (which are positive community safety behaviours).

Social media was also implicated as a driver of poor behaviour. One man in his 20s discussed his history with crime and antisocial behaviour and remarked that:

" *It's worse now than when I grew up. Social media is a very negative influence. You need someone – a youth or community worker -- in front of you, to counteract that online 'programming'.*

(Man, 20s, Packenham Library pop-up)

There were a range of other community safety concerns raised during our engagements and they included issues as diverse as bullying, digital safety and racism:

- Need a strong community to feel safe and there is less of a community feel here now than before (Man, 60s)
- Older people need more education about digital safety (Woman, 70s)

- Our seven-year-old granddaughter is being bullied in school with nothing happened to punish the bully (Woman, 46)
- Need better construction site/zone management (Woman, 30s)
- Racism during reconciliation week/NAIDOC is culturally unsafe (Man, 40s)
- Put cameras in key places like the skate park. A couple of lights there too (2 boys, 17)

Notably, however, many in the community engagement participants – many women and many older -- wanted to say that Cardinia was and felt safe for them and that generating an environment of fear and distrust of others was counter-productive to safety and to people's belonging to and enjoyment of their community.

> " *I think things are pretty good!*
>
> *(Woman, 70s, Cockatoo pop-up)*

> " *Don't be so scared! There are more good people out there than bad. Look to be accepting of others/difference. My rainbow family is fine.*
>
> *(Woman, 71, Packenham Library pop-up)*

People's experiences contacting Council

Most people participating in these consultations have never had cause to contact Council about a safety issue and many expressed that they thought it unlikely that they would.

For the few (nine, in total) saying they had contacted Council in the past, four (44%) were "very happy" with the response, three (33%) rated the response as "average" and two (22%) were "very unhappy":

very happy (44%)	average (33%)	very unhappy (22%)
"You guys are awesome from whichever area I have contacted" (Woman, 32, pop-up) "Council was helpful but couldn't resolve the issue for me" (Woman, 49, survey)	"It is one thing to send an email, but another to actually have someone take notice of it" (Woman, 70s, survey)	

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People reported that their preference was to phone or email Council if they have concerns and need help. Multiple people said they preferred calling but with an email follow-up and/or confirmation.

Council reflections on how community safety is managed

Council's role in responding to community safety is multiple and varied, which creates both opportunities and barriers for good practice. For example, the following were all identified roles that Council currently plays in relation to safety:

- Provide a point of contact for creating cohesion and connectedness.
- Ensure infrastructure is up to standard so that the most vulnerable people (e.g., women) in our community are safe -- adequate lighting and trees etc not blocking line of sight. Footpaths wide enough for wheelchairs, scooters, prams. Roads are designed to minimise road trauma.
- Ensure community safety planning and design is incorporated into new and rejuvenated precinct designs.
- Provide forums and avenues for the public and community to raise issues or concerns in their local community they have around safety or security.
- Provide community strengthening and community development opportunities.
- Offer opportunities for people to get civically engaged in their community.
- Collaborate with partners in supporting community education on a range of safety topics (bushfire preparedness, crime prevention, etc.).
- Ensure community safety messaging includes languages other than English.
- Advocate for community safety resourcing - including info and infrastructure.
- Work with police and other emergency services to ensure safety during emergencies.
- Working on behalf of the most vulnerable in our community to ensure equity of outcomes.
- Research and evaluate programs and policies.

These roles and responsibilities relate to four key ways in which Council acts in relation to community safety:

Plan and Regulate
Council is involved in planning approvals and the development and delivery of community infrastructure. Council also has legislative responsibility in areas of public health and emergency management that assist in creating positive community safety outcomes.

examples of this role: detailing community safety requirements in precinct/neighbourhood structure plans; creating community safety, design and emergency management policy; enforcing local laws.

Advocate and Lead

Council has a duty to listen to its residents and advocate to external agencies, state and federal governments to provide resources, services or supports to improve safety at a local level.

examples of this role: advocating for traffic calming measures on state government roads; providing domestic violence supports to local community members; advocating for increased mental health, drug and alcohol treatment services in the local area.

Communicate and educate

Through sharing relevant information with the community via a variety of communications channel and initiatives Council plays a role in informing and education the community in an effort to increase awareness and knowledge of safety issues.

examples of this role: supporting bushfire preparedness materials and education sessions for members of the public; partnering with Victoria Police on community-based activities.

Partner

Council has effective partnerships within the community with organisations and groups that play a role in improving safety within Cardinia Shire. As Council's scope of intervention into safety issues including crime, anti-social behaviours and other offences is limited, it is of utmost importance that strong relationships are formed with key stakeholders to provide timely interventions for the community.

examples of this role: establishing and resourcing Cardinia's cross-agency Safer Communities Partnership Committee; responding to complex local safety incidents in a holistic 'whole-of-government' manner.

These roles are supported by some key strengths, including that safety is already a Council priority and described as everyone's responsibility across the organisation. Councillors are engaged and supportive, the workforce is skilled and there is a strong network of Advisory Committees, community groups and agency partners that work with Council.

> " *In Council, all our teams do amazing work... there is an opportunity to connect those work practises across the Council and to the ways we communicate to the community.*
>
> *Council staff member, Search Conference*

The challenges are intricate as well, often as a direct result of the complexity of the roles Council plays in relation to community safety. Staff have identified the following internal and external challenges with the ways things currently operate:

Internal

- data collection methods can be too narrow for the purposes of understanding safety (especially perceptions or fears for safety).
- the large number of policies and plans. safety is seen as an add-on but also must be addressed.
- withdrawn political support and/or budget after a lot of work or counter to recommendations (the example of placemaking was used to illustrate).
- staff turnover and the induction/training of new staff (working safety into people's PDs, workplans, etc.).
- workplans have very little room to add anything extra because "once set, that's it". This limits responsiveness to community need and poor capacity to address all but the most reactive additional work.
- 97% of funding goes to crime reduction and emergency recovery efforts versus prevention and more holistic safety initiatives.
- shift from old to new: changing spaces, new demographics, etc. This is a challenge for Council to service and a challenge for community to feel safe.
- evidence around issues like perception is particularly difficult to use in securing funding and communicating to the community.

External: community

- different service expectations in different towns and different geographic areas. Urban/rural divided in terms of floods, fires, crime, etc.
- will new CALD and multicultural communities come to Council for support?
- 37% increase in youth crime: what is the correlation to poor mental well-being?
- no resources to engage primary age children.
- often see the most highly engaged and the least highly engaged/most vulnerable but the big 'grey middle'.

External: service providers

- Council priorities may conflict with the priorities of service providers. Can Council deliver on the expectations of service providers?
- ownership of actions... many want to own but not partner on safety action.
- we want to engage other service providers, but this may result in negative reactions from existing partners.
- they may take on something but after a year they haven't delivered, and Council must do it anyway but behind the eight-ball.

These disadvantages collectively create a community safety system that is, even for staff within it, difficult to map out and navigate.

> " *Project management framework includes a lot of checklists which can result in tick box approaches to safety outcomes that we are reporting just for the sake of reporting rather than for real outcomes.*
>
> *Council staff member, Search Conference*

These descriptions of the current state, the issues facing community, the roles and responsibilities Council takes in reply and the advantages and disadvantages of doing things this way are all the foundation for the next section: the ideal future state or vision for how things could be better.

The ideal future state and ideas for change

An ideal future represents the vision or goal people have in terms of how Council responds to community safety issues. The following are some key summary points of what community and staff (Council and external) see as important features of a better future, discussed in priority themes.

Establishing a unified approach

The other ways in which policy and action can be consolidated in to align the principles and purposes of working together. Staff and agency partners were asked to map guiding principles through the Search Conference and a series of deep dives and other discussions: it is striking that the result so resembles the 'commitment as partners' from Council's Liveability Plan (Cardinia Shire Council 2017b: 5):

These principles reaffirm that preventing (fear of) crime, accident, emergency events, trauma/injury, disability or premature death is preferable to applying remedial measures afterwards.

These principles also assert that action to needs to be taken based on relevant and reliable evidence but acknowledge that such evidence is not always available and that sometimes we have to learn-in-action and develop research and evaluation techniques as we go. We also need a safe environment to fail and to learn from failure.

Collaboration and partnership building is a key principle as is accountability and giving people authority to make decisions and take action to improve safety. The public needs access to that decision making via regular communication and

information and through active participation in community safety planning, implementation, and evaluation.

Consolidating the policy landscape

" *It's confusing as to how to link all the people involved in safety so that they are working together in an integrated approach with a single unifying framework.*

Council staff member, Search Conference

Cardinia currently has a lot of safety policy, plans, action advice and procedures that sit is a variety of areas across Council. While differentiation is needed between road safety, emergency management and community safety policy (given they have very different functions), there needs to be policy rationalisation within those areas to help people find common purpose.

This framework, for example, should act more as a discussion paper to the community safety strategy and action plan nested within the Liveability Plan than as another standalone policy upon itself. Indeed, the Safer Communities Framework could, in future, be consolidated with the Liveability Plan entirely.

This can still be underpinned by guidance on aspects of community safety (like CPTED or graffiti management or bushfire planning) without needing a whole adjacent suite of policies.

Embracing complexity

" *There are brand new communities here, still to be built! That offers scope for great design, building relationships with developers, community development, etc.*

Council staff members, Search Conference

While people wanted policy consolidation, they also wanted to embrace that community safety is not a single activity or approach. It isn't just about policing, designing safer public spaces, building social cohesion, managing bushfire risks or reducing road trauma. It is all these things, which themselves are complex problems.

People expressed an ideal future state where this complexity was embraced and a key driver of research, programming, evaluation and reflective learning. Complexity was embedded in the following:

- **places** (different environments are associated with different community safety risk profiles. For example, rural areas are at greater bushfire risk than urban areas and will therefore have greater bushfire awareness needs. As another example, urban parks are environments with poorer perceptions of safety for women and so empowering projects with women in these environments (e.g. 'take back the night' type approaches) is suggested.
- **populations** (different groups will encounter different community safety risks and experience different perceptions. For example, older migrants and Aboriginal people will have experiences with racism that younger, Australian-born Anglo populations may not comprehend).
- **services** (how services respond to community safety through program design and implementation is also complex. Some services – emergency services, for example -- use a 'command and control' approach to manage imminent dangers while others are involved in community development approaches to strengthening cohesion and resilience)

Sharing high quality data

> *Need to educate staff as to what is available, fix and promote partystats, fill in the data gaps and better communicate/share data on what is being done and how it's working*
>
> *Council staff members, Search Conference*

The ideal future state was one where there was much easier access to data and evidence from across Council and between Council and its external partners. While not a new vision (or an easy one to achieve), this was certainly a priority for those within and outside Council. People wanted to have a 'clearinghouse' type space where publications, policies, data and research evidence was all collected and available for people to use.

There was also appetite for developing a modest set of on-going community safety indicators for the local area that would be tracked over time. They would include quantitative data like crime statistics and qualitative indicators of issues like social cohesion.

Part of this vision involved training staff and community about what data was available, how to interpret it and how it could be used effectively in designing actions and interventions.

Community members also wanted more immediate access to key local data, preferably on the internet and in a central location where they might also get support from Council staff on their query.

Investing in research and evaluation

> *For complex safety issues, there is no process for managing evaluation. Need to work out how to do this: who should be involved, what a good multi agency approached looks like and how learn from failure, reflection and reflexivity.*
>
> *Council staff member, Search Conference*

Fostering a pro-research and evaluation environment was an important part of the ideal future state envisaged by Council staff. They were keen to have the time and space to respond/plan/collaborate/problem solve/evaluate well and thoughtfully. This needed a system of reflective practice where "groups and staff came together for real evaluations" so that everyone, from officers to Councillors, were better able to see how Council was achieving its vision for a safer Cardinia.

At present, people reported are working at/beyond capacity with little encouragement or resourcing to undertake good evaluative processes. Additionally, external funding conditions means that projects are often designed to fit the round peg of community need into the square hole of funder requirements. Neither of these current conditions is ideal.

Instead, people wanted to have future programming that was led by sound research and evidence of local need. That evidence needed to be more sophisticated than simply crime data and people saw a role for more experimental and exploratory interventions in future.

Improving communications

As noted, community members reported that their preference was to phone or email Council with their concerns, but they also made a few other observations and suggestions about communications:

- a single online 'portal' that was easy to find and use.
- Council could use or create a tool like SnapSendSolve.
- communications with Council need to protect privacy/confidentiality:
  - "I don't want to be a dibber dobber" (Woman, 60s)
  - "making any complaint about/to Council and you get a ticket the next day!" (Man, 30s)
- maybe a system of emergency beacons in key areas that people could press if unsafe? (Woman, 50s)

Council partners also favoured the relational sort of partnership where they worked with someone on projects and built capacity and cooperation over time. They also noted, though, that they were sometimes making referrals to Council outside of their usual connections and that the following could be helpful:

- a flow chart would be handy to navigate the system (Service provider)

The group with the strongest commentary about Council communications was Council staff themselves. People saw better education, training and communications (internally and externally) as very critical to an ideal future. That included:

- mapping the communications network in an easy-to-follow format
- creating a single point of 'first contact' within Council and/or community safety training for Customer Service personnel
- offering translator-assisted and written translation information to CALD communities
- developing stronger hand-over and induction processes to communicate critical community safety information to new staff
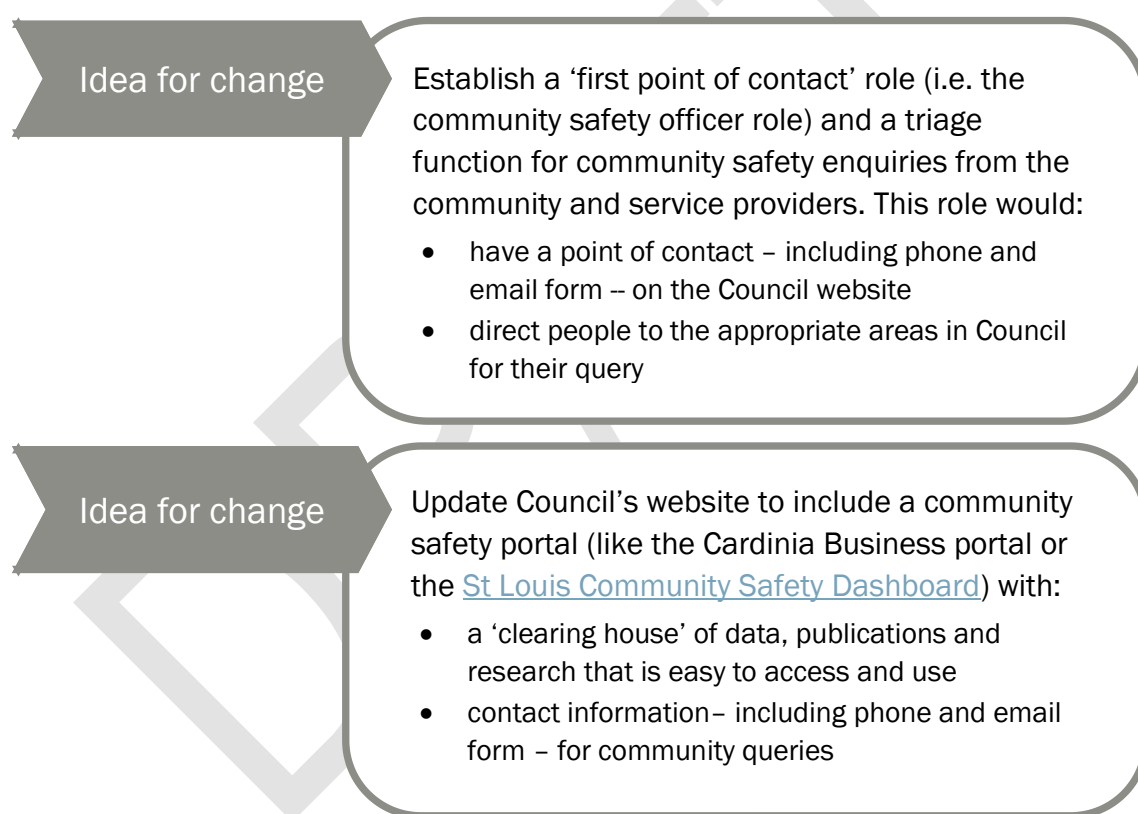
Ideas for change

The ideal future described by people in response to the challenges, disadvantages (and unrealised opportunities) of how community safety work is currently undertaken at Council suggest a range of ideas for change to the community safety work at Council.

These can be woven into the work of the Safer Communities Steering Committee via the upcoming (2024-2026 and subsequent) action plans.

A clearer point of contact

Council's website need a clear route for visitors to find community safety information in a 'one stop shop' and to lodge a request or concern.

> **Idea for change**
>
> Establish a 'first point of contact' role (i.e. the community safety officer role) and a triage function for community safety enquiries from the community and service providers. This role would:
> - have a point of contact – including phone and email form -- on the Council website
> - direct people to the appropriate areas in Council for their query

> **Idea for change**
>
> Update Council's website to include a community safety portal (like the Cardinia Business portal or the St Louis Community Safety Dashboard) with:
> - a 'clearing house' of data, publications and research that is easy to access and use
> - contact information– including phone and email form – for community queries

A consolidated community safety environment

This process recommends a more consolidated community safety environment with fewer (and more consistently aligned) policy documents and a clear map of roles and responsibilities.

This consolidation can start with a shared set of guiding principles and goals and this process has recommended principles mirroring the 'commitment as partners' expressed in Council's Liveability Plan.

Idea for change

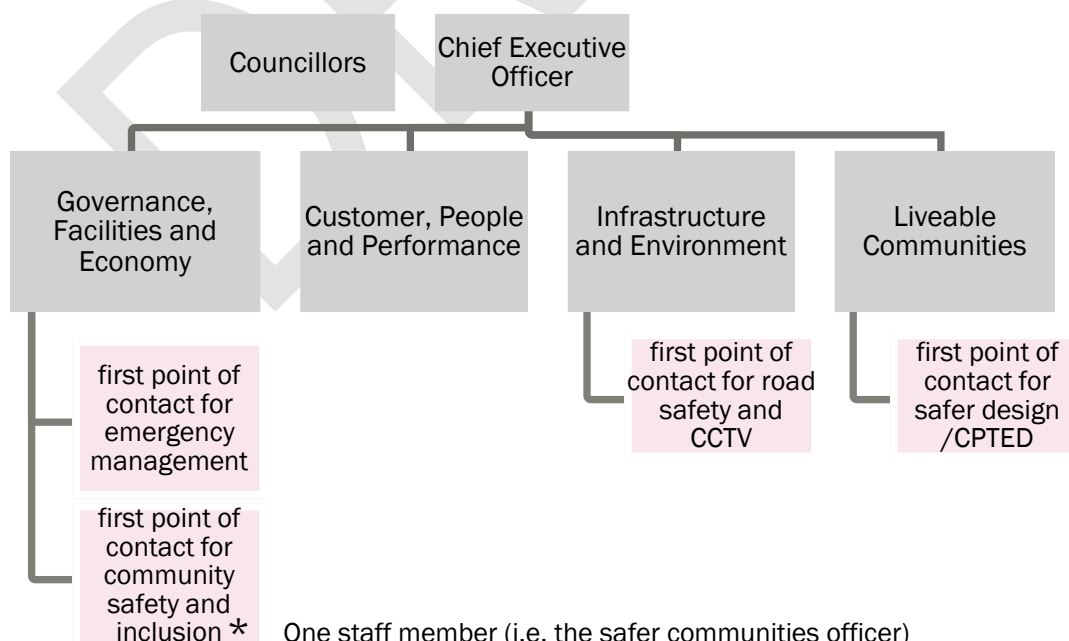Align the guiding principles and purpose of community safety policy with that of the Liveability Plan 2017-2025 (as pictured below):

- engagement and participation
- prevention is better than cure
- accountability
- evidence-based decision making
- collaboration
- safe to learn
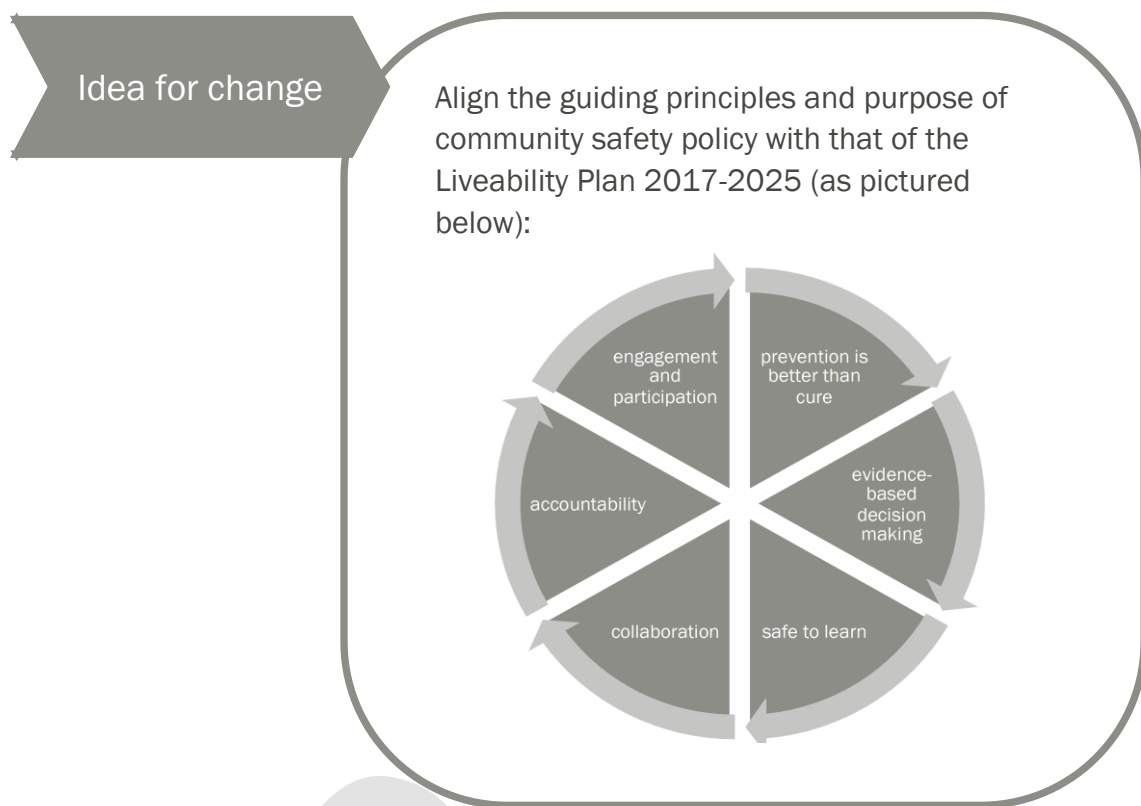
In terms of mapping recommended Council roles, responsibilities and first points of contact, the following is a basic outline (see also Appendix B):

Councillors | Chief Executive Officer

- Governance, Facilities and Economy
- Customer, People and Performance
- Infrastructure and Environment
- Liveable Communities

first point of contact for emergency management

first point of contact for road safety and CCTV

first point of contact for safer design /CPTED

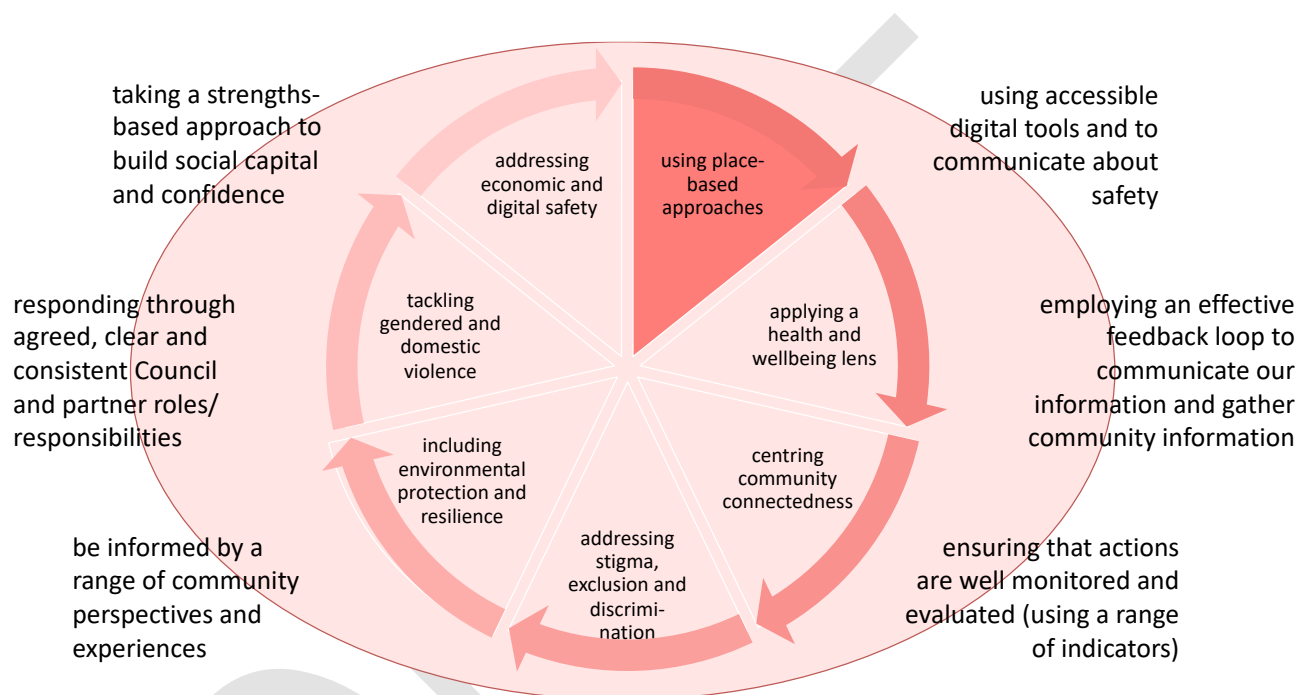first point of contact for community safety and inclusion *

* One staff member (i.e. the safer communities officer) would be the first point of contact for all general enquiries

Respect and reflect community safety issue complexity

While a clearer 'map' of Council's community safety initiatives was a priority, so too was engaging with the complexity of community safety issues. Most people participating in these conversations rejected a simple answer to complicated matters like crime, discrimination, anti-social behaviours and perceptions of safety.

The Search Conference and subsequent deep dive conversations tackled that complexity and suggested that good community safety practices encompassed the following:

taking a strengths-based approach to build social capital and confidence

responding through agreed, clear and consistent Council and partner roles/ responsibilities

be informed by a range of community perspectives and experiences

addressing economic and digital safety

tackling gendered and domestic violence

including environmental protection and resilience

using place-based approaches

applying a health and wellbeing lens

addressing stigma, exclusion and discrimi-nation

centring community connectedness

using accessible digital tools and to communicate about safety

employing an effective feedback loop to communicate our information and gather community information

ensuring that actions are well monitored and evaluated (using a range of indicators)

Idea for change

Generate a shared commitment to a nuanced 'social model of safety' that better understands and creatively responds to safety as related to:

- places (e.g. requiring safety outcomes/focus through structure, precinct, open space and infrastructure planning, CPTED, etc.)
- people (e.g. anti-racism programs, protective behaviours for people with disability, etc.)
- services (e.g. cultural safety of existing services and programs, expanding 'safety' into other service areas (like homelessness outreach)

These would translate into a range of programs and partnerships across Council and external agencies

| Idea for change | Lean into the difficult community safety issues of racism, discrimination, gendered violence, bias and so forth through research and data collection and reflective practice evaluation. |

Enhance community safety evaluation in Cardinia

As community safety is complex (and impossible to evaluate effectively with just snapshot, quantitative data), the establishment of a set of longitudinal community safety indicators is recommended as a first step in improving community safety evaluation. The indicators should be a small and consistently available set of data, gathered by Council and/or its partners and shared with partner agencies and community.

| Idea for change | Establish and monitor a set of community safety indicators over time to better understand and track the social determinants of community safety and measure 'what counts' (Whitzman 2008). Indicators would relate to: |

- places (e.g. safety audit scores, lighting, crime hotspots, road trauma incident, etc.)
- people (e.g. SEIFA disadvantage, offender and victim demographics, social cohesion, etc.)
- services (e.g. participation rates in key safer community activity, etc.)

Indicator tracking would be one new responsibility for Council's Safer Communities Advisory Committee and a second would be to oversee a community of practice reflection on practice. This would happen annually (perhaps linked to the Liveability Forum in July) to reflect on the practices of community safety interventions in Cardinia.

Idea for change

Establish and document an annual reflection on practice for the safer communities practice network with lessons from similar processes like the Neighbourhood Justice Centre's Reflective Practice.

The reflection would include:

- what has worked (and how/why) and what hasn't
- how programs have impacted on indicators
- emerging issues and program ideas
- other lessons for practice from practice

Finally, more community-led data collection and evaluation is also recommended by this review to better understand perceptions of safety as experienced by different people in different locations. Regular community-led auditing of public spaces, services/facilities and processes would be a useful process to build into Council's community safety evaluation program.

Idea for change

Establish community-led evaluation techniques, like City of Toronto Safety Audits, which can contribute varied and local community perspective to the evaluation data on community safety. Newer safety audit tools include inclusion and universal access metrics as well as traditional situational crime prevention assessment (the City of Melbourne Community Safety Audits were recently trialled in Royal Park and the final audit tool will be forthcoming).

In addition, more formal links between Council's Advisory Committees would aid in the testing and refinement of community safety intervention so that they are universally accessible to CALD communities, women, men and gender diverse people, those living with disability and to older and younger populations. This could occur via the proposed reflection on practice.

45 Conclusions

These reflections on the current state, envisioning an ideal future and the ideas for change presented in this document were developed through the participatory processes of this project. Those processes involved 200 people from Council, partner agencies and the community in a series of large and small group discussions at Council and across different areas of Cardinia.

The results are compiled in this Discussion Paper and underpin the companion Community Safety Framework.

For more information, please contact Cardinia Shire Council at: www.cardinia.vic.gov.au | PO Box 7 Pakenham 3810 | p: 1300 787 624

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Appendices

Appendix A: Liveability Plan safety strategies

Objectives	Strategies	
3.1 Increase road, pedestrian, and cyclist safety.	3.1.1	Review and implement the Cardinia Shire Road Safety Strategy 2016-25.
3.2 Increase perceptions of safety.	3.2.1	Identify and understand neighbourhood level perceptions of safety and any differences among population groups.
	3.2.2	Raise community awareness and understanding of actual or potential risks to safety.
	3.2.3	Activate under-utilised public spaces to reduce sense of isolation. *(co benefits with objectives 4.3, 4.4)*
	3.2.4	Engage young people in activities that prevent anti-social behaviour and generate positive perceptions.
3.3 Increase preparedness for climate hazard events	3.3.1	Raise community awareness of what to expect in the event of climate hazard events and of the responsibilities of individuals, communities, and government.
	3.3.2	Build capacity of households and communities to prepare for and respond to climate hazard events. *(co-benefit with objectives 1.2, 1.3)*
	3.3.3	Implement the Municipal Heat Health Plan 2020-25.
3.4 Reduce crime and anti-social offending.	3.4.1	Strengthen community capacity to prevent, prepare and respond to local crime and anti-social behaviour issues through information provision, awareness campaigns and program delivery.
	3.4.2	Develop a Community Safety Policy Framework which incorporates Crime Prevention Through Environmental Design (CPTED).
	3.4.3	Apply CPTED principles within planning, to minimise crime and fear of crime.
	3.4.4	Bring key stakeholders together to advocate for reduced crime and anti-social behaviour issues, while designing initiatives and resources for sustainable pathways for change.
3.5 Reduce injury in public places.	3.5.1	Maintain high quality public open spaces to minimise hazards and risk of injury.

Appendix B: Council teams with core safety responsibility

Risk, Health and Safety
- Project and Event delivery risk management plans

Regulatory Services
- Emergency Management
- Evacuation Plans
- Fire Inspection Program
- Building Surveying
- Animal Management
- Environmental Health Inspections
- School Crossing supervisors

Buildings and Facilities
- Building and facility maintenance
- CCTV installations

Community and Family Services
- Liveability Plan
- Community Safety Action Agenda
- Family Violence Action Agenda
- Safer Communities Partnership Committee

Active and Connected Communities
- Reserve and Open space planning

Planning and Design
- Urban space planning
- CPTED Policy (Decentralised CPTED implementation as per policy)

Operations
- Road and drain maintenance
- Parks maintenance

Community Infrastructure Services
- Waste management
- Land development
- Road, transport and pedestrian planning

Councillors
- Champion community safety messaging within the community
- Communicate with staff emerging community safety concerns