

*Social Development Framework for the City
of Norwood Payneham & St Peters*

presented to

The City of Norwood Payneham & St Peters

by

The Australian Institute for Social Research



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The City of Norwood Payneham St Peters (NPSP) commissioned the Australian Institute for Social Research (AISR), the University of Adelaide to research and design this Social Development Framework.

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1 Impetus for the *Social Development Framework*

*The future doesn't arrive unannounced; it sends signals along the way.*¹

A key challenge for people living in this century is not just the amount of change shaping our daily lives but the speed with which it is occurring. We live in a rapidly changing world, and this can create uncertainty. The City of NPSP considers that it should not simply react to change as it happens, but should be proactive by setting in place actions that anticipate change. The NPSP *Social Development Framework* is one such action, enabling Council to take the signals being sent about what the future is likely to bring for the local community, and to develop a coherent response to this.

Why a Framework?

A framework is useful for establishing an over-arching perspective on complex policy issues and to determine the course of action that is most appropriate. A framework also provides a mechanism for addressing multiple policy issues simultaneously, rather than separately.

Like most organisations, the City of NPSP has a range of policies and programs that have each been developed within their own area of specialisation, but without the benefit of an overall statement of direction about what is sought for the local community. For these reasons, it is important to develop a structure that provides broad directions and reflects a set of shared principles to guide specific action by individual departments. This is the basic purpose of the NPSP *Social Development Framework*.

In recent years, the importance of bridging the boundaries between different policy and program areas has become more apparent and is now a key direction of government planning and policy development. This trend is often referred to as a 'joined-up' or a 'whole-of-government' approach. Without this integration, resources can be duplicated across some areas and create substantial gaps in others. Coordination is critical yet also a challenge.

Although local government operates at the level of community and is focused on local need, it must also be aware of wider trends that ultimately shape this need. Consequently, the NPSP *Social Development Framework* has explored and taken into account broader social and demographic trends shaping the NPSP community now, and in the future. These have been documented in greater detail in three background papers prepared for the City of NPSP to inform the development of the Framework. –

- o *Signals of the Future: an Issues Paper to inform the NPSP Social Development Framework*, Australian Institute for Social Research for the City of NPSP (October 2006)
- o *Population Health Profile of Norwood Payneham St Peters*. Public Health Information Development Unit, Australian Institute for Social Research for the City of NPSP (September 2006)
- o *Key Directions in Social Policy: A Discussion Paper to inform the NPSP Social Development Framework* (October 2006) Australian Institute for Social Research for the City of NPSP.

¹ Creating Preferred Futures – www.cpfonline.org

Although less resourced than state and national levels of government, local government is well placed by its closeness to its local community (citizens and business), and its interaction with all three levels of government, to influence and contribute to larger scale policy development and to shape collaboration and partnerships that will benefit that community. It is important that the Framework enables Council to pursue strategies for the benefit of the NPSP community that extend further than the resources (funding, projects and services) Council has at its immediate disposal. Consequently, the implementation of the Framework will rely in part on the **partnerships** Council develops with others, and facilitates others to develop, so that expertise is shared, and resources are used to their best capacity.

How was the Framework developed?

The City of NPSP commissioned the Australian Institute for Social Research (AISR), at the University of Adelaide to undertake the research and preparatory work for the Framework, and worked with them to consult with staff and elected members about its content. This involved the following steps -

- ❑ analysis of demographic and broad social trends affecting the NPSP community²,
- ❑ interviews with key stakeholders,
- ❑ a workshop with key NPSP staff,
- ❑ a workshop with elected members,
- ❑ regular meetings with a Steering Group comprised of NPSP Managers working with the AISR team to plan and review each stage of the development of the Framework.

In addition, the Framework takes into account key Commonwealth and South Australian government initiatives that affect social policy. In particular, the *South Australian Government's Strategic Plan* and the *COAG National Reform Agenda*.³ The directions set out in the *NPSP Social Development Framework* are consistent with those reflected in these two initiatives, and with the City of NPSP's own *Strategic Plan*.

² Refer to -

Population health profile of Norwood Payneham St Peters (September 2006) Population Health Information Development Unit, Australian Institute for Social Research

Key Directions in Social Policy: A Discussion Paper to inform the NPSP Social Development Framework (October 2006) Australian Institute for Social Research

Signals of the Future: An Issues Paper to inform the NPSP Social Development Framework (October 2006) Australian Institute for Social Research

³ This involves the Commonwealth, all States and Territories and the Australian Local Government Association developing a combined approach to a range of health, education and training reforms in order to improve productivity and quality of life over the next decade.

Key sources of change driving the need for a Social Development Framework

One of the most interesting forms of change involves the combined impact of technological with social change – or *techno-social* change. The *Social Development Framework* is primarily a response to social change, but because of the way this is affected by technological change, their combined impact is also taken into account.

It is important to understand that new communications technologies are instruments of accelerated social change. For example, the impact of email on the speed and nature of how people communicate, in both their private and working lives, is substantial but the ability of social policy to keep pace with this and other forms of technological change appears to be less responsive.

Social change commentators rarely overlook the impact of the *Baby Boomer* generation on social norms and more recently, on expectations of how older people should live their lives. However, younger generations growing up with new information and communication technologies are also shaping new social norms. How often do we see young people communicating by text message on their mobiles, or through internet chat rooms, walking along the street listening to Ipod music – all communication forms that effectively shut out face to face interaction? We don't know what the long term social implications of this trend will be, and it is unlikely that social policy is being framed to reflect the changes that technology is bringing to the way people communicate and interact with each other.

Implication for the City of NPSP

While social policy rarely takes into account the future impact of technological change, the City of NPSP has the opportunity to do this through its *Social Development Framework*. This is structured so that social policy directions are designed with the lens of technological change applied to them. Sustaining this will require the establishment of a process that enables the City to keep up to date with this change. That process may include establishing a team of advisors who are experts in different aspects of technological change, and are drawn from different generations in order to capture different levels of knowledge and experience of technological change. It would also include having partnerships and strategic alliances with individuals and organisations who are leading this change.

By having access to such guidance, the City of NPSP can seek to provide, or encourage the provision of, the infrastructure that is necessary for business and the local community to benefit from technological change – for example, wireless communication. It can also play a key role in informing and educating the local community so that they can keep pace with and benefit from this change.

Applying the concept of 'Sustainability'

Much government policy now emphasises '*sustainability*', a concept that is applied to a number of fields but is best known in relation to environmental protection. In the social policy arena, sustainability involves providing services and programs that have a long term impact, and encourage community services to be self-reliant.

What is a sustainable community?

This is usually taken to mean one that is shaped by policy and planning designed to meet the needs of *current and future* generations and that links social, economic and environmental issues in an *integrated* way.

This is an extremely relevant concept for local government, and an international sustainability planning process – known as *Local Agenda 21 (LA21)* – has been established to guide local governments in working with their communities to create a sustainable future⁴. *LA21* integrates environmental, social and economic goals at the local level and many South Australian local councils, including the City of NPSP, are applying *LA21* principles.

At the time of preparing the *Social Development Framework*, the City of NPSP was undertaking the ICLEI (*International Council of Local Environmental Initiatives*) 'capacity building' program. This is designed to embed sustainability into everything a local government authority does – systems, strategic planning etc – by providing a structured method of planning and reporting that is integrated across an organisation. It draws on and was instrumental in developing *LA21*.

The ICLEI program encourages 'triple bottom line' reporting, that is, reporting against **social, economic** and **environmental** indicators. The City of NPSP has added a fourth indicator – **cultural** – and will apply 'quadruple bottom line' (QBL) reporting. (Such an approach has been adopted elsewhere by communities participating in ICLEI sustainability measures who place priority on cultural issues.) The QBL accountability mechanism complements and supports the application of the *Social Development Framework*, which also takes these four domains as its underpinning pillars.

The NPSP *Social Development Framework*, because of its focus on the present and the future, and its provision for integration across the four domains of Society, Culture, Economy, and Environment is designed to encourage sustainability. This can be seen as a form of 'social investment'.

⁴ LA21 originated in the United Nations Conference on Environment and Development (also referred to as the Rio Summit) in June 1992.

Defining 'sustainable community' and 'sustainable society'

Drawing on the principles of *Local Agenda 21*, the Framework is based on these definitions of 'sustainable community' and 'sustainable society'.

A 'sustainable community' is one whose members practice a way of life that meets their own needs without compromising those of future generations.

A 'sustainable society' is one that is geared to strengthening rather than undermining its social, economic, cultural and environmental systems of support.

Purpose of the Framework

The NPSP *Social Development Framework* has this purpose –

“To provide an overarching framework that integrates social, cultural, economic, and environmental directions to be pursued by the City of NPSP for the benefit of its community.”

The 'community' includes those who **live, work, study** and **relax** within the City of NPSP.

Timeframe

The *Social Development Framework* has a **ten year** timeframe which will mirror that of the new NPSP Strategic Plan.

2 Structure of the *Social Development Framework*

The Four Domains

Applying the integrating principle of ‘sustainability’, the *Social Development Framework* is structured around four interdependent *Domains* – **Social, Cultural, Economic and Environmental** – and is designed to address these as part of a connected process rather than as four separated areas of activity. This is supported by the City of NPSP’s *quadruple bottom line reporting* process, adopted as part of the ICLEI program.

The concept of ‘well-being’ and the ideal community

The *Social Development Framework* provides a statement about the kind of community sought for the City of NPSP – the type of lifestyle to be sought, the degree of diversity that is wanted, the quality of life and the opportunities provided for ongoing learning and social and economic development.

There are many ways to describe the ideal community, and one of these revolves around the concept of ‘well-being’. This is a term that occurs throughout the *Social Development Framework* and is based on the work of the OECD⁵. Well-being is seen to involve these 10 characteristics:

- ❑ Longevity and quality of life
- ❑ Physical security and the absence of abuse or victimisation
- ❑ Positive social and personal relationships in the family, community and wider society
- ❑ Good material standard of living
- ❑ Rewarding work
- ❑ Fulfilling and active leisure
- ❑ Knowledge, skills and education in order to understand and interact with the world
- ❑ Ability to express own culture and identity
- ❑ Social, economic and political freedom
- ❑ Viable natural and constructed physical environment.

The ten characteristics of a well-being as defined by the OECD complement the ten Principles identified through the consultation process associated with the Framework’s development (see *Guiding Principles for the Social Development Framework*, below).

Consequently, the Framework is designed to promote the well-being of the NPSP community, and that of its future generations. From a social policy perspective, it is

⁵ OECD (2000) *Human and social capital and sustained growth and development: Reconciling new economies and societies – the role of social capital*.

also important to address the unequal distribution of well-being across the community, and this is also part of the Framework's overall purpose.

The City of NPSP does not have the resources, nor would it be a wise use of resources, to manage all of the issues affecting community well-being. It is critical that it works in **partnership** with those who have expertise in specific areas, and that it works to link different specialists so that they can work collaboratively for the benefit of the community. The Framework makes provision for strategic alliances across all four of its Domains.

Guiding Principles for the *Social Development Framework*

The four Domains are under-pinned by ten *Principles* that emerged from the consultation process associated with the development of the Framework, and that reflect current policy directions being pursued by the City of NPSP.

The City of NPSP values and supports ...

1. **Health promoting and healthy lifestyles for all age groups**
2. **Positive social and personal interaction that includes a sense of safety and of belonging to the local community**
3. **Opportunities for fulfilling employment, both paid and voluntary**
4. **Facilities and programs that support leisure activities to meet a range of needs**
5. **Ready access to information, education, lifelong learning and skill development programs**
6. **An understanding and welcoming of different cultural and spiritual backgrounds to support a community that benefits from its cultural heritage and diversity**
7. **Valuing and protection of the natural environment and physical heritage**
8. **Opportunities for long term local business and economic development**
9. **The equitable experience of well-being across different groups and different levels of need**
10. **A community that is based on individual social, political and economic freedom.**

The Chart below summarises the relationship between the 10 Principles and the 4 Domains.

UNDERPINNING PRINCIPLE	DOMAIN			
	Society	Culture	Economy	Environment
Health promoting and healthy lifestyles for all age groups				
Positive social and personal interaction that includes a sense of safety and belonging to the local community				
Opportunities for fulfilling employment, both paid and voluntary				
Facilities and programs that support leisure activities to meet a range of needs.				
Ready access to information, education, lifelong learning and skill development opportunities				
An understanding and welcoming of different cultural backgrounds to support a community that benefits from its cultural heritage & diversity				
Valuing and protection of the natural environment and physical heritage				
Opportunities for long term local business and economic development				
The equitable experience of well-being across different groups and different levels of need				
A community that is based on individual social, political and economic freedom				

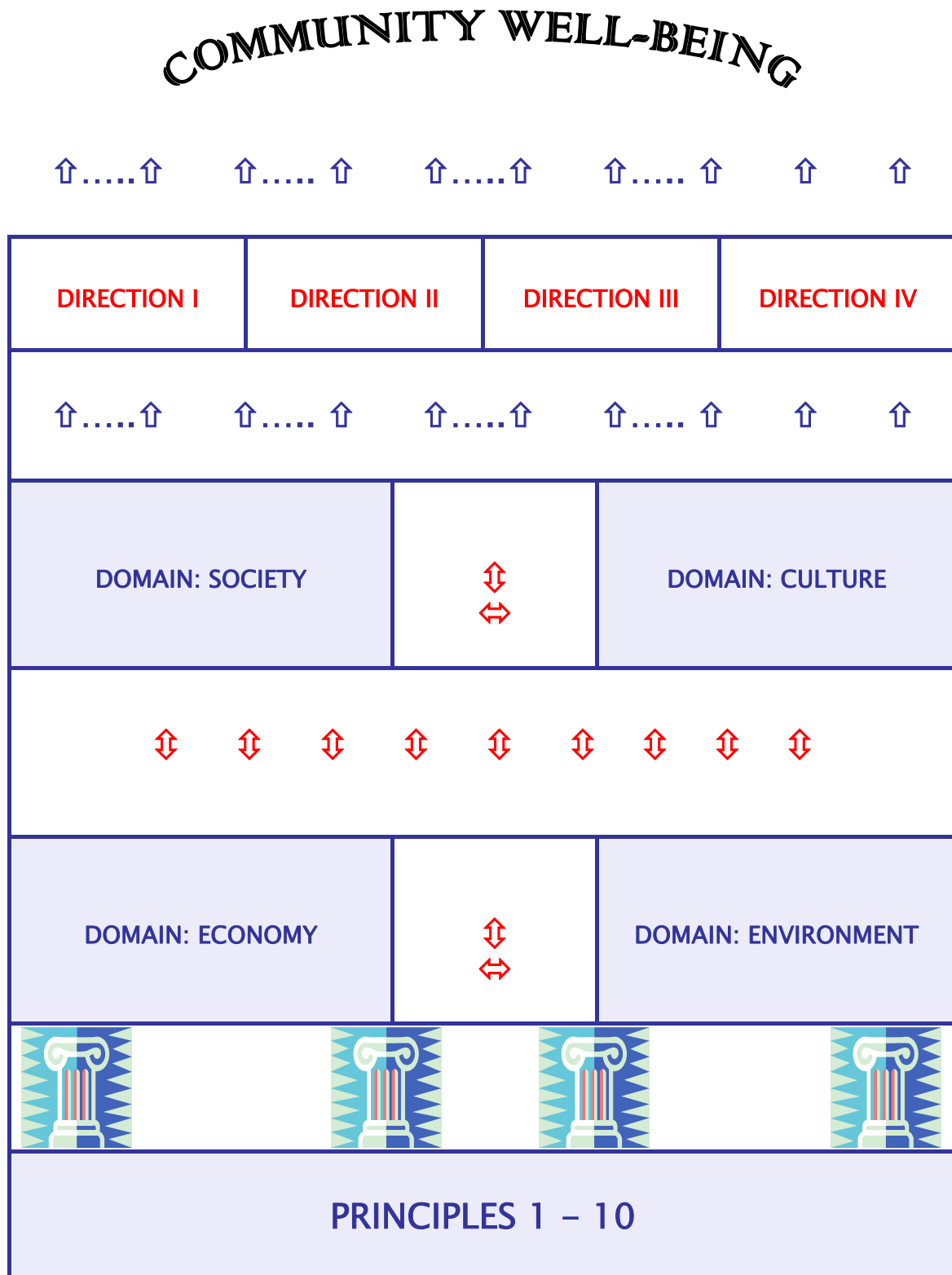
The Four Directions

The *Social Development Framework* identifies four key **Directions** to be pursued in order to promote community well-being, and these each relate to the four Domains around which the Framework is structured. These are:

- 1 Direction 1: Supporting the development of a healthy, integrated community with equitable access to services and other supports.
- 2 Direction II: Supporting the development of a community that draws strength and identity from its cultural heritage and diversity.

- 3 Direction III: Supporting the development of a 'Learning Community' and a vibrant local economy.
- 4 Direction IV: A community that is supported and sustained by protection of its natural environment and physical heritage.

The diagram below summarises the overall structure of the NPSP *Social Development Framework*.



3 **Direction 1: Supporting the development of a healthy, integrated community with equitable access to services and other supports**

DOMAIN: SOCIETY **(RELATED DOMAIN: CULTURE)**

Underpinning Principles:

- ❑ *Health promoting and healthy lifestyles for all age groups.*
- ❑ *Positive social and personal interaction that includes a sense of safety and belonging to the local community.*
- ❑ *Facilities and programs that support leisure activities to meet a range of needs.*
- ❑ *The equitable experience of well-being across different groups and different levels of need.*
- ❑ *A community that is based on individual social, political and economic freedom.*

Key Features of the NPSP Community Demographic Profile

As part of the research process informing the development of the Framework, the City of NPSP commissioned a population health and socio-economic profile of the NPSP community⁶. Across the City of NPSP as a whole, there is a higher socio-economic status profile than exists for Adelaide as a whole, and for South Australia.

Compared with the Adelaide average, the City of NPSP has higher levels of **education** and **labour force participation**, lower unemployment, less jobless families with children, less single parent families, higher rates of **car ownership** and **computer and internet** usage at home. It must also be remembered that this is an overall picture, and that pockets of disadvantage exist throughout the City. For example, there is a higher proportion of the population relying on Commonwealth Rent Assistance (13.8%) compared with Adelaide (12.6%), but fewer dwellings rented from the State Housing Authority (5.9%) compared to Adelaide as a whole (8.0%). The proportion of dwellings with no access to a motor vehicle is higher (15.6%) than for Adelaide (10.9%). There is also a slightly higher proportion of people who have a disability.

⁶ The 'Population Health Profile of Norwood Payneham St Peters' was prepared by the Public Health Information Development Unit which is part of the Australian Institute for Social Research at the University of Adelaide.

From a social policy perspective, this means that NPSP has a relatively strong foundation to build upon but also needs to assist those in greater need.

The population health profile also examined **chronic disease** as this is responsible for a great part of a country's illness and disease. Risk factors for chronic disease include poor diet, lack of exercise, tobacco and alcohol misuse, stress, violence and inadequate living environments. Chronic disease is also associated with lower socio-economic status, low levels of educational attainment and high levels of unemployment and with older age. The profile shows that NPSP as a whole has smaller proportions of the population experiencing chronic disease than exists in Adelaide, but again there are parts of the community experiencing this to a significant degree. Because of its ageing population, an increase can also be expected in certain forms of chronic illness (for example, arthritis and osteoporosis) and dementia.

Australia and most OECD countries face the challenge of effective management of population **ageing**. This is due to the combined impact of low and declining birth rates, and lower infant mortality, as well as the large number of births in the post World War II period (producing the cohort known as the *Baby Boomers*).

In the City of NPSP, this trend will see the proportion of the population aged 14 and under decrease by 14.5% between 2005 and 2020, while the proportion aged 45 years or more increases – for example, a 40.9% increase is projected for those aged between 65 and 74 years, and those aged 85 or more will increase by 26.2%.⁷ The NPSP demographic profile is older than that of Adelaide and of Australia as a whole, with this continuing as a long term trend. By 2016 it is expected there will be 7,200 or more people aged 65 and over (19.8% of the population) with most of that increase being in the 65-69 age range (reflecting the ageing of the 'Baby Boomer' generation).

There are many gloomy predictions made about the impact of population ageing, but it is worth remembering that this is also a reflection of Australia's success in achieving greater life expectancy and improved living standards. It is an indicator of progress. It is also important to avoid generalisation. The older population is by no means homogeneous, with great individual differences between and within age groups. There is no comparison between a healthy sixty year old, working part time, participating in a range of social and community activities and a chronically ill eighty year old, with no independent means of financial support who lives an isolated and restricted life.

It is also important to look at what older people contribute as well as what they might need. Older Australians contribute to their society in more ways than through their paid labour, particularly as carers, volunteers and community members. **Community development policy at the local level has a critical role to play in enabling older people to make this contribution.**

One of the outcomes of the changes resulting from population ageing, and changing expectations about how people live their lives, is a blurring of the boundary between the end of paid workforce participation and the beginning of **retirement**. Older people are likely to continue working, but with a reduced number of hours and with flexible work hours. This is indicated by the trend for people to live longer and with better health, bringing with it an increase in expectations about active lifestyles, as well as an increased capacity and need to keep working. Lifestyle expectations and government

⁷ See accompanying report from the Public Health Information Development Unit, Australian Institute for Social Research (2006) *Population health profile of Norwood Payneham St Peters*

policy are likely to see a continued involvement in paid work, and retirement will not necessarily equate to a complete cessation of paid employment.

Although the City of NPSP has an ageing population it is important to also focus on its younger members, and to pursue strategies that foster **inter-generational exchange**. **Young people** need opportunities to learn and to reach their potential, and they have much to contribute to the local community, particularly because of their ability to keep pace with and lead technological change. There are numerous examples of programs that partner younger and older community members to provide support and an exchange of knowledge.

Young people usually are defined as being aged between 12 and 24 years and constituted 17% of the NPSP population in 2001. Younger adults, aged between 25 and 34 years, constituted a further 17%. The proportion of young people was slightly lower than that for Adelaide, while this was reversed for younger adults.

Half of all 15-24 year olds live with their parents as dependent students, or in a group household. Nearly half of young adults live with a partner and fewer live in group households than do young people. Twice as many young adults live alone, compared with young people. There are comparatively few lone parents in either the young person or young adult populations (162 altogether representing 2% of the population).

The importance of education to young people and young adults is also evident with 79% of those aged 15-19 involved in formal education and 47% of those aged 20-24 participating in formal education, predominantly university studies. 23% of 15-19 year olds and 28% of 20-24 year olds were combining study with employment in 2001.

Formal education is highly valued by younger members of the NPSP community with more than 55% of 25-34 year olds holding a Bachelors degree or higher (compared with an average of 45% for the local population as a whole. **It is important that the student community of NPSP is supported to live, study and work, and this includes international students.** Many of these will stay on as residents, with much to contribute to the local workforce and local community (*see Direction III*). Council's Youth i-network is exploring the possibility of developing a *Youth Friendly Zone*, which has the aim of making retail businesses more youth-friendly, but has the potential to be broadened to address other issues identified by young people. The partnerships which the City of NPSP develops with education providers and youth organisations will play a significant role in supporting its students and other young people in the community.

The Chart below summarises the challenges facing the City of NPSP in pursuing Direction I of the Social Development Framework, the responses that can be made to those challenges, and examples of partnerships that underpin those responses.

Supporting a healthy, integrated community

Challenge	Response
Promoting broad health promotion and health prevention across the community but with specific attention to groups with specific needs.	Encourage the development of health promoting information, activities and programs, working with health promotion experts to achieve this.
Providing a recreation (passive and active) environment and related facilities that encourage healthy lifestyles.	Encourage and reward excellence in recreation and lifestyle opportunities. Explore with other Eastern Councils and the Office for Recreation and Sport the feasibility of establishing a Regional Active Communities Officer.
Addressing the range of issues associated with ageing recreation and sporting facilities, inadequate and inequitable supply of these facilities across the City of NPSP, inefficient use of available facilities, inconsistent user fees, management methods and planned maintenance (as identified in the <i>NPSP Recreation and Sport Plan Issues/Directions Analysis</i>)	Pursue agreed strategies identified in the <i>NPSP Recreation and Sport Plan Issues/Directions Analysis - including -</i> Explore the feasibility of establishing strategically located Sporting and Activity Hubs. Review and consolidate current usage fees and maintenance arrangements. Investigate opportunities for acquiring additional open space to address under-supply in identified areas. Review the quality and distribution of amenities and facilities. Engage with local businesses to explore commercial opportunities related to recreation and sport.
There are limited safe and youth-friendly recreational sites and facilities, especially those that bring health promotion benefits.	Develop a planned response to the lack of youth-friendly recreation opportunities.
There is a need to provide for the specific recreation needs of older people and people from diverse cultural backgrounds.	Develop a planned response to the lack of elder-friendly and culturally-specific recreation opportunities.
Sporting and recreation clubs and groups across the City of NPSP face a number of common issues including effective club management, attracting new members and management committee participants, and development of planning, management and promotion skills.	Develop a coordinated approach to sporting facilities and amenities management. Work with education and training providers to develop learning opportunities for sport and recreation Management Committee members.
Ensuring that urban design and development supports healthy lifestyles and a healthy community	Encourage and reward excellence in urban design and development (<i>See also Direction IV</i>)

Supporting a healthy, integrated community	
Challenge	Response
Reducing reliance and use of motor vehicles within NPSP	Encourage use of alternative transport to motor vehicles (bikeways, pedestrian access etc) <i>(See also Direction IV)</i>
Addressing ongoing concerns of community regarding safety and crime prevention	Develop a range of community safety initiatives.
Addressing the low levels of volunteering and the need to effectively recruit and support volunteers.	Employ a Volunteer Coordinator. Actively foster and support volunteer involvement in the community.
Library users are seeking access to a wider range of resources, increased IT access, increased training and areas to meet, engage in community activity and to socialise.	Draw from the directions established by the <i>Strategic Review of the Library Service – Final Report</i> , (April 2005); and <i>Libraries Scoping and Feasibility Study – Final Report</i> , (March 2006) Enable increased use of IT services and wireless technologies to expand library capability.
Providing library facilities and services that enable community interaction	Design libraries to be bright welcoming spaces that enable community interaction. Implement the concept of Library ‘Hubs’ that provide a range of information and other services and link the community.
Developing strategies to ensure that the goal of enabling affordable housing is balanced with broader housing development.	Work with services that specialise in the provision of affordable housing.
Promoting a strong sense of identity/sense of place, across the three former LGA boundaries and across different groups within the community.	Continue to preserve local identity within NPSP while identifying ways of linking different localities and sharing resources across them.
Partnerships	
Police, Neighbourhood Watch and others with a role in community safety and crime prevention	
SA Department of Health, Commonwealth Department of Health and Ageing	
SA Office for Recreation and Sport	
Social Inclusion Unit, Dept of Premier and Cabinet	
Local community health services	
Local GPs (via relevant Division of General Practice)	
Specialist information service providers	
The Migrant Health Service	
The National Heart Foundation	
Local businesses to develop recreational facilities and related resources	
Social housing service providers, State government housing authority	
Property developers and urban planners and architects	
Recreation and leisure providers and planners	
Local community organisations and resident groups	
Local business organisations, including NPSP’s Business and Economic Development Committee	

Continuing Initiatives

Establishment of a fulltime Volunteer Coordinator position
 Redevelopment of St Peters Precinct with Library

Supporting equitable access for older people and people with a disability in the community⁸	
Challenge	Response
Addressing the potential isolation of older people, and people with a disability	Promote urban planning, physical accessibility and increased housing choice so that older and disabled people can lead active lives and be within reach of services and supports. Enable the development of adaptable housing for frailer people and those with a disability. Encourage well planned neighbourhoods and living environments.
Encouraging the effective management of chronic disease	Ensure that the community, especially its older members, is supported to make informed lifestyle choices.
Ensuring that the City of NPSP is a welcoming and accessible place for older people.	Adopt a range of strategies to make NPSP 'elder-friendly'.
Determining how Council can position its HACC program to achieve highest quality of service for its residents and obtain best value for its financial contribution.	Work with other Eastern region Councils, HACC service providers, the Eastern HACC Collaborative Project and the SA Office for the Ageing to develop improved models of service delivery and resource usage.
Meeting the ongoing demand for services and associated increase in social expenditure on care and support services	
Ensuring that older people are encouraged and supported to participate in community activities and decision making.	Promote positive role models for civic participation. Work in collaboration with service providers and advocates for older people.
Ensuring that people with a disability are encouraged and supported to participate in community activities and decision making.	Promote positive role models for civic participation. Work in collaboration with disability service providers and disability advocates
Improving community transport provision.	Work with other Eastern region Councils to develop a coordinated transport strategy. Explore ways of expanding community transport beyond HACC funded services.

⁸ Responses will also reflect the City of NPSP's *Aged and Disability Services Strategic Plan: Final Report*, (March 2005)

Supporting equitable access for older people and people with a disability in the community⁹	
Challenge	Response
Working to make the City of NPSP a place that is 'disability-friendly'	Adopt a range of strategies to make NPSP 'disability-friendly'.
Ensuring that people with a physical disability can access NPSP facilities	Ensure that NPSP community facilities meet the requirements of the Disability Discrimination Act.
Ensuring that people with visual impairment can access library resources	Enable greater use of talking book technologies in NPSP Libraries.
Partnerships	
Council on the Ageing SA	
Seniors Information Service	
Aged Rights Advocacy Service	
Active Ageing SA	
SA Office for the Ageing	
SA Disability Services Office	
Department of Health, SA – especially Health Promotions units	
Learning providers, in particular – U3A (lifelong learning for older people), adult and community education providers (eg Neighbourhood Houses, WEA)	
Peak disability bodies – eg ACROD	
Housing providers, especially those specialising in adaptable housing	
Other Eastern region local government authorities	
Other HACC service providers in the Eastern region	
The Eastern HACC Collaborative Project	
Local community organisations and resident groups	

Continuing Initiative
 Disability Reference Group and Action Plan in response to the Disability Discrimination Act.

⁹ Responses will also reflect the City of NPSP's *Aged and Disability Services Strategic Plan: Final Report*, (March 2005)

Supporting equitable access for young people and students

Challenge	Response
Ensuring that the City of NPSA is a place where young people, including students, are welcomed and are enabled to live, study, work and relax.	<p>Explore the possibility of developing a 'Youth Friendly Zone'.</p> <p>Adopt a range of strategies to make NPSA 'student-friendly'.</p> <p>Develop and facilitate activities in collaboration with the Universities of Adelaide and South Australia, and with VET providers to ensure that post-secondary students are supported and integrated into the local community, with special attention to the needs of international students.</p>
Ensuring affordable accommodation that meets the needs of post secondary students, both local and international, encouraging them to live and study in NPSA and to continue living, and possibly working following graduation.	Bring together a consortium of housing providers, student representatives, businesses, developers and landlords to address student housing needs.
Encouraging young people to participate in community programs and activities.	Promote positive role models and civic participation.
Enabling young people to have access to health promoting information and activities.	Work with local health providers, schools, recreation providers and youth services to develop a range of health promotion resources and programs.
Ensuring that young people have ready access to a range of learning and training opportunities, and to rewarding employment opportunities, both paid and voluntary.	<p><i>Pursue strategies identified in Direction III of the Social Development Framework.</i></p> <p>Ensure that strategies to increase volunteers include young people as a target.</p>
Partnerships	
Range of learning providers – schools, VET (TAFE and private), University (especially UniSA – city and Magill campuses, and University of Adelaide), U3A (lifelong learning for older people), adult and community education providers (eg WEA)	
SA Office for Youth	
Youth peak bodies – YACSA and Multicultural Youth SA	
Student associations, including International Students Associations	
Local businesses, including developers and landlords	
Housing providers specialising in student accommodation and affordable housing	
Recreation providers	
Health providers, particularly those with a health promotion focus or a youth focus (eg <i>ShineSA</i>)	
City of NPSA Youth Advisory Committee – <i>Youth i-Network</i>	

Continuing Initiative

Youth FM program and the Youth i-network and the broader youth development program

4 **Direction II: Supporting the development of a community that draws strength and identity from its shared values, cultural heritage and diversity**

THEME: CULTURE **(RELATED THEME: SOCIETY)**

Underpinning Principles:

- ❑ *An understanding and welcoming of different cultural and spiritual backgrounds to support a community that benefits from its cultural heritage and diversity*
- ❑ *Positive social and personal interaction that includes a sense of safety and of belonging to the local community.*
- ❑ *A community that is based on individual social, political and economic freedom.*

Key features of the community cultural profile of NPSP

Australian immigration policy in the post-World War II period brought the first major wave of settlers from non English speaking background countries. The impact of this policy is particularly evident in the City of NPSP with significant numbers of people born in Italy (nearly 7% of the local population), Greece (1.2%), Germany (0.8%), and Poland (0.4%). Although people from these countries are ageing (and more rapidly than those born in Australia) the cultural influence they bring has an inter-generational and long term impact. The City of NPSP is distinguished by its cultural heritage and it is important that this is nurtured as its cultural profile changes over time.

More recently, immigration policy has seen an emphasis on **skilled** migration from a range of countries. The City of NPSP has a growing number of people, many of whom are students, from Asian countries (particularly China, India, and Malaysia). People from Malaysia now comprise 0.7% of the local population, those from China and India each comprise 0.4%.¹⁰ Other communities settling in the City of NPSP come from the Sudan, the USA, the UK, Iran, Kenya, Singapore and South Korea. Significantly, the majority of these recent settlers have arrived as *skilled* migrants (rather than for humanitarian reasons), and they are predominantly aged between 20 and 40.

More than 41 per cent of new migrants to Australia were once **overseas students**. Department of Immigration and Multicultural Affairs data show an increase of 25% from the previous year in the number of former international students migrating to Australia in 2004-2005. Adelaide is the only mainland state capital offering five bonus migration points to overseas students and is positioning itself to attract increasing

¹⁰ See accompanying report from the Public Health Information Development Unit, Australian Institute for Social Research (2006) *Population health profile of Norwood Payneham St Peters*

numbers of them. The proximity of NPSP to the city and its university campuses is a significant advantage. The relatively high numbers of students from a range of countries who live in NPSP makes for a mixture of both cultural diversity and significant levels of skill and education – a resource that should be nurtured.

Implication for the City of NPSP

The City of NPSP can play a key role in educating the local community about these new cultures and in promoting community arts and other activities that encourage integration by new settlers. Partnerships with specialists like the Migrant Resource Centre of SA will be increasingly important to ensure both local understanding of new cultures and the provision of or linkage to appropriate supports for new arrivals.

People from diverse cultural backgrounds have much to contribute to the NPSP broader culture, but they need the opportunity and support to do this. Council has a critical role to play in enabling this, either directly or in partnership with others. Integration of students from overseas countries who may be future local business owners is an additional strategy that could bring additional benefits to the local community.

The Chart below summarises the challenges facing the City of NPSP in pursuing Direction II of the Social Development Framework, the responses that can be made to those challenges, and examples of partnerships that underpin those responses.

Drawing strength and identity from local cultural heritage and diversity	
Challenge	Response
Addressing the potential isolation of new settlers and new residents	<p>Provide initiatives – directly or in partnership – that are designed to welcome new residents, and to link them to appropriate services and supports.</p> <p>Adopt a range of strategies to make NPSP new settler friendly.</p>
Effectively managing cultural diversity – ensuring that differences do not equate to divisions	<p>Celebrate range of cultures and people (community arts, community education, welcoming processes for new migrants)</p> <p>Provide or facilitate a range of community arts and community education initiatives to connect different parts of the community, to inform them and increase their understanding of each other and to provide mechanisms for them to interact.</p>
Ensuring that the needs of local communities from diverse cultural backgrounds are understood so that services can be tailored accordingly.	Use community consultation process for the next NPSP Strategic Plan to identify community leaders and establish appropriate participation and communication processes

Drawing strength and identity from local cultural heritage and diversity	
Challenge	Response
Attracting new and younger arrivals to ensure that cultural diversity remains a long term feature of the community.	Target local and international students and new migrant arrivals – encouraging them to reside in NPSP, and to establish businesses in NPSP (thus bringing the benefits of cultural diversity and a skilled, highly educated population).
Ensuring that local health promotion initiatives are culturally inclusive	Work with the Migrant Health Service to support health promoting activities for local communities from diverse cultural backgrounds.
Addressing the specific ageing needs of people from diverse cultural backgrounds, particularly those arrivals from European countries, during the post World War II settlement period.	Work with local aged care providers, including those with a specific cultural focus (such as, Ethnic Link Services), to develop services and supports for older people from diverse backgrounds.
Partnerships	
Education Adelaide	
International Student Associations	
Ethnic community organisations (reflecting the local population profile) eg CIC (including the unit responsible for <i>Carnevale</i>)	
Ethnic peak bodies – MRCSA (especially Settlement Services staff), MCC (Multicultural Communities' Council of SA), ARA (Australian Refugee Association)	
Government agencies with responsibility for immigration and multicultural policy – DIMA (Dept of Immigration and Multicultural Affairs), SAMEAC (SA Multicultural and Ethnic Affairs Commission), Multicultural SA	
STTARS (Survivors of Torture and Trauma Assistance and Rehabilitation Service)	
The Migrant Health Service	
Ethnic Link Services	
Metropolitan Domiciliary Care (East) multicultural service providers	

Implementation of the *Social Development Framework* can occur in a number of ways, one of which is through specific initiatives that reflect its Principles, Domains and Directions. These 'Continuing Initiatives' provide a means of translating the SDF into practice. Examples of issues that could be addressed appear in the box below and for each of the remaining Directions set by the Framework.

<p><i>Continuing Initiatives</i></p> <p>“Facing the Community” photographic exhibition and celebration of Harmony Day at St Peters Fair</p> <p>Cultural Diversity Policy and creation of ‘umbrella group’ or representative forum</p>
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5 **Direction III: Supporting the development of a ‘Learning Community’ and a vibrant local economy**

THEME: ECONOMY

(RELATED THEME: SOCIETY)

Underpinning Principles:

- ❑ *Ready access to information, education, lifelong learning and skill development opportunities*
- ❑ *Opportunities for long term local business and economic development*
- ❑ *Opportunities for fulfilling employment, both paid and voluntary*
- ❑ *A community based on individual social, political and economic freedom*

The value of learning in a society cannot be overestimated....The flow of information between people is fundamental to growth – it helps people to replace those retiring; it spurs innovation in business and industry, and enables workers to adapt to those changes; it forges links between people and groups, and fosters understanding ... learning ... [can be] a tool for social justice, economic development and personal wellbeing (John Cain, Chairman, Hume Global Learning Village Advisory Board and former Premier of Victoria)

Supporting the development of a Learning and Informed Community

Learning should not be confined to classrooms but should be part of community life, working life, personal life and occurring at all stages of life. Learning should be a way of life and a way of looking at life. This produces learning communities, learning organisations and learning individuals.

In order to be beneficiaries rather than victims of change, the NPSP community needs to have easy access to information and to opportunities for learning, both formal (accredited) and informal (for interest and recreation). In everyday life, both business and personal, people make decisions that affect their well-being and it is important that they make informed choices.

At the same time, the volume of information that people must filter has increased so rapidly – particularly with the growth of electronic communication – that short cuts are needed to enable them to access the information they need rather than the information that is available. Education and learning play a key role in this, as do trusted organisations with a role to play in information provision.

Local government is a key information source, through its own members, service providers and staff, and through dedicated information services like Libraries, especially when these are designed to be ‘community information hubs’.

Information provision is a vital ingredient in creating cohesive and connected communities, and this is strengthened when there is an accompanying focus on creating opportunities for lifelong learning.

The City of NPSP can facilitate these outcomes by working in collaboration with learning providers and by enabling those providers to link with each other. Council is well placed, because of its knowledge of different organisations and programs within its boundaries, and those of the broader Eastern region, to play a role in linking those who could benefit from a collaborative working relationship.

Implications for the City of NPSP

The City of NPSP can do a great deal to foster learning as a way of life for the local community. It can lead by example by developing as a ‘learning organisation’, providing ongoing opportunities for Council members and employees to increase their knowledge and skills. It can work in partnership with business, residents and learning providers to ensure that opportunities for informal learning and formal skill acquisition are readily available, encouraging the ongoing development of a ‘learning community’.

With these partners, it can explore the feasibility of establishing a local *Learning and Information Hub*, connecting the resources of different information and learning providers, including Council’s own libraries, and promoting and sharing new technologies that enhance learning and communication. It can also explore, in collaboration with other Eastern Region Councils, the feasibility of establishing a regional *Eastern Learning and Training Hub*.

There is a strong foundation from which to build NPSP as a ‘Learning Community’, derived from the relatively high levels of formal education across the local community and the number of local learning providers. There are a number of students, including international students, living in NPSP who represent a significant source of ‘learning capital’ that can bring significant benefit to the community, its culture and identity, and to the local economy.

The Chart below summarises the challenges facing the City of NPSP in pursuing Direction III of the Social Development Framework, the responses that can be made to those challenges, and examples of partnerships that underpin those responses.

Supporting the development of an Informed and Learning Community

Challenge	Response
Enabling lifelong learning opportunities across all age ranges to support an educated, informed community that understands the importance of learning.	Explore the feasibility of establishing a local <i>Learning and Training Hub</i> , bringing together all learning providers (including Libraries and other information services, local schools, TAFE and University providers, private training organisations, University of the Third Age, adult and community education providers in the City of NPSP and nearby) Be a key participant in <i>Adult Learners Week</i> and other learning-related events.
Encouraging the development of a local workforce that is skilled to meet the demands of technological, social, economic and environmental change and to meet skill gaps facing industry.	Explore the possibility with other Eastern Region Councils of establishing a regional <i>Eastern Learning and Training Hub</i> . This would be designed to meet the needs of residents and businesses.
Supporting and promoting a community that can benefit from technological change rather than be disadvantaged by this.	Provide or facilitate provision of training for community members (especially older people and people with a disability) in relation to computer, email and internet usage.
Addressing the 'digital divide' ¹¹ affecting less advantaged members of the community.	

Partnerships

Learning providers in the City of NPSP and nearby – Local schools, TAFESA, UniSA and University of Adelaide, private training providers, adult and community education providers, U3A (University of the Third Age)
Information service providers
SA Dept of Education and Children's Services
SA Dept of Further Education Employment Science and Technology (DFEEST)
Commonwealth Dept of Education Science and Technology (DEST)
Adult Learning Australia (peak body for the adult community education sector, also responsible for <i>Adult Learners Week</i>)
Industry Skill Boards
DFEEST Employment and Skills Formation Network

Continuing Initiative

Trialing of wireless technology at Payneham Library and programming by the Library Service to promote lifelong learning

¹¹ 'Digital Divide' is a term that describes the separation of communities based on those who do and do not have access to new technologies (for example, the Internet) and who do and do not have the skills required to manage and benefit from new technologies.

Supporting the development of a vibrant local economy

The City of NPSP can play a role in supporting local economic development, but separates those issues that are within its influence, (for example, providing appropriate support to local business), from those that affect the local economy but are beyond its direct influence because they involve broader regional, national and international trends.

A key strategy for the City is to work in partnership with organisations that have an impact on the local economy, particularly local businesses and associated networks. As discussed, it can also play a role in promoting NPSP as a 'learning community', both broadly in terms of increasing information and learning opportunities for the local community, and specifically in terms of ensuring that training opportunities are available for local businesses and their workforces.

Location is becoming an increasingly important factor in corporate-decision making. In times of low unemployment, finding a work location that is attractive to employees but also allows companies to tap into a supply of skilled staff is essential. From an employee point of view, amenity, centrality and accessibility are important factors. **This places the City of NPSP in a strong position, in terms of its proximity to the CBD and its lifestyle advantages.**

In addition, there is often commercial advantage in locating within a hub or cluster of businesses, linked because they operate in related industry sectors or because of broader strategic reasons. Within the City of NPSP this is evident in relation to multi-media firms based in Kent Town and there is potential to expand this (eg to more broadly target the film industry) and to encourage the development of other industry clusters. The Council is also committed to supporting the development of precincts that bring together groups of businesses and services which also contribute to the development of local community identity. The 'precinct strategy' is designed to produce both social and economic outcomes, and builds on work that has been undertaken in relation to Magill Road, The Parade, and in Glynde.

It is also important that the Council positions itself to keep pace with technological change by working in collaboration with leading edge technology firms, by providing incentives for these firms to locate in the City of NPSP and by encouraging education and training providers to offer learning opportunities that enable business and residents to benefit from technological innovation.

Implications for the City of NPSP

From a Council perspective, NPSP can position itself to benefit from the mining and defence expansion in the State by facilitating the growth of companies that provide supporting services to firms in these sectors (eg legal, accounting, software development etc). Similar support should be offered to leading edge technology firms and collaborative working links need to be established with them and with education and training providers who can offer related learning opportunities.

In addition, Council can support the expansion of existing industry clusters and the promotion of new hubs. This could occur through providing incentives to co-locate or through taking advantage of redevelopment opportunities as these arise.

Finally, Council can work in partnership with education and training providers to ensure that skill development opportunities designed to address gaps in workforce supply are available.

Home-based businesses are likely to become an increasingly bigger part of the economy (although the size of the sector is notoriously difficult to measure). Home-based businesses are evident in many sectors and their location often depends on the attractiveness of amenities (from a residential viewpoint) as well as the ability to access high-speed broadband and wireless networks.

Implication for the City of NPSP

The profile of the NPSP population and its proximity to the Adelaide CBD encourages home business development. The City of NPSP can play a key facilitating role in ensuring that home based businesses are linked to infrastructure and services that support them. Given the direction of current immigration policy and its emphasis on skill, together with the changing cultural profile of NPSP, the City could also play an important role in harnessing this potential for home-based business by skilled newly arrived migrants. The relatively high numbers of overseas students living in NPSP represents a further potential source of local business operation.

Supporting the development of a vibrant local economy

Challenge	Response
<p>Working to build a strong local economy.</p> <p>Encouraging and fostering innovation.</p>	<p>Ensure that NPSP itself and local businesses have the infrastructure and skills needed to work with and benefit from new technologies.</p> <p>Facilitate strong communication links between planning and business representatives to enable cross-fertilisation of ideas and activity.</p> <p>Develop a range of strategic partners to progress economic goals.</p> <p>Develop and implement the NPSP <i>City Wide Economic Strategy</i>.</p>
<p>Attracting leading edge businesses to NPSP, especially those involved with new technologies.</p> <p>Attracting and supporting hubs/clusters of businesses (eg multi media in Kent Town)</p> <p>Identifying and responding to emerging and niche businesses.</p> <p>Creating an environment that is attractive to businesses and their clients.</p> <p>Encouraging small businesses to relocate from the CBD to NPSP.</p> <p>Supporting home businesses in NPSP.</p> <p>Continuing to encourage the development of precincts (eg Glynde, The Parade, Magill Road) to promote community and economic well-being.</p>	<p>Work closely with the NPSP <i>Business and Economic Development Committee</i>.</p> <p>Establish appropriate management arrangements for precincts and clusters.</p> <p>Facilitate the collaborative marketing of precincts, hubs, specialty sectors – eg. The Parade, Glynde Light Industry Precincts, multimedia industry.</p> <p>Enhance the diversity, accessibility and vibrancy of commercial precincts to ensure ongoing participation from traders, property owners, investors, and the community.</p> <p>Ensure Council policies are business-friendly wherever possible (eg by streamlining administrative procedures, reducing ‘red tape’).</p> <p>Provide links to information and advice on small business management.</p>
<p>Ensuring that adequate training and education opportunities are available to meet industry skill demands.</p> <p>Working collaboratively to build a skilled local Eastern Region workforce</p>	<p>Facilitate training for identified skills shortages relevant to NPSP.</p> <p>Explore the possibility with other Eastern Region Councils of establishing a regional Eastern Learning and Training Hub (refer to <i>Developing a Learning and Informed Community</i>, above)</p>

Supporting the development of a vibrant local economy

Challenge	Response
Addressing issues related to the ageing of the workforce	<p>Encourage the creation of part time employment opportunities locally (with training if required) for retirees.</p> <p>Promote greater flexibility of employment practices to achieve work-life balance.</p> <p>Encourage employers and training providers to collaborate to ensure that older workers are retained with appropriate skill development.</p>
Ensuring a balance between the needs of business and residents.	Ensure that the needs of both these community stakeholder groups are taken into account in pursuing economic goals.

Partnerships

Identified local businesses and business associations (eg leaders in technology, those in growth industries) including Norwood Parade Development Association, Eastside Business Enterprise Centre

NPSP's *Business and Economic Development Committee*

Adelaide Metropolitan Advisory Consultative Committee (AMACC)

Industry Skill Boards

SA Department of Trade and Economic Development

State Emergency Service

Business SA and other relevant peak business bodies

Unions SA

Emergency Management Australia

Establish a *New Technologies Advisory Group* that includes members from across the age spectrum, especially those from younger generations

DFEEST Employment and Skills Formation Network

Training and employment organisations and policy units - as identified in relation to *Developing a Learning and Informed Community*, above

Continuing Initiative

Precinct/Sector Committees reporting to the Business and Economic Development Committee

6 Direction IV: A community that is supported and sustained by protection of its natural environment and physical heritage

THEME: ENVIRONMENT (RELATED THEME: SOCIETY)

Underpinning Principles:

- ❑ *Valuing and protection of the natural environment and physical heritage*
- ❑ *Positive social and personal interaction that includes a sense of safety and belonging to the local community*
- ❑ *Health promoting and healthy lifestyles for all age groups*
- ❑ *Ready access to information, education, lifelong learning and skill development opportunities*

A healthy and vibrant community requires the support of a healthy and vibrant environment. The preservation of natural resources and the protection of local heritage is important to the local community's own identity and that of its residents. As discussed, the implementation by the City of NPSP of the ICLEI – *Local Governments for Sustainability* processes will provide a strong foundation for the *Social Development Framework*, with both initiatives using quadruple bottom line reporting.

Preserving and sustaining the local environment

There is an increasing awareness of the need to protect the **environment** and to conserve natural resources in the face of growing pressures on that environment. The effects of global warming are now being understood more widely, as is the impact of reduced water availability. The impact of this on housing design and choice is already being felt and is likely to increase over time.¹²

Related to this trend and also shaped by dwindling supplies of carbon based fuels, is the growing demand for '**alternative**' energy supplies. There are signs that global oil production may be nearing its peak, signalling the end of a long era of carbon fuel dependency. There is a growth in the use of wind power, and in solar and biomass¹³,

¹² Refer also to CSIRO (2002) *Future Dilemmas: Options to 2050 for Australia's Population, Technology, Resources and Environment*, Canberra.
<http://www.cse.csiro.au/research/Program5/futuredilemmas/>

¹³ **Biomass** refers to living and recently living [biological material](#) which can be used as fuel or for industrial production.

while nuclear power is receiving renewed consideration. Alternative energy is growing at a rate of 30% each year, backed with widespread community support and strong corporate investment. As oil prices rise and the cost of alternatives continues to fall with further technical advances, it seems likely that carbon fuels will no longer be the main energy source.¹⁴

Local government can play a key role in promoting and enabling access to information and resources for best practice in sustainability initiatives. This is exemplified in the role delineated for the City of NPSP in its *Parade and Magill Road Strategic Plan, 2006*. This Plan acknowledges the importance of integrating social, economic and environmental issues, and has the expectation that business and community activities will promote environmental sustainability. It also identifies as a future trend the concept of an 'urban village' that combines apartments, businesses and car parks into one precinct. These provide smaller residential dwellings and give direct access to shopping and social activities. The increasing number of single households, and of older people, are seen as driving a preference for this form of living which is expected to be evident over the next 15 years, bringing with it a less suburban style of housing development¹⁵.

The City of NPSP also commissioned a *State of the Environment* report, which provided an assessment of local environmental conditions and trends and an accompanying set of indicators to measure the pressures on resources and Council's responses to them. The report incorporated existing policies and plans¹⁶ and provided an assessment of their success in achieving environmental objectives.

Implication for the City of Norwood Payneham and St Peters

The City of NPSP has a number of roles to play in promoting environmental sustainability. These include information, awareness raising and community education, careful attention to planning approvals, encouragement of appropriate housing and garden design, and leading by example in its own use of natural resources.

Council can also negotiate with state and federal government environmental agencies for support and funding to pilot innovative approaches to natural resource management.

The Chart below summarises the challenges facing the City of NPSP in pursuing Direction IV of the Social Development Framework, the responses that can be made to those challenges, and examples of partnerships that underpin those responses.

¹⁴ TechCast – A Virtual Think Tank Tracking the Technology Revolution – www.techcast.org

¹⁵ NPSP *Parade and Magill Road Strategic Plan, 2006* (page 5)

¹⁶ NPSP Development Plan 2003; NPSP Strategic Plan 2006; NPSP Environmental Sustainability Policy within the Environmental Management Plan

Supporting and sustaining protection of the local environment

Challenge	Response
<p>Ensuring that the natural environment is protected and enhanced for current and future generations.</p> <p>Ensuring environmentally friendly development.</p> <p>Addressing limited resources for environmental infrastructure and asset protection and development, and ensuring appropriate risk management strategies are applied.</p>	<p>Continued implementation of the ICLEI framework and associated reporting requirements.</p> <p>Ensure that neighbourhoods are planned and developed in a manner that adopts principles for ecologically sustainable development, including reduction in the use of energy, minimising waste, the control of development in flood zones, and the protection of open spaces and remnant native vegetation.</p> <p>Lead by example with Council's own application of sustainability initiatives.</p> <p>Develop a long term approach to environmental infrastructure and asset protection, based on 25 year financial modelling.</p>
<p>Enabling the local business and residential community to be informed about protecting and sustaining the natural environment.</p>	<p>Provide information and education opportunities on environmental protection, including water and energy conservation and effective waste management.</p> <p>Continue to support demonstration projects that have the effect of informing and educating – for example, <i>Sustainable House Day</i>.</p> <p>Work in collaboration with schools to educate students about environmental sustainability.</p> <p>Work with developers to encourage water and energy sensitive urban design in new developments.</p>
<p>Reduce reliance on cars for transport.</p>	<p>Work with Transport SA and other Eastern region Councils to develop alternative transport strategies (for example, building on the <i>Travel Smart</i> initiative).</p> <p>Continue to support bicycle users. (<i>link to Direction 1 – health promotion</i>).</p> <p>Ensure pedestrian safety (<i>link to Direction 1 – community safety and crime prevention</i>).</p>

Partnerships

ICLEI – International Council of Local Environmental Initiatives, Australia
Department for Environment and Heritage (including Office for Sustainability)
Transport SA
Local business associations
Local residents associations
Alternative Technology Association
Local schools
Other Eastern region local government authorities

Continuing Initiatives

Suite of projects or processes such as State of Environment Report, Biodiversity Strategy, Triple Bottom Line Capacity Building Program and Environmental Management System (EMS)

Environmental Directions Paper

Preserving and sustaining local physical heritage

The City of NPSP has a unique heritage, with some buildings dating back to the early 1850s. This includes one of Adelaide's best concentrations of early, mid and late Victorian residential development, ranging from small settler cottages to large villas and mansions. **A key challenge for the City is to balance the preservation of this character and ambience with the need to make better use of available land and services, for example, through medium density housing developments.** The City of NPSP is committed to protecting this unique heritage and to managing it for future generations to enjoy.¹⁷ It is also committed to ensuring that physical development is balanced with preservation of open space and the natural environment.¹⁸

The South Australian government's planning strategy for metropolitan Adelaide limits open-ended expansion of the urban area for economic, environmental and social reasons. The limited supply of remaining broadacre land for new residential development means that new housing will increasingly require redevelopment within existing urban growth boundaries, creating an increase in the density of the urban character. This is sometimes referred to as 'infill development', 'urban regeneration' and 'urban consolidation'. At the same time, the demand for new housing will continue and household size will continue to reduce in size as family structures change (for example, with more lone parent households and more childless households) and as the population ages. **This brings with it a whole set of opportunities and challenges in terms of urban planning, social mix and community interaction.** The City of NPSP *Residential Strategy*, while recognising the lack of precision in forecasting, believes that some 5,500 new dwellings will be needed for NPSP through to 2026.¹⁹

The SA Government's *Spatial Development Framework* is a tool designed to interpret the directions set in the *Planning Strategy for Metropolitan Adelaide* and to establish a blueprint for new development. The Framework aims to provide the opportunity for the next generation to accommodate further development if required by strategic placement of current new developments, while at the same time preserving other areas. This approach is being applied on a reduced scale within NPSP through its *Residential Strategic Directions*.

¹⁷ City of NPSP, *Conserving our City's Heritage: a Guide for Property Owners*, Strategic and Urban Planning Department

¹⁸ Council recently commissioned a comprehensive 'State of Environment' report to assist in planning and policy development

¹⁹ City of Norwood Payneham & St Peters (April 2004) *Residential strategy – Spatial Development Framework*, Consultation Draft

Supporting and sustaining protection of local physical heritage

Challenge	Response
Ensuring excellence in urban design and development.	Encourage and reward excellence in urban design and development.
Ensuring urban form that reinforces identity and a 'sense of place'	Application of urban design principles that take account of local area characteristics, produce useable and likeable public spaces and promote sensitive redevelopment.
Balancing the need for urban development with the need to preserve heritage and local identity. Encouraging a wide range of housing stock to meet diverse needs.	Where appropriate, encourage a variety of housing types and styles accommodating a range of needs, tastes and budgets, while ensuring that the retention of old or heritage housing is a deliberate part of maintaining overall choice and housing mix.
Enabling a safe, sustainable and liveable City.	Ensure that streets and neighbourhood environments are designed to create a sense of belonging and of feeling safe, and to encourage interaction. Continued implementation of the ICLEI guidelines and strategy. Ensure that development assessment processes are clear and well communicated and encourage community participation at the formative stage of new development policy.
Encouraging local community ownership of protection of the environment and local heritage.	Assist community groups to develop localised solutions to local problems by facilitating connections and collaborations. Provide information about local heritage and strategies for maintaining this.
Ensuring that the City of NPSP is an attractive place for the local community.	Promote the proximity advantages of the City of NPSP. Maintain choice in terms of housing types and good quality living environments. Focus medium density where access to public transport, schools, commercial centres and public open space is most favourable.
Partnerships	
Department for Environment and Heritage (including Office for Sustainability)	
Local residents associations and community groups	
Local business associations	

Continuing Initiatives

City of Norwood Payneham & St Peters Urban Design Awards program

Range of Heritage Assistance Initiatives such as Heritage Grants Scheme.

7 Implementing the Social Development Framework

The *Social Development Framework* requires an accompanying implementation strategy to ensure that it becomes part of everyday planning and reporting (as occurs with the ICLEI model). There are a number of approaches that can be applied, including some or all of the following:

- o Establishing specific **processes** to ensure the smooth implementation of the SDF – eg incorporating into ongoing reporting processes such as, by the application of a *Quadruple Bottom Line Reporting* process against each of the four Domains and their associated Directions. The QBL process being established by the City of NPSP (via ICLEI) could be used to review the implementation of the SDF. The process of identifying indicators which will occur as part of the ICLEI strategy could be related to the SDF Principles and Directions to ensure complementarity.
- o Ensuring that **specific planning processes** draw their direction from the overarching SDF – which would inform the development of the next NPSP Strategic Plan, and from this, the next NPSP Corporate Plan. Both the Strategic Plan and the Corporate Plan could be designed so that each is required to indicate which SDF Principles, Domains or Directions relate to specific actions identified in both planning processes.
- o Establishing special **structures**– eg the *City of NPSP Social Development Framework Committee* (a cross-Department group that reports to EMG and subsequently to Council on progress in achieving initiatives related to each Theme). This may not be necessary if the SDF is linked to key NPSP planning and reporting processes, or it may be necessary only as a short term measure.
- o Establishing a **review** mechanism for the SDF so that after its first 6 months, then 12 months, and at regularly agreed intervals thereafter, its impact and progress is assessed.
- o A **community consultation** process to further develop action associated with the SDF.
- o **NPSP leading by example** (give examples – eg environmental sustainability, learning organisation)
- o A range of **partnerships and alliances** that enable a sharing of ideas, expertise and resources.
- o Establishing specific initiatives or pilot projects that help translate the SDF into action while learning in the process about how best to address the challenges they are designed to meet. The SDF provides broad and generic guidance, and such initiatives build a bridge **from the generic to the specific**. These need to be easily identified, for example, as '*Continuing Initiatives*' with their own logo or similar form of branding.