

The background of the cover is a photograph of a crowded outdoor event, possibly a festival or market. The image is slightly blurred, showing a large group of people walking along a path lined with trees. In the foreground, a person wearing a wide-brimmed straw hat and a blue shirt is seen from behind. The overall atmosphere is bright and sunny. The image is overlaid with large, semi-transparent geometric shapes in shades of pink, teal, and blue.

Draft Safer Communities Strategy 2023

Acknowledgement of Country

Frankston City Council acknowledges the Bunurong people of the Kulin Nation as the Traditional Custodians of the lands and waters in and around Frankston City, and value and recognise local Aboriginal and Torres Strait Islander cultures, heritage and connection to land as a proud part of a shared identity for Frankston City.

Council pays respect to Elders past and present and recognises their importance in maintaining knowledge, traditions and culture in our community.

Council also respectfully acknowledges the Bunurong Land Council as the Registered Aboriginal Party responsible for managing the Aboriginal cultural heritage of the land and waters where Frankston City Council is situated.

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Message from the Mayor

To be confirmed

DRAFT

Executive Summary

About this Strategy

The Safer Communities Strategy provides Frankston City Council with the strategic direction for how we will work with our community and partners over the next ten years to create a safe, fair and inclusive municipality where people feel safe, well connected and empowered to participate in community life.

The Strategy is aligned with the Community Vision, Council Plan and other key Council strategies, and has been developed on principles of diversity and inclusion to take a strengths-based approach in building upon Frankston City's rich community and place-based assets in its aspiration for safer communities.

Our Vision Statement

Frankston City is a safe, fair and inclusive community that values diversity, connection and participation.

Our guiding principles

The following guiding principles underpin and shape our Strategy and set out how we will work to implement our vision for safer communities in Frankston City:

- Aboriginal self-determination and cultural safety
- Gender equity and intersectionality
- Diversity and inclusion
- Primary prevention focused
- Partnerships and collaboration
- Evidence informed and outcomes focused

Our Strategic Priorities

Our strategic priorities are organised into four long-term outcomes to achieve our aspiration for safer communities in Frankston City. Each strategic priority is supported by primary prevention focused strategies based on what we know works, and will be delivered through initiatives that target areas for where local government policy and planning can best influence safer communities.

OUTCOMES		STRATEGIC PRIORITIES
1	Community strength and connection	Build strong, inclusive and connected communities
2	Healthy and safe behaviours	Strengthen community wellbeing and resilience
3	Well planned and liveable communities	Build well planned liveable environments for safety
		Improve access to safe and secure housing
4	Collaboration, innovation and empowerment	Strengthen leadership, partnerships and community empowerment

About our Safer Communities Strategy

The Safer Communities Strategy 2023-2033 (the Strategy) provides Frankston City Council with the strategic direction for how we will work with our community and partners over the next ten years to create a safe, fair and inclusive municipality where people feel safe, well connected and empowered to participate in community life.

The Strategy identifies our strategic priorities and key strategies to guide Council and its partners in taking collaborative approaches towards four long-term outcomes. These outcomes aspire for our City to be renowned for its well planned, liveable and safe environments with healthy, strong and empowered communities. Together,

these outcomes form the foundation for safer communities.

The implementation of this Strategy will support the facilitation of strategic partnerships and enable more integrated and innovative approaches to community safety and crime prevention.

A strengths-based and primary prevention approach

The Strategy has been developed on principles of diversity and inclusion, and takes a strengths-based approach in building upon Frankston City's rich community and place-based assets in its aspiration for safer communities.

The Strategy has adopted crime prevention theory in its development of evidence-based primary prevention strategies that aim to strengthen those protective factors known to reduce risk of offending and unsafe behaviours and improve perceptions of safety. These strategies also include environmental

approaches aimed at modifying the physical environment to build strong connections between people and public spaces, improve perceptions of safety and reduce opportunities for crime. They also include social and structural approaches that focus on addressing underlying social and economic causes of crime.¹

Enhancing protective factors alongside an understanding of the causes and contexts within which crimes are committed enables crime prevention activities to be targeted more effectively and where they are needed most.²



Source: Victorian Department of Justice and Community Safety

What are safer communities?

At its core, being safe is a fundamental human right that extends to everyone – we all have the right to feel safe and respected, and to live our lives free from harm, irrespective of our unique attributes such as age, abilities, Aboriginality, culture, gender, sexual orientation, socio-economic situation, religion or faith.

Building upon this, safer communities are environments where everyone has the right to go about their daily activities without fear, or risk of harm or injury. Safer communities not only enable people to be safe, but to also feel safe, whether at home, at work or when moving around streets and public places. Safer communities enable people to feel valued and treated in a culturally respectful manner, and have meaningful opportunities to fully and freely participate in community life and decisions that impact them.

Safer communities are also places where people take responsibility for their behaviours and work together to create safe and attractive environments for everyone who lives, works and visits them.

It's important for us to understand that not all people within a community experience the same levels or perceptions of safety. Each person's experiences and perceptions of safety will be influenced by their range of experiences, expectations, characteristics of their identity and background. Fair and inclusive strategies are required to respond to this.



It's also important for us to understand the relationship between crime, fear of crime and feelings of safety and how this impacts individuals and communities. Evidence shows a relationship between crime with greater levels of harm, like violent crime, and feelings of safety and engagement in the community. Due to the risk of significant harm, fear of violent crime is usually greater than actual rates of violent crime.

Safer communities are not just therefore measured by the level of crime within an area. They are also measured by the level of risk of harm or injury, as well as the levels of wellbeing, resilience, community strength, perceptions of public spaces and access to safe and secure housing. They are also measured through an intersectional lens to understand and address the unique needs and experiences of individuals and communities.

Fair and inclusive communities are safer communities

Fair and inclusive communities are essential for safer communities. People must feel safe, respected and free from any form of discrimination to be able to fully and freely participate in social, cultural and civic life within a community.

Fair and inclusive communities are fostered by removing structural barriers and enhancing community building initiatives that enable people to feel included, valued and have their say.

Research shows a strong association between community building and perceptions of safety, and suggests that through pro-social activities that foster

community cohesion and connectedness, worry of crime is reduced.³

When people feel more positive about their neighbourhood and feel connection and trust in their community, they are more likely to get involved in community building to address local issues. This has the compounding effect of building capacity to respond to community safety challenges in the future.⁴

While a socially inclusive and cohesive community improves perceived safety by fostering trust and connections, the actual safety that occurs as a result goes on to contribute to a more a cohesive society, building and strengthening each other.⁵



Safer communities takes a whole community

This Strategy recognises safer communities as being a shared responsibility between Victoria Police, all three tiers of government, government agencies, service providers, businesses, community groups and individuals.

A whole-of-community approach involves everyone taking responsibility in contributing towards safer communities. By working together as a whole community, we can be more impactful in building strong and vibrant communities and achieving safer environments for people to live, work and visit.

Safer communities are also a shared responsibility across all areas of Council. We are committed to taking coordinated approaches in delivering our policies, programs and services and broadening our understanding of community needs to strengthen community safety outcomes and improve perceptions of safety.



Federal and State Government

Develops a range of policies and legislation, and provides grant opportunities that aim to reduce crime, improve safety and increase community empowerment.

Local Government

Provides a range of services, programs and activities that contribute to safer communities. Has local laws responsibilities, also contributes through place management and community building. Refers reports of safety concerns from the community to Victoria Police, and seeks advice and collaboration on safety issues.

Victoria Police

The primary law enforcement agency of Victoria, responsible for upholding the law to promote a safe, secure and orderly society.

Service providers

Provides health and social services to the community, including for victims or perpetrators of crime, and vulnerable and marginalised members of the community.

Business, community and individuals

Contributes through safe and responsible behaviours, reporting, helping others and building community connections.

Our vision for safer communities

Frankston City is a safe, fair and inclusive community that values diversity, connection and participation.

Our guiding principles

We have developed six guiding principles to underpin and shape our Strategy and set out how we will work to implement our vision for safer communities in Frankston City.

Aboriginal self-determination and cultural safety	We will recognise that Aboriginal and Torres Strait Islander peoples have the right understanding and knowledge of local community needs, priorities and aspirations to deliver culturally appropriate solutions. We will strive to create and maintain environments that are safe for Aboriginal and Torres Strait Islander peoples, and where all people are treated in a culturally respectful manner.
Gender equity and intersectionality	We will respect and value people without discrimination, regardless of their gender. We will use inclusive language and terms to promote gender equality and inclusion. We will apply an intersectional gender lens to recognise and understand multiple and overlapping forms of discrimination and disadvantage.
Diversity and inclusion	We will be inclusive, culturally aware and responsive to the needs of individuals in creating safer communities. We will recognise that an individual's identity includes their gender, age, aboriginality, disability, culture, religion or faith, sexuality and lived experiences.
Primary prevention focused	We will work to address the underlying cause of crime and harm to stop them before they occur through primary prevention strategies that build community strength and resilience.
Partnerships and collaboration	We will partner and collaborate with the community and a diverse range of stakeholders to understand the needs and aspirations of our community. We will work together taking a whole-of-community approach and collectively work towards common goals for the greatest impact.
Evidence informed and outcomes focussed	We will use evidence to design, implement and improve our work. We will integrate best available research with peoples' lived experience to be responsive to evolving community needs. We will demonstrate measurable outcomes through evaluation and performance measurement.

Our outcomes and strategic priorities

Our strategic priorities are organised into four long-term outcomes. Each strategic priority is supported by primary prevention focused strategies based on what we know works, and will be

delivered through initiatives that target areas for where local government policy and planning can influence safer communities.

OUTCOMES	STRATEGIC PRIORITIES	AREAS OF INFLUENCE
1 Community strength and connection	Build strong, inclusive and connected communities	<ul style="list-style-type: none"> Inclusion, belonging and social cohesion Respect and value of diversity Gender equality and family violence prevention
2 Healthy and safe behaviours	Strengthen community wellbeing and resilience	<ul style="list-style-type: none"> Safe and responsible behaviours Access to services Community resilience and inclusive recovery
3 Well planned and liveable communities	Build well planned liveable environments for safety	<ul style="list-style-type: none"> Safe and accessible public spaces Placemaking CPTED Road, pedestrian and cycling safety Safe online environments
	Improve access to safe and secure housing	<ul style="list-style-type: none"> Safe and secure housing Safety and wellbeing of people experiencing or at risk of homelessness
4 Collaboration, innovation and empowerment	Strengthen leadership, partnerships and community empowerment	<ul style="list-style-type: none"> Cross sector partnerships Collaboration and coordination Whole-of-council approaches Community empowerment Organisational culture

Context

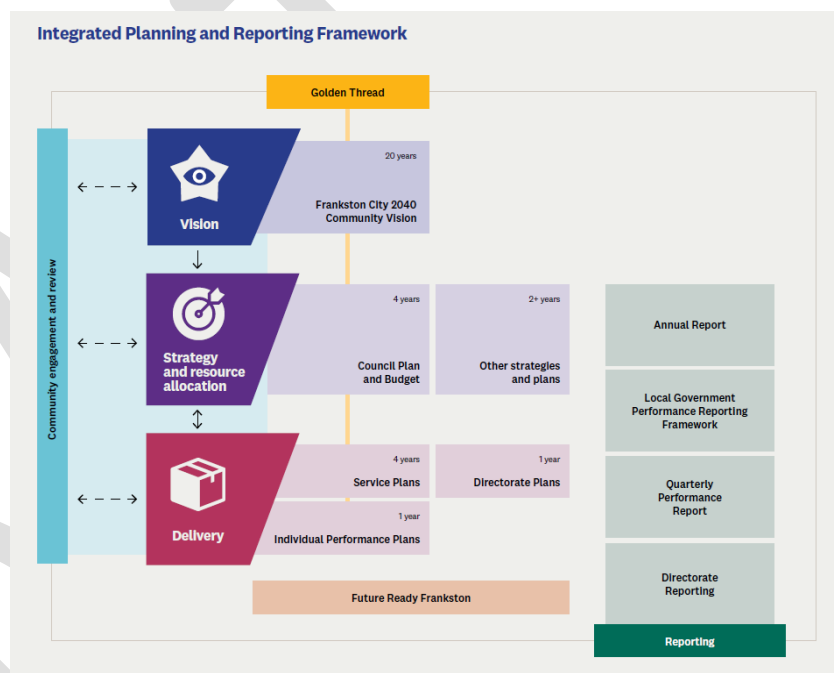
Frankston City Council is taking an integrated planning approach to the development of its policies, strategies and plans to ensure that we are working towards a set of shared outcomes that incorporate our community's long-term aspirations for the future of the municipality.

Our integrated planning approach

Council's integrated planning approach has been formalised through the introduction of our Integrated Planning and Reporting Framework. This Framework connects our community's long-term aspirations in the Community Vision 2040 with Council's long-term resourcing strategies and medium term strategic plans and policies, in particular the Council Plan and Budget (see Figure 1).

The connection between the Community Vision 2040, Council Plan and all other strategies, policies and plans forms a 'golden thread' through our plans to strengthen our journey towards achieving our shared outcomes.

Figure 1: Frankston City Integrated Planning and Reporting Framework



Community Vision 2040

The Community Vision 2040 is our community's long-term vision and aspirations for the future of our City, providing a description of what our community wants for the future of our municipality, in terms of its look, feel and

liveability. The Community Vision 2040 sets the direction for our whole community, inspiring us all to work together to create a future for our City that our community wants to see, live and experience. Our community vision is:

Frankston City 2040 is the place on the bay to learn, live, work and play in a vibrant, safe and culturally inclusive community. Our City is clean, green and environmentally responsible.

Our shared outcomes

This Strategy supports the delivery of our Council Plan 2021-2025 and Community Vision 2040, forming part of the 'golden thread' contributing towards achieving our shared outcomes.

This connection with our shared outcomes continues its journey from this Strategy to other plans, where the Strategy's priorities and key strategies will be resourced for implementation.



Planning with an intersectionality lens

Intersectionality refers to the way that different characteristics of a person's identity can expose them to multiple layers of discrimination and marginalisation.⁶

Attitudes, systems and structures in society and organisations can interact to create inequality and result in exclusion. These include sexism, racism, homophobia, biphobia, transphobia, intersex discrimination, ableism, ageism and stigma.⁷ When these characteristics intersect, there is greater risk of being exposed to discrimination and marginalisation.

Research tells us that intersectionality can result in increased risk of social isolation, harm and crime. It also tells us that experiences and perceptions of safety are impacted by gender and other intersecting characteristics of a person's identity, and that feeling and being safe in our community is not shared equally.

For example, women are much more likely than men to be a victim of family violence. Furthermore, women with disability are almost twice as likely as women without disability to have experience physical or sexual violence by a cohabiting partner over a 12-month period.⁸

It is vital we look beyond the population as a whole to better understand the unique needs and experiences of different sub-population groups and identities in working towards safer communities.

This Strategy has been informed by careful examination of the data through

an intersectional gender lens, and considers the disproportionate safety risks that may be experienced within our community by the following groups as a result of attitudes, systems and structures creating inequality and exclusion:

Women	Older people	Young people
Culturally and linguistically diverse communities	Aboriginal and Torres Strait Islander communities	LGBTQIA+ communities
		People with disability



Policy context

Creating safer communities in Frankston City involves Council operating within a policy structure that includes Council's own strategies, policies and plans (see Figure 2), as well as broader Federal and State Government policies, and the global human rights context.

The Federal and State Governments are responsible for developing laws, legislation and the overarching strategies and frameworks that guide public health,

safety and crime prevention activities at a national or state level. They deliver and fund key services and supports such as health, education, transport and police.

The Federal and State Governments also both have statutory responsibilities in emergency planning. As such, local government is strongly influenced and directed by Australian and Victorian legislation, policies and plans (see Figure 3 for a full list).

Figure 2: Frankston City Council policies, strategies and plans aligned with this Strategy

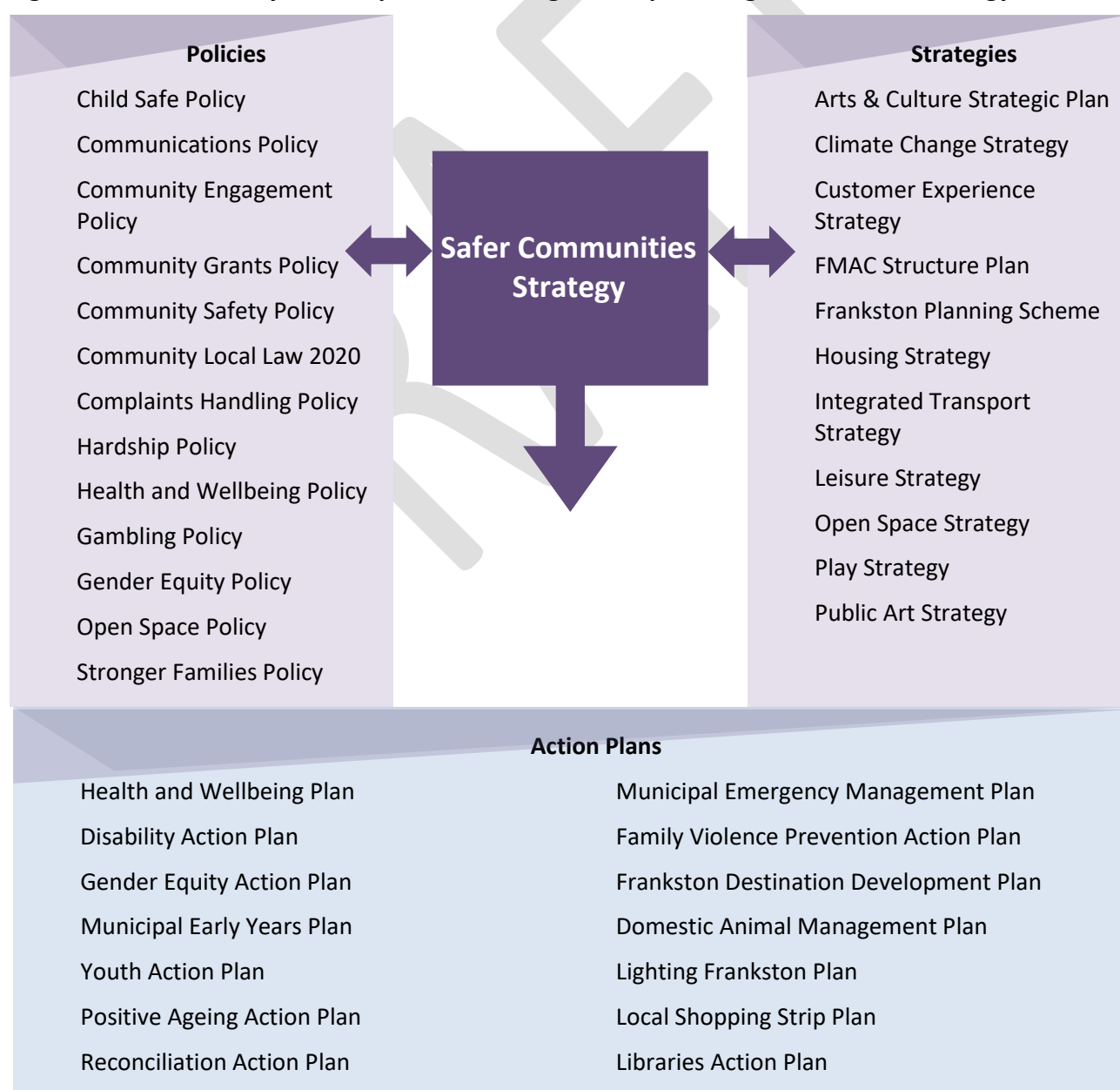


Figure 3: Federal and State Government policies, strategies and plans

Federal Government legislation, policy and plans

Age Discrimination Act 2004	National Plan to End Violence against Women and Children 2022-32
Australia's Disability Strategy 2021-31	National Strategy for Disaster Resilience (2011)
National Alcohol Strategy 2019-2028	Parliamentary Inquiry into Locally Based Approaches to Community Safety and Crime Prevention (2012)
Family Violence Protection Act 2008	
National Crime Prevention Framework (2012)	
National Drug Strategy 2017-2026	
National Injury Prevention Strategy 2020-2030	

State Government legislation, policy and plans

Disability Act 2006	Victorian Aboriginal Local Government Strategy 2021
Equal Opportunity Act 2010	Victorian Charter of Human Rights and Responsibilities Act 2006
Dhelk Dja: Safe Our Way (2018)	Victorian Crimes Act 1958
Everybody Matters: Inclusion and Equity Statement (10 year vision)	Victorian Crime Prevention Strategy
Inclusive Victoria: State Disability Plan 2022-26	Victorian Emergency Management Act 1986
Graffiti Prevention Act 2007	Victorian Gender Equality Act 2020
Liquor Control Reform Act 1998	Victorian Homelessness and Rough Sleeping Action Plan
Local Government Act 2020	Victoria Police Capability Plan 2016-25
Pride in our Future: Victoria's LGBTIQ+ Strategy 2022-32	Victorian Public Health and Wellbeing Plan 2019-23
Public Health and Wellbeing Act 2008	Victorian Road Safety Strategy 2021-2030
Our promise Your future – Victoria's youth strategy 2022–2027	Urban Design Guidelines for Victoria
Racial and Religious Tolerance Act 2001	
Safe and Strong: A Victorian Gender Equality Strategy	

The role of local government in safer communities

Local government plays an important role in helping to create safer communities. Whereas crime prevention is primarily the responsibility of state government, local government can make a significant contribution through its responsibilities and functions, as well as its understanding

of local needs and partnerships to facilitate local solutions.

This Strategy will strive to ensure that Frankston City is a safe, fair and inclusive community that values diversity, connection and participation by fulfilling the following roles:

Deliver	Deliver: community, family and health services; infrastructure and community assets, including libraries, community centres and kindergartens; and arts and cultural programs, festivals and events.	Partner	Facilitate partnerships and collaborative action between stakeholders to strengthen outcomes.
Planner	Plan services, land use, public and open spaces, community infrastructure, climate change adaptation and social change.	Advocate	Work with other stakeholders to advocate for legislative reforms, policy changes and increased resourcing to meet local needs.
Place manager	Place manage, maintain and activate council-owned facilities, property, assets and open spaces.	Community builder	Build community strength through community development, community grants, support for community and sporting groups and community engagement.
Compliance and safety	Uphold compliance with local laws and state government regulations for food safety, alcohol and smoke free outdoor areas, building codes, parking and traffic management. Develop emergency management plans in partnership with other agencies.	Employer	Employ a skilled and capable workforce and support the development of staff to deliver high quality services to the public.

Council has an ongoing commitment to working in partnership in order to deliver improved outcomes for the community. Our key partners for the implementation of this Strategy include (but are not limited to) the following:



Local Safety Committee	Brings together representatives from Victoria Police, Frankston City Council, government agencies, shopping centre managers, Neighbourhood Watch and others to collaborate in working towards improving community safety for a safe and inclusive community.	Municipal Emergency Management Planning Committee	Brings together representatives from Victoria Police, Frankston City Council, emergency services, emergency relief providers and community health services to maintain the Municipal Emergency Management Plan for Frankston City.
Emergency services	Includes Victoria Police, VicSES, Country Fire Authority and Fire Rescue Victoria.	Emergency relief providers	Includes Community Support Frankston, Australia Red Cross and local support and relief agencies.
Bunurong Land Council Aboriginal Corporation	The area's Registered Aboriginal Party and Traditional Owner organisation representing the Bunurong people of the South-Eastern Kulin Nation.	Government departments and agencies	Including (but not limited to): Department of Health; Department of Transport; Department of Families, Fairness and Housing; Department of Environment, Land and Planning; VicRoads; Emergency Management Victoria; and Sports & Recreation Victoria.

How this strategy was developed

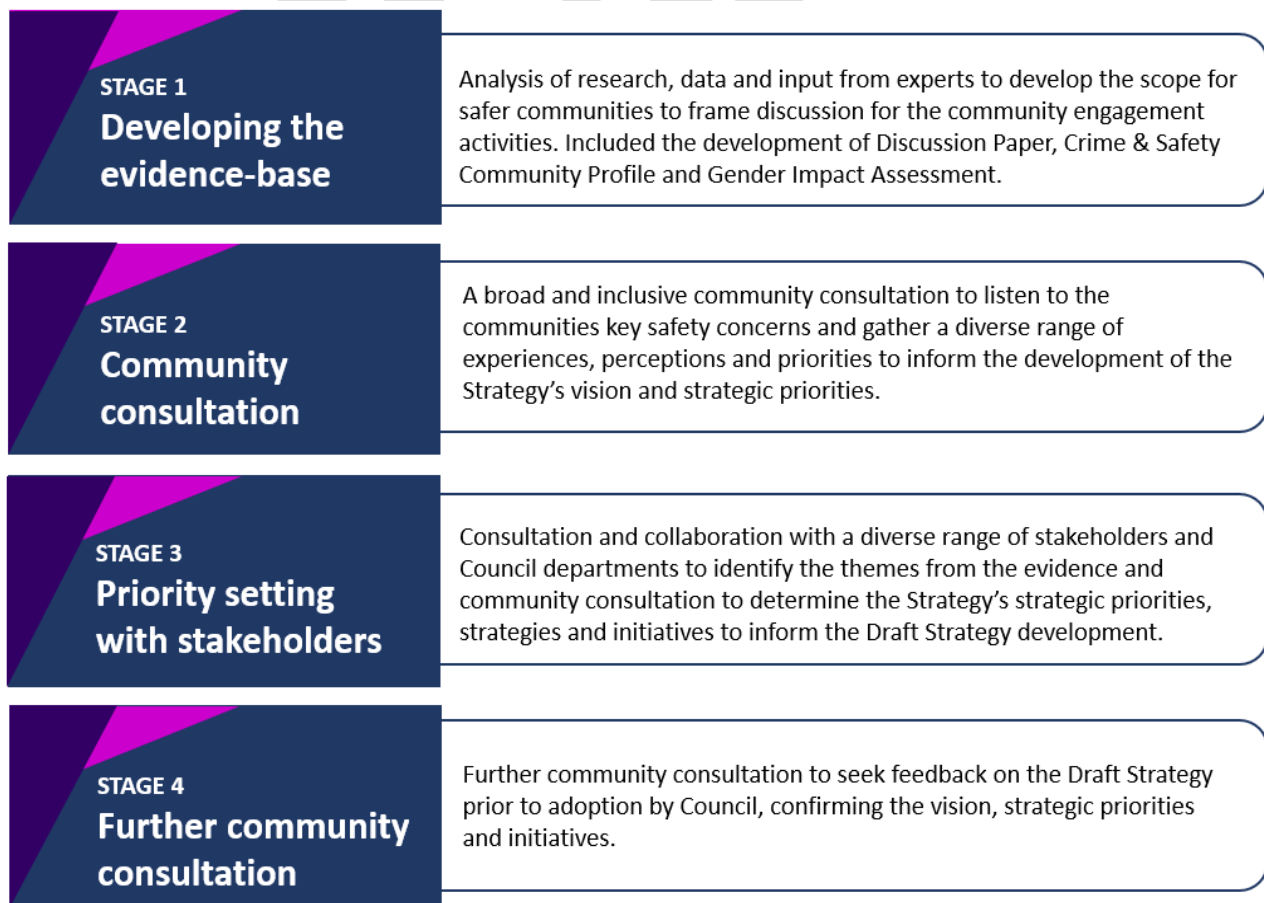
This Strategy has been developed through a collaborative process with the community and a diverse range of stakeholders, along with extensive research and data analysis to gain insight into the current crime and safety issues impacting our community.

The development of this Strategy took place over four key stages of engagement, as outlined at Figure 4. A review was also undertaken of national, state and local policy influencing safer communities, along with evidenced-based crime prevention and safety approaches.

A Gender Impact Analysis (GIA) was conducted to analyse the research and data through an intersectional gender lens to identify the safety issues as

experienced by different population groups in the community. The GIA found that gender inequality significantly impacts women's safety and wellbeing and highlighted the need for this Strategy to contain strategies and initiatives that promote attitudes, behaviours and social norms that normalise gender equality and prioritise the individual, social and economic needs of Frankston City's diverse community, increasing visibility, inclusion and community support of diversity.

Figure 4: Strategy development



Community engagement

In preparing this Strategy we sought to gain understanding of our community's key safety concerns, what action Council could take to address these and their vision for safer communities.

We engaged with the community through online surveys, pop-up consultations in Frankston's City Centre and in reserves and social media posts. A Mini Frankston City workshop was also held to explore some of the key issues in further detail.

To seek a diverse and inclusive range of views and experiences we held targeted workshops and attended community events to engage with the following networks:

- Local Safety Committee
- Municipal Emergency Management Planning Committee
- Child and Family Partnership
- Family Violence Network
- Disability Access and Inclusion Committee

- Youth Council
- Positive Ageing Ambassadors
- LGBTQIA+ Collaborative

We also engaged with a range of other stakeholders, like Monash University and Taskforce.

Overwhelmingly, the safety of public places and spaces was identified as the top safety concern by our community. Concerns primarily related to feelings of safety in public spaces, particularly at night, while using public transport and in Frankston's city centre. Much of this concern focused on fear of being the victim of crime, assault or harassment. Concerns also related to the amenity of public spaces and how lighting, graffiti and cleanliness impact perceptions of safety.

Our community engagement was conducted on six discussion topics, with the main safety concerns identified by the community for each topic being as follows:

1. Safe and resilient communities	2. Safety in public spaces	3. Harm reduction
<p>Safety of vulnerable people during extreme weather events and emergencies</p> <p>Safety and inclusion of emergency relief centres</p> <p>Long term social and economic impacts of emergency events</p>	<p>Safety of public spaces at night</p> <p>Personal safety in Frankston's city centre, parks and reserves</p> <p>Road safety</p> <p>Lighting, cleanliness and graffiti</p>	<p>Harms from alcohol, drugs or gambling within the community</p> <p>People having access to support services</p> <p>Impact of crime and violence</p>

4. Safe and respectful relationships	5. Reducing homelessness	6. Safe and inclusive communities
Violence against women Sexual harassment Attitudes and behaviours that condone violence	Access to safe, secure and affordable housing Health and safety of people experiencing homelessness Access to support services	Community connection Lack of social connection Racism, ageism and other forms of discrimination Neighbourhood trust

When asked our community to describe what a safe community looks and feels like to determine our vision for safer communities, the key themes identified were:

- Feeling safe and secure, both during the day and at night
- Being free from violence, harassment or abuse
- Vibrant and welcoming City
- Connection and sense of belonging
- Kindness, empathy and helping others
- Diverse and inclusive

Figure 5: What our community told us their local community does well and contributes to safer communities



Our community identified some key ways in which Council can take action to help create safer communities. The top five actions identified were as follows:

1. Create and maintain safe and accessible public spaces, parks and reserves
2. Work with specialist support services to assist vulnerable community members
3. Work with emergency services like Victoria Police and the Ambulance Service to respond to community safety issues
4. Work with services and community groups on initiatives to reduce harms from alcohol, drugs and gambling
5. Create and maintain community facilities

Our community profile

Frankston City is located on the eastern shores of Port Phillip Bay within Metropolitan Melbourne, approximately 40 kilometres south of Melbourne CBD. The municipality covers an area of about 131 square kilometres.

Our City is known for its 11 kilometres of pristine coastline, award-winning beaches and natural bushland, vibrant lifestyle and growing business, arts, education and health facilities.

The Traditional Custodians of the land in and around Frankston City are the

Bunurong peoples, part of the language group known as the Kulin Nation. The country of the Bunurong peoples extends from Werribee Creek to the Tarwin River and Wilson's Promontory.

Our community profile has been developed from the .id community profile, and all statistics are derived from the Australian Bureau of Statistics 2021 Census.

A detailed crime and safety profile can be viewed at engage.frankston.vic.gov.au/a-safer-community

^ Higher than Greater Melbourne average v Lower than Greater Melbourne average
 <> Similar to Greater Melbourne average

141,002

2022 estimated resident population

161,660

2041 projected resident population

39 ^

Median age

51.1%

Female

48.9%

Male



29.0% v

Couples with children households

22.8% v

Couples without children households

13.4% ^

One parent households

26.5% ^

Lone person households



1,803 ^

Residents identifying as Aboriginal and Torres Strait Islanders (1.3% of the resident population)

6.5% ^

In need of daily assistance due to disability (9,014 residents)

36.5% ^

At least one long-term health condition

21.4% ▼

Born overseas

11.3% ▼

Speaks a language other than English at home

1.4% ▼

Speaks English not well or not at all

Top 5 birthplaces for residents born overseas

United Kingdom **6.5%**

New Zealand **2.1%**

India **1.2%**

Philippines **0.9%**

China **0.8%**

42.1% ▼

Belongs to a faith group

50.6% ▲

No religion

14.8% <>

Young people aged 12 to 24 years

22.6% ▲

Older people aged 60 years plus

18.7% ▼

Holds a university qualification

23.4% ▲

Holds a trade qualification

63.3% ▼

Workforce participation rate

9.3% ▲

Young people disengaged with employment and education (15 to 24 years of age)



14.3% ▼

Very low income households

22.9% ▲

Low income households

22.3% ▲

Moderate income households

27.0% ▼

Households renting

39.6% ▲

Households with a mortgage

26.4% ▼

Households fully owned

785

Estimated homelessness

83.8% ▼

Very low income households in rental stress

57.5% ▲

Low income households in rental stress

25.6% ▲

Moderate income households in rental stress

Community safety profile

Over time the crime rate in Frankston City has been declining and perceptions of safety improving. While these improvements are encouraging, Frankston City still experiences ongoing safety issues that impact how our community and visitors participate, engage and move around the City.

Property and deception offences accounted for nearly half of all criminal

incidents recorded in Frankston City for 2022, making it the most commonly recorded principle offence. While the rates of property and deception offences are showing a declining trend, the rates of crimes against the person have been declining at a much slower rate and remain to be well above the Victorian average.

Total Criminal Incidents 2016–2022

Year ending December

Year	Number	Rate per 100,000 population
2022	9,180	6,547.3
2021	8,340	5,842.7
2016	12,484	8,949.0

FAMILY VIOLENCE RATE

HIGHEST IN METRO MELBOURNE

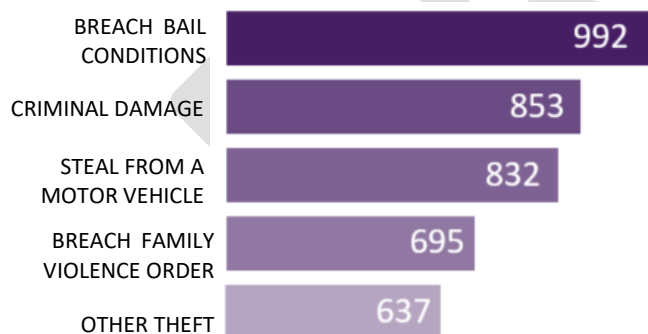
OFFENCE RATE

4TH HIGHEST IN SOUTHERN REGION

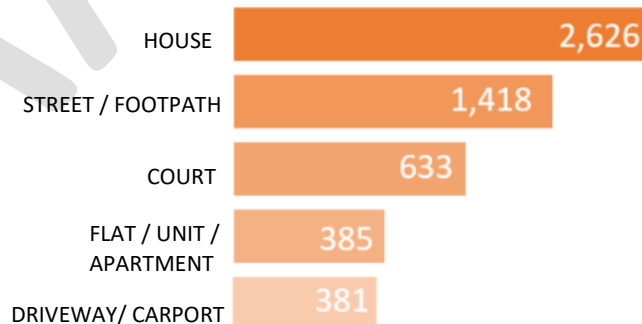
CRIMINAL INCIDENT RATE

8TH HIGHEST IN METRO MELBOURNE

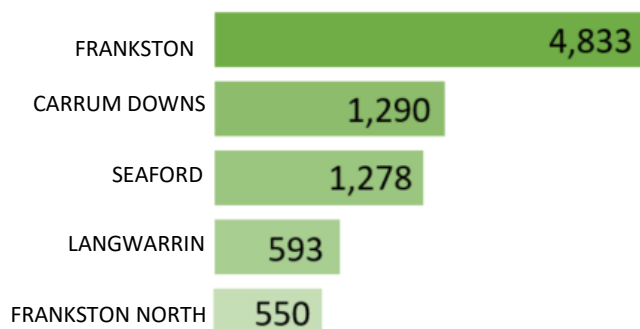
Top 5 offences 2022



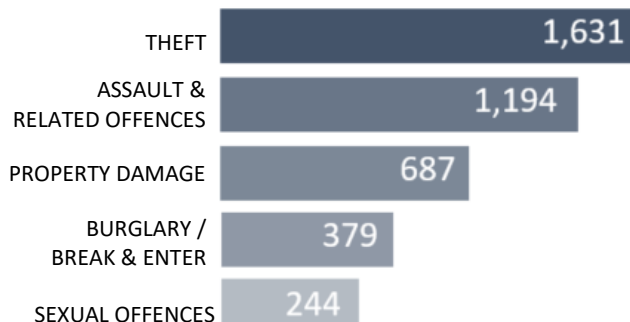
Top 5 locations 2022



Top 5 suburbs 2022



Top 5 victim reports 2022

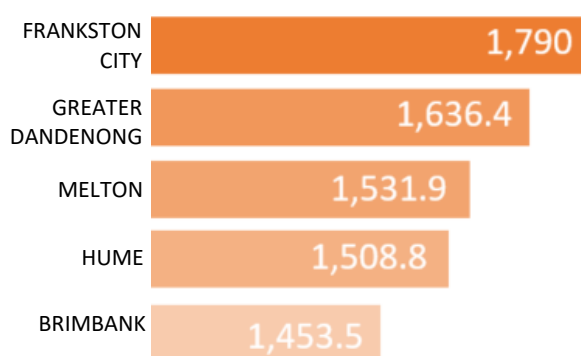


Family violence

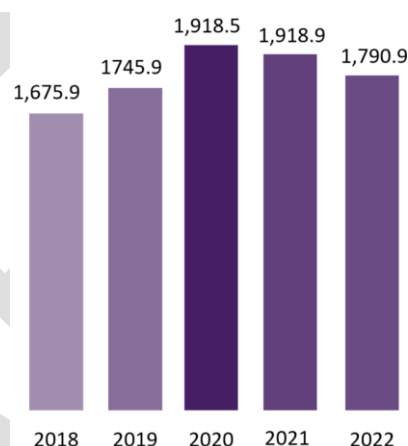
Family violence is a significant issue impacting the safety of residents in Frankston City. The rate of family violence incidents recorded by Victoria Police continues to be higher than all other Metro Melbourne areas, and also higher than both the Southern Metropolitan and Victorian averages.

Data recorded by Victoria Police shows that females are three times more likely than males to be the victim of family violence incidents in Frankston City. Nearly half of victims are aged between 25-44 years, and people aged 55+ are increasingly being recorded as the victim.

Top 5 Metro Melbourne LGAs, family violence rates 2022 Melbourne Metropolitan LGAs



Frankston City rate of reported family violence incidents, 2018-2022

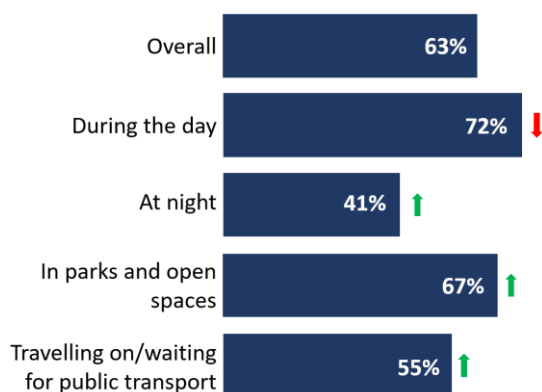


Perceptions of safety

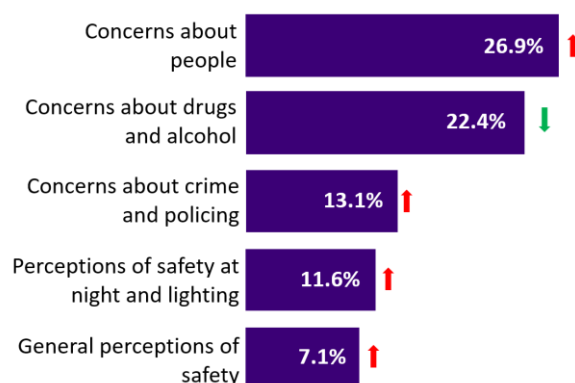
The Frankston City Annual Customer Satisfaction Survey enables us to track how safe people are feeling in our City. This helps us to identify the areas that may need more investment to improve perceptions of safety and remove barriers for participation. The 2023 survey showed the overall perception of living in Frankston City as being very strong.

However, our community nominated safety, policing and crime as the second top issue for Frankston City, which is an increase from previous years and was a more commonly nominated when compared to the Metro Melbourne average.

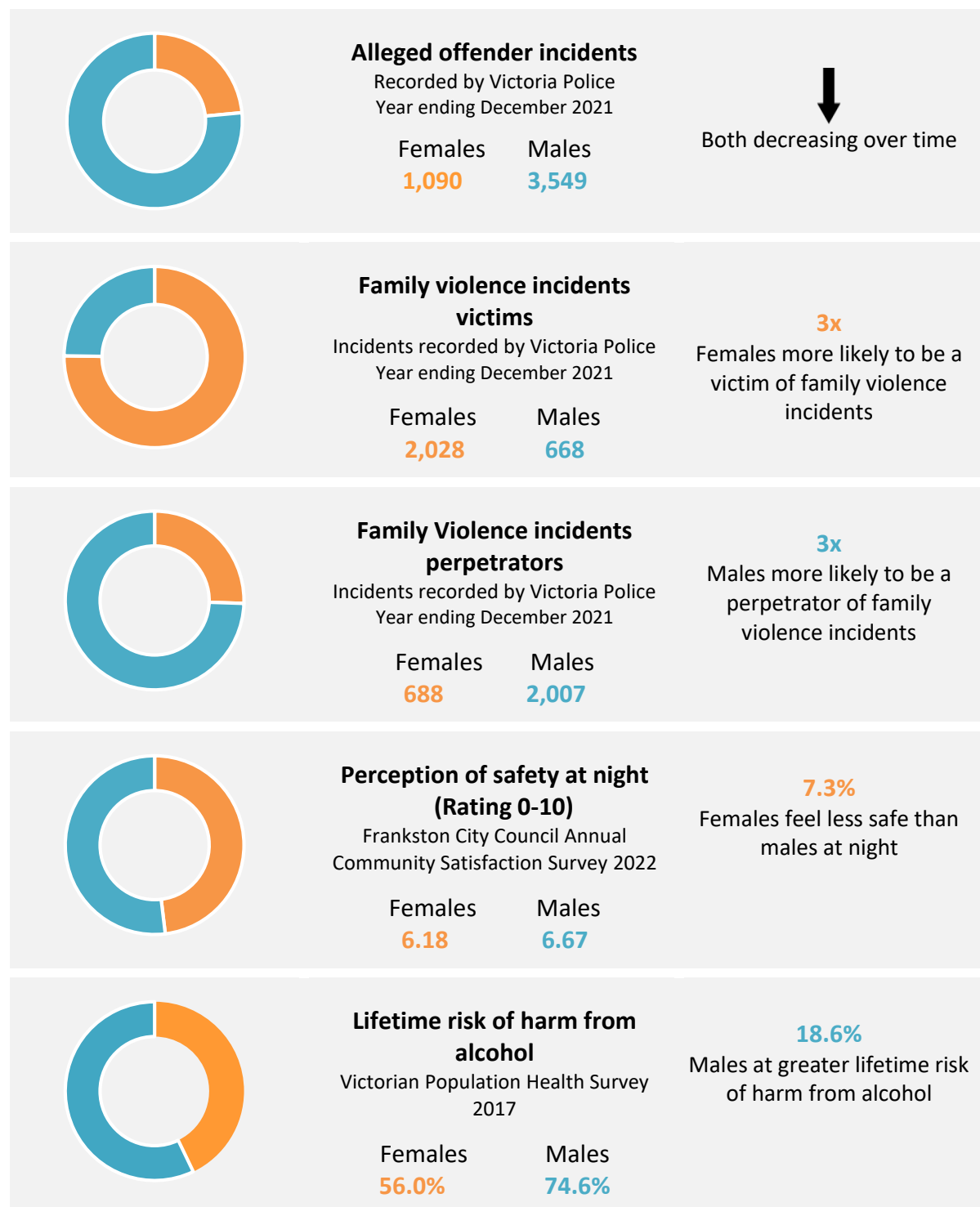
Perceptions of safety in public places (very safe)



Top 5 reasons for feeling unsafe



Gender analysis



Safer Communities Strategy

Outcomes and strategic priorities

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Building strong and connected communities

Neighbourhoods and cities thrive when everyone feels safe, valued and included as part of their community. Everyone has the right to feel safe and respected in their relationships and be free from the fear of violence within their homes and in the community.

A welcoming, inclusive and cohesive community where people feel valued and their differences respected enables people to feel safe, enjoy a sense of belonging and able to participate in social, cultural and civic life.

Research shows a strong association between community strength and perceptions of safety. People who trust their neighbours and see them as willing and able to help address local problems are significantly less likely to worry about crime. This demonstrates how community safety strategies that aim to build social capital and community connection can have significant and meaningful benefits to people who worry about crime, as well as to the broader community.⁹ The 2023 Annual Community Satisfaction Survey for Frankston City showed that 56% of residents feel part of their local community, and 61% feel that they can turn to their neighbours for help.

It is against the law to discriminate against someone because of a personal characteristic protected by the law, such as disability, or vilify a person or group of people on the basis of their race or religion or behave in a way that is racially offensive.¹⁰ Victorian adults who frequently experience racism are almost five times more likely than those who do not to have poor mental health.

Feelings and experiences of safety can vary between population groups. An Australian study into perceptions of crime found that women worry more about the risk of physical and sexual assault, while those who spoke a language other than English were more concerned with harassment that derived from discrimination and prejudice.¹¹ The 2023 Annual Community Satisfaction Survey showed that 61% of residents agreed that Frankston City is supportive of people from diverse cultures and backgrounds.

Family violence is a preventable violation of human rights that involves coercive and abusive behaviours designed to intimidate, humiliate, undermine and isolate, resulting in fear and insecurity.¹² It also involves an escalating spiral of violence that can include physical and sexual abuse, as well as psychological, emotional, cultural, spiritual and financial abuse.¹³

Family violence affects all family members, however data shows that it is a gendered issue with the majority of victims being women and their children and the majority of perpetrators being men. Intimate partner violence, and is the leading preventable contributor to death, disability and illness in Victorian women aged 15–44.¹⁴ Stopping these forms of violence before they start requires a primary prevention approach.

Our strategies What we know works	Our initiatives How we will deliver this
Strengthen respect and value of diversity within the community to prevent discrimination and reduce stigma	<p>Support and promote public events and festivals that celebrate inclusion and diversity to increase visibility, representation and intercultural connections.</p> <p>Support and promote partnerships and initiatives that showcase the strengths of diverse community groups and build respect and value for diversity within the community.</p> <p>Acknowledge Aboriginal and Torres Strait Islander peoples as Australia's Traditional Owners and actively work towards reconciliation.</p>
Strengthen inclusion, belonging and community connections to improve social cohesion and perceptions of safety	<p>Deliver targeted action plans to facilitate activities that promote and support social inclusion across the lifespan.</p> <p>Facilitate opportunities for people to connect with others in their neighbourhood to support people to feel safe.</p> <p>Promote and support safe and inclusive opportunities for volunteering.</p> <p>Support local sports clubs, community groups and businesses to embed equality and inclusive practices and create safe and welcoming environments.</p>
Promote and normalise gender equality to prevent gendered violence and all forms of violence against women, children and older people	<p>Embed a whole-of-council primary prevention response to gendered violence and all forms of violence against women, children and older people.</p> <p>Strengthen organisational capability to use data for intersectional gender analysis to support the delivery of equitable services and facilities.</p> <p>Deliver primary prevention initiatives that promote gender equality, provide education on respectful relationships and challenge community attitudes towards gendered violence.</p> <p>Foster collaborative partnerships to deliver education and awareness raising activities and advocacy to promote and normalise gender equality.</p>

How we will measure progress	Desired result
Proportion of people who agree they feel part of the local community Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people who agree they could turn to the neighbours for help Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people who agree they are proud of and enjoy living in the local area Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people who agree Frankston is welcoming and supportive of people from diverse cultures and backgrounds Frankston City Annual Community Satisfaction Survey	Increase
Proportion of residents satisfied with Council's arts and cultural events, programs and activities Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people who volunteer Australian Bureau of Statistics Census	Increase
Rate of family violence incidents recorded by Victoria Police (per 100,000 population) – total persons, affected family member and other parties Crime Statistics Agency Victoria	Decrease
Rate of family incidents recorded by Victoria Police (per 100,000 population – affected family member, affected family member aged 55 and above Crime Statistics Agency Victoria	Decrease
Rate of offences recorded by Victoria Police (per 100,00 population) - sexual offences, total persons Crime Statistics Agency Victoria	Decrease
Proportion of females who spend more than 15 hours per week carrying out unpaid domestic work compared to males Australian Bureau of Statistics Census	Decrease
Proportion of females who undertake unpaid carer roles compared to males Australian Bureau of Statistics Census	Decrease
Proportion of females who undertake unpaid childcare roles compared to males Australian Bureau of Statistics Census	Decrease

Note: All measures collected through the Frankston City Annual Community Satisfaction survey will be monitored by total respondents, by local area of respondents and by respondent profile (i.e. gender, age group, etc); all measures collected will be disaggregated by gender and other demographics where possible to enable intersectional gender analysis.

Strengthen community wellbeing and resilience

Resilient communities are able to overcome challenges and setbacks, and reduce the risks of harmful and unsafe behaviours to enjoy good wellbeing. But resilience is not something communities can achieve on their own. It requires us to work together through formal and informal networks and supports, and reaching out to the most vulnerable in our neighbourhoods.

‘Community resilience’ often refers to the ways in which communities prepare for and respond to natural disasters and emergencies. The capacity of a community to do this is dependent upon having positive social connections and the ability of community members to draw together. The Victorian Community Resilience Framework for Emergency Management identifies that communities can better avoid or manage emergencies if they are connected, inclusive and empowered, have a dynamic and diverse local economy and a sustainable built and natural environment.

Natural disasters and emergencies can have a significant impact on the health and safety of our communities, as well as wide ranging social and economic flow-on effects, some of which may worsen risk factors for crime and unsafe behaviours.

Likewise, harms from alcohol, drugs, gambling, road trauma, violence and crime all have a significant impact on the health and safety of an individual, as well as on the broader community.

It is important that the strengths, resources and environments that promote safe behaviours and positive change are supported in our communities and neighbourhoods in order to build resilience and prevent and minimise harm. These include the safe consumption

of alcohol, responsible gambling, responsible driving and evidence-based approaches and practices that prevent and minimise alcohol and drug harm and address the underlying causes of crime.

The consumption of alcohol is widespread, with an established drinking culture prevalent within many social and cultural activities. In Frankston City alone, there are 262 licensed premises¹⁵ and on average households only have to travel up to 1km from home to reach a packaged liquor outlet.¹⁶ The misuse of alcohol and other drugs is a contributor to many health, social and economic harms, including injury, chronic conditions and preventable diseases, road trauma, violence, healthcare and law enforcement costs and can contribute to people remaining trapped in cycles of poverty and disadvantage.

Gambling is an activity that affects the quality of life of many people, affecting the health, wellbeing and financial security of even those who gamble infrequently. Poor mental health, poverty, homelessness and chronic illnesses can all be linked to gambling, and there is emerging evidence linking gambling with the perpetration of violent and non-violent offences, including domestic and family violence.¹⁷

Our strategies What we know works	Our initiatives How we will deliver this
Engage and support the community to practice safe and responsible behaviours to prevent harm and crime.	Deliver targeted crime prevention education and awareness initiatives to encourage safe and responsible behaviours.
	Support and promote safe environments in council-owned facilities to prevent harms from drugs, alcohol and gambling.
	Collaborate to deliver programs that promote safe behaviours and encourage participation in alternative recreational activities.
Collaborate with community services to improve access to support services for people and communities in need.	Partner with Victoria Police, emergency services and community groups to strengthen positive relationships with the community.
	Collaborate with community organisations to engage the community and encourage participation in programs that provide support and positive pathways.
	Raise awareness of how to report crimes and seek assistance.
Build community resilience and inclusive recovery to reduce the safety impacts of climate change and emergencies.	Partner with emergency services to ensure arrangements are in place to plan for, respond to and recover from emergencies that could occur in Frankston City.
	Build partnerships with service providers to identify the vulnerabilities of communities most at risk of being adversely affected by climate change and emergencies and collaborate on culturally safe and inclusive responses.
	Educate and empower the community to understand and minimise the impacts of climate change and emergencies, with a focus on those communities most at risk of being adversely affected.

How we will measure progress	Desired result
Rate of criminal incidents recorded by Victoria Police (per 100,000 population): all crimes – total persons, females, males and age Crime Statistics Agency Victoria	Decrease
Rate of criminal incidents recorded by Victoria Police (per 100,000 population): crimes against the person – total persons, females, males and age Crime Statistics Agency Victoria	Decrease
Rate of criminal incidents recorded by Victoria Police (per 100,000 population): property and deception offences: crimes against the person – total persons, females, males and age Crime Statistics Agency Victoria	Decrease
Number of public nuisance offences Crime Statistics Agency Victoria	Decrease
Rate of victim reports recorded by Victoria Police (per 100,000 population) – total persons, females, males and age Crime Statistics Agency Victoria	Decrease
Rate of ambulance attendances and/or hospitalisation due to alcohol intoxication only (per 100,000) – total persons, males, females and age AODstats Turning Point	Decrease
Rate of ambulance attendances and/or hospitalisation due to illicit and/or pharmaceutical drugs (per 100,000) – total persons, males, females and age AODstats Turning Point	Decrease
Proportion of young people disengaged from education, training and employment Australian Bureau of Statistics Census	Decrease
Number of people on income support Department of Social Services	Decrease
Total Electronic Gaming Machine (EGM) player losses per year Victorian Gambling and Casino Control Commission	Decrease
Proportion of adults at increased risk of alcohol-related injury on a single occasion of drinking Victorian Population Health Survey	Decrease
Number of graffiti management requests per year Frankston City Council	Decrease
Number of animal management requests per year Frankston City Council	Decrease
Number of excess deaths relating to heatwaves Coroners Court Victoria	Decrease

Build well planned and liveable environments for safety

Crime and unsafe behaviours are the result of a complex relationship between social and environmental factors and cannot be 'designed out'. However, good design and activation of public spaces can be part of a broader approach to community safety and crime prevention, as well as improve the safety of an area, which is an important objective for local government.

If a public space feels safe, accessible and welcoming and looks attractive, it is more likely to be well used and loved by all members of the community providing visibility and passive surveillance, as well as opportunities for social connection.

The process of creating safe public spaces requires careful consideration of many features, including social, spatial, economic and environmental factors. This includes the use of Crime Prevention through Environmental Design (CPTED), a crime prevention approach used by local government in the urban design of public spaces. CPTED uses a range of design principles to create safe and comfortable public spaces that reduce opportunities for crime to occur.

Placemaking is another approach being used locally to activate public places and improve perceptions of safety. This is the collaborative process of creating high quality, attractive and vibrant places that people feel connected to and want to live, work, play and learn in. Placemaking usually involves a combination of short-term activations, like outdoor dining and food trucks, and longer term management of the space and amenity improvements like lighting, signage, street art, street furniture, play equipment and shade structures.

Graffiti, property damage and illegal dumping of waste and materials are some of the more common illegal activities occurring in public places in Frankston City that can have a detrimental impact to the amenity and perceived safety of an area. Council works collaboratively with other stakeholders, such as Victoria Police, local business and the community itself to protect and maintain the safety and amenity of public places.

Train stations and public transport stops are often identified as public places where people do not feel safe, and can be a barrier to the use of public transport even though public transport is one of the safest ways to travel.

The way we use and perceive the safety of public spaces are unique and specific to our lived experience. Evidence shows that women are more likely to feel unsafe in public spaces and feel as though a space is not designed with them in mind. This is particularly true for women who experience other intersecting forms of marginalisation, such as those who identify as LGBTQIA+, women from migrant backgrounds, older women, Aboriginal and Torres Strait Islander women and women with a disability.¹⁸

Our strategies What we know works	Our initiatives How we will deliver this
Create safe, vibrant and welcoming public spaces through inclusive placemaking	<p>Ensure public spaces look and feel safe and welcoming for the whole community.</p> <p>Strengthen community connection with public places to increase feelings of belonging and safety.</p> <p>Ensure Frankston City’s Centre and other activity centres are vibrant, activated and highly valued.</p>
Ensure public spaces are well planned, maintained and managed to reduce risk and improve perceptions of safety	<p>Deliver high standards of cleanliness and maintenance of public places to enhance visual amenity and minimise hazards and risk of injury.</p> <p>Deliver a well maintained CCTV network.</p> <p>Deliver education and awareness raising of how the community can maintain safe and attractive public spaces.</p> <p>Provide well planned and maintained community infrastructure that is safe, inclusive and accessible.</p>
Improve the safety and accessibility of public transport and roads for all users, including pedestrians and cyclists	<p>Develop policies and plans that improve the safety of roads and shared pathways for all users, including pedestrians and cyclists.</p> <p>Deliver education and awareness raising campaigns that promote road safety.</p>
Promote safe and inclusive online environments and digital security	<p>Drive continuous improvement of Council’s digital platforms to ensure a safe and enjoyable online customer experience.</p> <p>Ensure Council’s social media spaces are safe and enjoyable for the community to engage in.</p> <p>Promote and support education, awareness raising and activities to improve online safety and digital security within the community.</p>

How we will measure progress	Desired result
Proportion of people feeling safe in public areas - overall Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people feeling safe in public areas – at night, during the day Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people feeling safe in public areas – travelling on/waiting for public transport Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people feeling safe in public areas – in parks and open spaces Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people feeling safe in public areas – at the beach and foreshore Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people feeling safe in public areas – at Wells St Entertainment Precinct Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people who agree the Frankston City community is vibrant, accessible and engaging Frankston City Annual Community Satisfaction Survey	Increase
Proportion of residents satisfied with Council’s design of public spaces Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people who agree Frankston City is an age friendly community Frankston City Annual Community Satisfaction Survey	Increase
Proportion of people who agree Frankston City is a child friendly community Frankston City Annual Community Satisfaction Survey	Increase
Number of road fatalities per person annually Traffic Accident Commission Statistics	Decrease
Proportion of residents ‘very satisfied’ with selected Council services and facilities: public toilets; provision and maintenance of playgrounds; animal management; maintenance and cleaning of shopping strips; litter collection in public areas; footpath maintenance and repairs; local traffic management; provision and maintenance of street trees; and provision & maintenance of parks, gardens, reserves. Frankston City Annual Community Satisfaction Survey	Increase

Note: All measures collected through the Frankston City Annual Community Satisfaction survey will be monitored by total respondents, by local area of respondents and by respondent profile (i.e. gender, age group, etc); all measures collected will be disaggregated by gender and other demographics where possible to enable intersectional gender analysis.

Improve access to safe and secure housing

Access to safe and secure housing is considered to be a basic human right. Not having access to housing and being homeless is a significant threat to personal safety, making a person much more vulnerable to crime, violence and abuse.

Homelessness rates in Frankston City are growing and impacting different groups of people. This is resulting from a range of complex and intersecting social, economic and housing market factors. For example, rapidly rising property prices and private rental costs combined with a lack of housing diversity and inadequate supplies of social and affordable housing means that many households are living in housing stress (which occurs when property costs exceed 30 percent of household income among those on a low income), which in turn increases their risk of falling into homelessness.

The experience of homelessness is not just about having a roof over your head. The Australian Bureau of Statistics defines someone as homeless if their current living arrangement is in a dwelling that is inadequate, has no tenure, has a short and not extendable tenure, or does not allow them to have control of, or access to, space for social relations.

Whereas rough sleeping the most visible form of homelessness, is estimated to make up a small proportion of homelessness, the majority of homelessness is 'hidden'. It includes those in supported accommodation for the homeless, rooming houses, sleeping in cars, severely overcrowded dwellings, couch-surfing or staying in other temporary types of accommodation.

The 2021 Inquiry into Homelessness in Australia highlighted that homelessness can have a profound and long-term impact on a person's safety and security, physical and mental health, on their connection to the community and on their ability to thrive in school or in the workplace. Research shows that compared to the general population, people who are homeless experience significantly higher rates of death, disability, mental health conditions and chronic illness and are 13 times more likely to have experienced violence and 47 times more likely to have been victims of theft.¹⁹

The ABS Census 2021 shows that in Australia the rates of homelessness are higher for males (55.9%), but 81.7% of the increase of people experiencing homelessness since the last Census were females. Data from the Australian Institute of Health and Welfare shows that the top three reasons for people seeking homelessness assistance in Victoria in 2021-22 as being: financial difficulties; family and domestic violence; and housing crisis.

This means a 'one size fits all' solution won't solve this issue and requires tailored solutions, including increased access to social and affordable housing and a more effective homelessness service system.

Our strategies What we know works	Our initiatives How we will deliver this
Collaborate to strengthen access to safe and secure housing and end all forms of homelessness	Use policy, planning and data to strengthen housing security and prevent homelessness.
	Advocate for increased investment to support the delivery of homeless services and safe and secure housing that meets community needs.
	Collaborate to raise awareness and strengthen pathways into safe and secure housing.
Support the safety and wellbeing of people experiencing or at risk of homelessness	Lead a whole-of-council response to homelessness.
	Collaborate to support a coordinated service system response to rough sleeping and homelessness.
	Support individuals and families experiencing hardship to help prevent homelessness.

How we will measure progress	Desired result
Estimated homelessness count Australian Bureau of Statistics Census	Decrease
Number of people rough sleeping Frankston Zero	Decrease
Number of people on the Victorian Housing Register that have Frankston City as the preferred waiting list area Homes Victoria	Decrease
Unmet demand for affordable housing (Housing Monitor) - gap by % id. Housing Monitor	Decrease
Housing diversity (proportion of dwellings by 1, 2 and 3+ bedrooms) id. Housing Monitor	Increase
Proportion of households living in rental stress - by very low, low and moderate incomes id. Housing Monitor	Decrease
Proportion of private rentals affordable to very low, low and moderate income households id. Housing Monitor	Increase
Proportion of housing sales affordable to very low, low and moderate income households id. Housing Monitor	Increase

How we will measure progress	Desired result
Proportion of residents satisfied with the availability of housing that meets the needs of the community Frankston City Annual Community Satisfaction Survey	Increase
Proportion of residents satisfied with the affordability of housing Frankston City Annual Community Satisfaction Survey	Increase
Proportion of residents satisfied with planning for population growth by all levels of government Frankston City Annual Community Satisfaction Survey	Increase

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Strengthen leadership, partnerships and community empowerment

Creating a safer community is everyone's responsibility. A strong, capable and culturally safe organisation and workforce is best placed to lead and coordinate local partnerships and cross-sector collaboration to help create safer communities. Empowering the community to be actively involved in decision-making not only brings people together with a shared interest, it also builds their capacity to manage future challenges and build resilience.

The community is at the centre of all that Council does, and we believe that the community has the knowledge and expertise to be best placed to know what solutions will be most successful in their neighbourhoods. With the right resources and opportunities, communities can be empowered to actively participate in identifying local safety issues, develop ways to address these and be involved in implementing local initiatives to improve safer communities.

Being involved in the decisions that impact their lives helps build community capacity and resilience to manage their own and others safety. Research shows that being invested in achieving positive outcomes develops a sense of shared responsibility and increased community cohesion.

Integrating our work across Council acknowledges our role and shared responsibility in creating safer communities. This involves the coordination of departmental teams and services, along with external organisations and the community to work in collaboration. Partnerships add value by leveraging the collective expertise, knowledge and perspectives from across

multiple sectors to find effective solutions to complex issues. It is through the coordination of people, skills and resources all working toward shared outcomes that has the greatest impact.

The Victorian Crime Prevention Strategy and National Crime Prevention Framework both emphasise the importance of a shared and collaborative approaches as being essential to successful crime prevention strategies. They also highlight and recommend the need for a strong evidence base and use of local data to inform resource allocation, enable outcomes to be measured and an ongoing cycle of continuous improvement.

With a culture built on respect, diversity and inclusion, organisations are more likely to attract and retain staff, employees have improved health and wellbeing, increased productivity and innovation. Diverse and inclusive workplaces encourage open dialogue, collaboration, and the sharing of different perspectives that can enhance customer service, improve communication and build stronger relationships both within the organisation and the community.²⁰

Our strategies What we know works	Our initiatives How we will deliver this
Build strategic partnerships to strengthen collaboration and coordinated approaches to safer communities	Build and maintain multi-agency partnerships to foster collaboration on local issues impacting safer communities.
	Share knowledge and evidence-based research to drive service system improvements and foster coordinated harm and crime prevention initiatives.
	Lead a whole-of-council approach to safer communities to enable innovative and collaborative initiatives that balance outcomes of amenity, inclusion, safety and city vibrancy.
Empower the community through safe and inclusive community engagement, co-design and Aboriginal self-determination	Create opportunities for the community to actively contribute to planning processes and decisions that affect them.
	Empower the community to identify local needs, co-design initiatives and lead change in their local areas to prevent crime and improve perceptions of safety.
	Collaborate with Aboriginal and Torres Strait Islander peoples and Traditional Owners to support and promote Aboriginal-led action and Aboriginal self-determination.
Lead a safe, equitable and inclusive organisational culture where all staff, volunteers and customers feel safe, respected and valued	Embed inclusive practice into organisational culture.
	Create culturally safe, inclusive and welcoming services and facilities through policy, procedures and process design.
	Strive for internal and external communications to be culturally safe, inclusive and welcoming.
	Continue Council's commitment to creating and maintaining child safe environments.



How we will measure progress	Desired result
Proportion of residents satisfied with Council's representation, lobbying and advocacy on behalf of the community Frankston City Annual Community Satisfaction Survey	Increase
Proportion of residents satisfied with Council's community consultation and engagement Frankston City Annual Community Satisfaction Survey	Increase

How we will measure progress	Desired result
Proportion of people feeling they can have a real say on issues important to them Victorian Population Health Survey	Increase
Proportion of residents satisfied with Council's customer service Frankston City Annual Community Satisfaction Survey	Increase
Proportion of residents satisfied with Council's responsiveness to local community needs Frankston City Annual Community Satisfaction Survey	Increase
Frankston City Council Staff Engagement Survey percentage of staff that rate 'I have a strong sense of': Feeling safe at work to be the person I am; Being included by others around me; Being treated with respect. Frankston City Council	Increase
Number of Gender Impact Assessments completed annually Frankston City Council	Increase

Delivering this Strategy

The successful delivery of this Strategy requires collaborative and integrated approaches, both internally and externally, in taking joined up action to deliver prevention focused strategies and initiatives to achieve the strategic outcomes required for safer communities in Frankston City.

Implementation

The outcomes and strategic priorities outlined in this Strategy will be progressed through the implementation of an Action Plan. The Action Plan contains strategies and initiatives that are prevention-based and outcomes-focussed to affect change and impact long-term safety and wellbeing. The strategies and initiatives have a set of actions for how they will be delivered, along with the timeframe within which they will aim to be delivered.

All actions aim to be delivered with a the 10-year lifecycle of this Strategy (long term), with action commencing within the short to medium term (1 to 6 years)

The implementation of this Action Plan will be overseen by the Safer Communities Department, however all Council Departments will have a role in its resourcing and implementation.

Monitoring and evaluation

Delivering the Action Plan will be a process of continuous improvement allowing for flexible and responsive implementation. As such, the Action Plan will be reviewed and updated regularly throughout the Plan's 10-year lifecycle, in line with the Council Plan and Integrated Planning and Reporting Framework.

By doing so, Council will have the opportunity to reflect on the way the Action Plan is being implemented and draw upon evidence in order to make improvements and achieve better results.

This review will also accommodate any key policy changes occurring at all levels of government, key service system changes, as well as any changing needs of the community.

The Strategy's outcomes and strategic priorities will be fully evaluated at the end of the 10-years, based on the strategic indicators outlined within the Strategy for how we will measure impact. All indicators that are able to be disaggregated by gender will be.

Safer Communities Strategy

Action Plan

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1 Community strength and connection

STRATEGIC PRIORITY 1.1

Build strong, inclusive and connected communities

STRATEGIES:

- 1.1 Strengthen respect and value of diversity within the community to prevent discrimination and reduce stigma
- 1.2 Strengthen inclusion, belonging and community connections to improve social cohesion and perceptions of safety
- 1.3 Promote and normalise gender equality to prevent gendered violence and all forms of violence against women, children and older people

STRATEGY 1.1.

Strengthen respect and value of diversity within the community to prevent discrimination and reduce stigma

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
1.1a Support and promote public events and festivals that celebrate inclusion and diversity to increase visibility, representation and intercultural connections	1.1.1 Deliver a calendar of events to promote inclusion, cultural national celebrations and cultural expression.	Community Strengthening and Arts & Culture	Partner, community builder and advocate	Ongoing
	1.1.2 Work with the Frankston City Cultural and Linguistically Diverse (CALD) Network to support and promote religious and cultural events.	Community Strengthening	Partner, community builder and advocate	Short-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
1.1b Support and promote partnerships and initiatives that showcase the strengths of diverse community groups and build respect and value for diversity within the community	1.1.3 Coordinate community advisory groups and networks with diverse lived experience to strengthen Council's knowledge and understanding of diversity and inclusion.	Community Strengthening	Partner, community builder and advocate	Ongoing
	1.1.4 Frankston Libraries, Arts Centre and Cube 37 deliver collections, exhibitions, installations and performances that reflect the diversity of the community and showcase the experiences and contributions of diverse communities.	Arts & Culture	Deliver and community builder	Ongoing
	1.1.5 Partner with community organisations representing diverse population groups to explore initiatives that can be delivered from council-owned community centres and neighbourhood houses to encourage cross-cultural learning and build respect and value for diversity.	Community Strengthening	Partner and community builder	Ongoing
	1.1.6 Partner with organisations and groups like Headspace and the Peninsula Pride Youth Alliance to raise awareness, increase visibility and promote diversity to improve the health and safety of LGBTQIA+ communities.	Community Strengthening	Partner, community builder and advocate	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
1.1c Acknowledge Aboriginal and Torres Strait Islander people as Australia's Traditional Owners and actively work towards reconciliation	1.1.7 Promote training and support provided by the Australian Human Rights Commission and other providers to community groups to support anti-discrimination within the community.	Community Strengthening	Community builder	Medium-term
	1.1.8 Work with the Disability, Access and Inclusion Committee to build awareness of the social model of disability and the characteristics of social environments that are disabling rather than the individual's characteristics.	Community Strengthening	Community builder and advocate	Ongoing
	1.1.9 Continue to formally acknowledge First Nations people in policies, communications, Council meetings and at public events.	All departments	Community builder	Ongoing
	1.1.10 Consult with the Bunurong Land Council to explore opportunities to incorporate Aboriginal history and culture in public spaces.	City Futures, Building Infrastructure and Capital Works Delivery	Partner and deliver	Ongoing
	1.1.11 Partner with First Nations peoples and Traditional Owners to provide non-Indigenous people with opportunities to learn about local history, First Nations knowledge and culture and the ongoing impacts of colonialism.	All departments	Partner and community builder	Short-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	1.1.12 Partner in activities to build awareness, understanding and respect of Aboriginal and Torres Strait Islander culture and history, including through arts programming.	Community Strengthening, Arts and Culture	Community build and advocate	Ongoing
	1.1.13 Promote and support the provision of community infrastructure for Nairn Marr Djambana as space to provide meaningful cultural connection and wellbeing for First Nations peoples.	Community Strengthening	Deliver, partner and advocate	Short-term

STRATEGY 1.2
Strengthen inclusion, belonging and community connections to improve social cohesion and perceptions of safety

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
1.2a Deliver targeted action plans to facilitate activities that promote and support social inclusion across the lifespan	1.2.1 Regularly review, update and strengthen the following targeted action plans, taking an intersectional gender lens: <ul style="list-style-type: none"> • The Municipal Early Years Plan 2021-2025 • The Youth Action Plan 2022-2026 • The Positive Ageing Action Plan 2021-2025 • The Disability Action Plan 2021-2025 • The Reconciliation Action Plan • Family Violence Prevention Action Plan 	Community Strengthening and Family Health Support Services	Planner, partner, deliver and community builder	Ongoing
1.2b Facilitate opportunities for people to connect with others in their neighbourhood to support people to feel safe	1.2.2 Support the Frankston City Social Inclusion Action Group (SIAG) to work with the community to identify local issues and solutions and facilitate community led and co-design initiatives to prevent social isolation and enhance wellbeing, which may include projects that connect feelings of safety with mental wellbeing.	Community Strengthening	Partner, community builder and advocate	Short-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	1.2.3 Strengthen local Neighbourhood Watch programs to raise community awareness, build capability for people maintain safe home and neighbourhood environments and help people feel safe and connected to their community.	Safer Communities	Community builder	Short-term
	1.2.4 Explore opportunities to strengthen connections between the community, community organisations and the Municipal Vulnerable Persons Register to support older people and more vulnerable community members feel safe and connected to their community.	Safer Communities and Family Health Support Services	Community builder	Long-term
	1.2.5 Explore ways to support new residents to feel welcome and build connections, such as events to welcome new residents from culturally and religiously diverse backgrounds during Harmony Week and programs delivered at community centres and neighbourhood houses.	Customer Service and Experience and Community Strengthening	Community builder	Medium-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	1.2.6 Manage and maintain council-owned community infrastructure across the municipality to facilitate opportunities for the community to connect and participate in a diverse range of activities and programs that strengthen community connections, intercultural connections, friendship and allyship.	Community Strengthening, Arts and Culture, Family Health Support Services and Building Services	Deliver, partner and community builder	Ongoing
	12.7 Explore opportunities to strengthen the accessibility and inclusiveness of Council and community run events to support connections within local communities.	Arts and Culture	Deliver, partner and community build	Ongoing
1.2c Promote and support safe and inclusive opportunities for volunteering	1.2.8 Deliver the Impact Volunteering program to promote and support volunteering and build the capacity of volunteer managers through the provision of training and networking opportunities.	Community Strengthening	Community builder	Ongoing
	1.2.9 Continue to build connections between volunteers and volunteer organisations, with promotion targeted at groups identified as being at greater risk of social isolation.	Community Strengthening	Community builder	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	1.2.10 Support community organisations and clubs to grow and train their volunteer base to incorporate gender equality, intersectional inclusion and equality.	Community Strengthening	Community builder	Ongoing
1.2d Support local sports clubs, community groups and businesses to embed equality and inclusive practices and create safe and welcoming environments	1.2.11 Regularly review the Frankston City Leisure Strategy and Frankston City Health and Wellbeing Plan to drive continuous improvement of diversity and inclusion within sports clubs and community groups.	Community Strengthening	Planner, partner and deliver	Medium
	1.2.12 Explore ways to build greater inclusion and safe environments into sports clubs and community groups leasing council-owned facilities through seasonal tenancy agreements, service level agreements and facility user obligations to encourage equal opportunities for participation and zero tolerance for discriminatory attitudes and behaviours.	Community Strengthening	Partner and community builder	Medium
	1.2.13 Work with sports clubs to implement the Victorian Government's Fair Access Policy Roadmap and ensure all sporting facilities in Frankston City achieve gender equitable access and use policies by 1 July 2024.	Community Strengthening	Partner and community builder	Immediate

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	1.2.14 Support sports clubs to implement the Frankston City Sports Club Gender Inclusive Self-Assessment Tool.	Community Strengthening	Partner and community builder	Ongoing
	1.2.15 Promote Access for all Abilities Play program to the community to find inclusive sport and recreation activities and programs.	Community Strengthening	Partner and community builder	Short-term
	1.2.16 Support sports clubs and community groups to participate in campaigns, programs and workshops that aim to build inclusive sporting environments.	Community Strengthening	Partner and community builder	Medium-term
	1.2.17 Promote the Welcome Here Project to the local business community to encourage environments that are visibly welcoming and inclusive for LGBTQI+ communities, and promote businesses who sign up.	City Futures and Community Strengthening	Partner and community build	Medium-term

STRATEGY 1.3.**Promote and normalise gender equality to prevent gendered violence and all forms of violence against women, children and older people**

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
1.3a Embed a whole-of-council primary prevention response to gendered violence and all forms of violence against women, children and older people	1.3.1 Develop and commence implementation of a Family Violence Prevention Action Plan to embed a whole-of-council model that supports a strategic primary prevention approach and alignment with Council's other targeted plans.	Community Strengthening	Planer, partner, deliver and community builder	Short-term
	1.3.2 Explore a range of primary prevention initiatives to be delivered through universal services, community centres, cultural and recreation programs, including initiatives that: <ul style="list-style-type: none">• Support men and boys to develop healthy masculinities and positive supportive male peer relationships;• Promote equal and healthy family relationships; and• Build partnerships with Aboriginal and Torres Strait Islander community organisations to support local programs.	Community Strengthening	Planner, deliver and community builder	Medium-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
1.3b Strengthen organisational capability to use data for intersectional gender analysis to support the delivery of equitable services and facilities	1.3.3 Explore resources and methods to build the capability of Council staff to collect and analyse gender-disaggregated data to enable the delivery of gender equitable services and facilities.	People & Culture and Diversity & Inclusion Group	Planer	Medium-term
	1.3.4 Seek advice from specialist family violence and elder abuse services and experts in the drivers of gendered violence when designing primary prevention initiatives and evaluation frameworks.	Community Strengthening and Family Health Support Services	Planer, partner and deliver	Short-term
	1.3.5 Continue to build capability of Council staff to deliver family violence primary prevention initiatives through training and other targeted education programs, including on how to anticipate and respond to resistance and backlash.	People & Culture and Diversity & Inclusion Group	Employer and community builder	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
1.3c Foster collaborative partnerships to deliver education and awareness raising activities and advocacy to promote and normalise gender equality	<p>1.3.6 Collaborate and partner with local, regional and community networks and organisations on the prevention of all forms of violence against women, children and older people, including:</p> <ul style="list-style-type: none"> • Women's Health in the South East (WHISE) to implement the Promoting Respect & Equity Together Strategy • MAV Gender Equality and Prevention Violence and all forms of Violence Against Women Network • South Metro Dhelk Dja Action Group • Peninsula Health's Respecting Seniors Network 	Community Strengthening	Partner, deliver and advocate	Ongoing
	<p>1.3.7 Partner in educational and awareness raising activities to build awareness and understanding within the community of the drivers of gendered violence, how to stop it before it starts and how to safely take bystander action.</p>	Community Strengthening	Partner and community builder	Ongoing

2 Building safer communities through healthy and safe behaviours

STRATEGIC PRIORITY 2.1

Strengthen wellbeing and resilience within the community

STRATEGIES:

- 2.1 Engage and support the community to practice safe and responsible behaviours to prevent harm and crime.
- 2.2 Collaborate with community services to improve access to support services for people and communities in need.
- 2.3 Build community resilience and inclusive recovery to reduce the safety impacts of climate change and emergencies.

STRATEGY 2.1

Engage and support the community to practice safe and responsible behaviours to prevent harm

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
2.1a Deliver targeted crime prevention education and awareness initiatives to encourage safe and responsible behaviours	2.1.1 Participate in Community Safety Month annually to raise awareness whole-of-community approaches to safer communities.	Safer Communities	Community builder	Medium-term
	2.1.2 Partner with Victoria Police, emergency services and community organisations to deliver education and awareness to the community and local businesses on how to keep safe, with a focus on the most prevalent crimes in Frankston City and how to prevent them from occurring.	Safer Communities	Partner and community builder	Medium-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	2.1.3 Partner with community health organisations to promote values-based messaging and provide information and education on harm prevention from vaping and tobacco-use, gambling, alcohol and other drugs.	City Futures and Community Strengthening	Partner and community builder	Medium-term
	2.1.4 Provide information, support and advice on safety to families with young children, young people and older people through Council's universal service provision.	Family Health Support Services and Community Strengthening	Deliver	Ongoing
	2.1.5 Partner with the Alliance for Gambling Reform and Gambler's Help Southern to implement awareness raising campaigns that minimise gambling harm, including participation in Gambling Harm Awareness Week.	City Futures	Partner and advocate	Ongoing
2.1b Support and promote safe environments in council owned facilities to prevent harms from drugs, alcohol and gambling	2.1.6 Partner with community health organisations to support smoke free environments in council and community settings.	Community Strengthening	Partner and community builder	Ongoing
	2.1.7 Support sports clubs to build their capacity to prevent harm through participation in the Good Sports Program.	Community Strengthening	Partner and community builder	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
2.1c Collaborate to deliver programs that promote safe behaviours and encourage participation in alternative recreational activities	2.1.8 Build partnerships to collaborate on prevention programs and initiatives that aim to prevent harms from vaping and tobacco use, gambling and alcohol and other drugs.	Community Strengthening and City Futures	Partner, engage and educate	Short-term
	2.1.9 Deliver programs in libraries, community centres and neighbourhood houses that provide an alternative recreational activity to local gaming venues in the evenings.	Arts & Culture and Community Strengthening	Deliver and community builder	Ongoing
	2.1.10 Partner to advocate on legislative reform to reduce harms from vaping, gambling and alcohol and other drugs.	City Futures	Advocate	Ongoing
	2.1.11 Partner with community health to monitor research and statistical data to better understand the community's needs relating to harms from vaping and tobacco-use, gambling and alcohol and other drugs.	City Futures	Planner and advocate	Ongoing

STRATEGY 2.2
Collaborate with community services to improve access to support services for people and communities in need

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
2.2a Partner with Victoria Police, emergency services and community groups to strengthen positive relationships with the community	2.2.1 Support Victoria Police and emergency services to build and strengthen positive relationships within the community by providing opportunities for interaction and connection at community engagement activities and events, promoting Neighbourhood Policing and Coffee with Cop initiatives.	Safer Communities and Community Relations	Partner and community build	Ongoing
2.2b Collaborate with community organisations to engage the community and encourage participation in programs that provide support and positive pathways	2.2.2 Partner with community organisations delivering initiatives to support vulnerable community members and address the causes and drivers of crime, like Big hART, TaskForce and YSAS.	Community Strengthening	Partner and community builder	Ongoing
	2.2.3 Participate in the PIVOT youth crime prevention program to support young people who have had repeated contact with the justice system through assertive outreach and case management.	Community Strengthening	Partner and community builder	Short-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	2.2.4 Partner with schools and community organisations to deliver youth engagement programs that support disengaged young people to build connections and make positive transitions, including the What Program and Project-Y Project.	Community Strengthening	Partner, deliver and community builder	Short-term
	2.2.5 Partner with the RAD-FMP to deliver the Employment Pathways project to better integrate partnerships amongst employers, education and training providers to improve pathways into employment for disadvantaged young people.	Community Strengthening	Partner and community builder	Short-term
	2.2.6 Participate in the Job and Skills Network Frankston to support active linkages and coordination between education providers, skills, workers and employers to improve pathways into employment.	City Futures	Partner and community builder	Short-term
	2.2.7 Investigate initiatives that build mental wellbeing and resilience, such as the Achievement Program in early childhood settings to improve social and emotional wellbeing and resilience.	City Futures, Community Strengthening and Family Health Support Services	Partner, deliver and community builder	Medium-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
2.2c Raise awareness of how to report crimes and seek assistance	2.2.8 Partner with Victoria Police and victim support services to share information through Council's publications on how to report a crime and seek assistance, and to raise awareness on how reporting crime can increase personal safety and assist people in getting support.	Safer Communities	Partner and community builder	Short-term
	2.2.9 Promote use of the Victorian Human Rights and Equal Opportunity Commission's reporting tool to report experiences of racism, sexual harassment or discrimination of any kind.	Safer Communities	Community builder	Short-term
	2.2.10 Partner with Victoria Police to provide information to the community, traders and local businesses about where to seek assistance if they become a victim of crime.	Safer Communities	Community builder	Short-term
	2.2.11 Promote information on crisis and support lines and other resources to help people stay safe.	Safer Communities, Community Strengthening, City Futures and Family Health Support Services	Community builder	Short-term

STRATEGY 2.3**Build community resilience and inclusive recovery to reduce the safety impacts of climate change and emergencies**

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
2.3a Partner with emergency services to ensure arrangements are in place to plan for, respond to and recover from emergencies that could occur in Frankston City	2.3.1 Drive continuous improvement of the multi-stakeholder Municipal Emergency Management Plan and sub-plans to consider the impacts of climate change and emergencies, with a focus on the evolving needs of communities most at risk of being adversely affected.	Safer Communities	Deliver, partner and compliance & safety	Ongoing
	2.3.2 Promote accessible community spaces for people without adequate heating and cooling to provide options for community members during extreme weather events.	Safer Communities	Community builder	Short-term
	2.3.3 Ensure diverse communities are being considered and consulted in local climate-change emergency preparedness and recovery activities.	Safer Communities	Community builder	Ongoing

INITIATIVES	WHAT WE'LL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
2.3b Build partnerships with service providers to identify the vulnerabilities of communities most at risk of being adversely affected by climate change and public health emergencies and collaborate on culturally safe and inclusive responses	2.3.4 Advocate to State Government for improvements to the Vulnerable Persons in Emergencies Policy to enable strengthened shared responsibility, concise intelligence and support for those who need it.	Safer Communities	Advocate	Short-term
	2.3.5 Partner with emergency relief and recovery agencies to identify and safely refer people experiencing violence or abuse during and after emergencies to encourage fair and sustainable recovery.	Safer Communities	Partner and community builder	Medium-term
2.3c Educate and empower the community to understand and minimise the impacts of climate change and emergencies, with a focus on those communities most at risk of being adversely affected	2.3.6 Implement the Frankston City Climate Change Strategy to build the community's capacity for climate action and resilience to the impacts of climate change.	Sustainable Assets	Planner, deliver, partner and community builder	Ongoing
	2.3.7 Collaborate with emergency services and the community to explore opportunities to improve information and resources to be accessible and meet the needs of diverse communities and services.	Safer Communities	Advocate, partner and community builder	Medium-term
	2.3.8 Share and promote information and resources on climate change, its expected impacts on the community and adaptation responses to improve resilience.	Sustainable Assets	Community builder	Ongoing

INITIATIVES	WHAT WE'LL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	2.3.9 Support and facilitate community-led programs that build climate literacy and emergency preparedness, particularly with residents most at risk of being adversely affected.	Sustainable Assets	Community build	Ongoing

3 Well planned and liveable communities

STRATEGIC PRIORITY 3.1

Build well planned and liveable environments for safety

STRATEGIES:

- 3.1 Create safe, vibrant and welcoming public spaces through inclusive placemaking
- 3.2 Ensure public spaces are well planned, maintained and managed to improve accessibility and perceptions of safety
- 3.3 Improve the safety and accessibility of public transport and road users, including pedestrians and cyclists
- 3.4 Promote safe and inclusive online environments

STRATEGY 3.1

Create safe, vibrant and welcoming public spaces through inclusive placemaking

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.1a Ensure public spaces look and feel safe and welcoming for the whole community	3.1.1 Explore the development of a CPTED Policy and implementation guidelines to embed crime prevention principles into Council-led projects and strengthen community safety outcomes for public spaces.	Safer Communities and City Futures	Planner and place manager	Medium-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	3.1.2 Explore the development of a Placemaking Framework to outline Council's placemaking principles and approach to guide the design and delivery of safe and activated public spaces for the wellbeing of our community.	City Futures	Planner, deliver and place manager	Medium-term
	3.1.3 Draw upon evidence-based frameworks in the planning and design of projects to ensure the community is at the centre of the design of public spaces, such as Welcoming Cities Standard, Child Friendly Cities, Age Friendly Cities and Communities and Universal Design Principles.	All Departments as required	Planner and place manager	Medium-term
	3.1.4 Implement the Wayfinding Strategy to deliver wayfinding information systems and simple, clear and connected signage to support safe navigation and journeys.	City Futures and capital works delivery	Deliver	Medium-term
	3.1.5 Implement the Lighting Frankston Plan to guide the delivery of an effective public lighting program and support Frankston City to be a vibrant and safe evening and after-dark destination.	City Futures and Capital Works Delivery	Planner and deliver	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	3.1.6 Ensure that all relevant public space and community facilities strategies are updated with consideration to Gender Impact Assessments.	All departments	Planner and deliver	Long-term
3.1b Strengthen community connection with public places to increase feelings of belonging and safety	3.1.7 Explore the development of community guidelines to ensure the community has the information, skills and tools to undertake community-led placemaking projects and events, like community gardens and planter boxes, markets, music performances and street parties on Neighbour Day.	Community Strengthening and Safer Communities	Community build	Long-term
	3.1.8 Support diverse communities to use public facilities and spaces for truth telling, cultural celebrations and events.	Arts & Culture	Community builder	Medium-term
	3.1.9 Explore youth-led placemaking projects in public spaces where young people meet to increase perceptions of safety.	Community Strengthening	Community builder	Medium-term
	3.1.10 Partner in activities to support business owners, operators and landlords to enhance the presentation of their building or businesses, like grants for façade improvements and vacant shopfront activations.	City Futures	Partner, deliver and community builder	Short-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.1c Ensure Frankston City's Centre and other activity centres are vibrant, activated and highly valued	3.1.11 Implement the FMAC Structure Plan to improve Frankston's city centre, which includes exploring the development of: a new public plaza in the heart of Frankston's city centre to create a hub; redesigning key streets as shared zones; and defined outdoor dining zones.	City Futures, Engineering Services and Capital Works Delivery	Planner, deliver and advocate	Long-term
	3.1.12 Plan and implement a bold vision for the Nepean Hwy Boulevard upgrade to improve the entry into Frankston City's Centre.	City Futures, Engineering Services and Capital Works Delivery	Planner, deliver and advocate	Long-term
	3.1.13 Activate activity centres through trials and implementation of smart city technologies, like movement sensors, smart-parking apps, wayfinding screens, wi-fi, e-bikes and e-scooters.	Customer Experience & Transformation and Business & Information Technology	Planner, deliver and advocate	Ongoing
	3.1.14 Implement the Frankston Local Shopping Strip Action Plan to ensure the urban design of our streetscapes are safe, accessible and welcoming.	City Futures and Capital Works Delivery	Planner, deliver and advocate	Ongoing
	3.1.15 Explore innovative initiatives that help to active Frankston's city centre after dark.	City Futures and Arts & Culture	Deliver	Medium-term

STRATEGY 3.2**Ensure public spaces are well planned, maintained and managed to reduce risk and improve perceptions of safety**

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.2a Deliver high standards of cleanliness and maintenance of public places to enhance visual amenity and minimise hazards and risk of injury	3.2.1 Ensure responsive maintenance of public spaces so they continue to be safe, achieve safety standards and address any safety concerns.	Safer Communities and Operations	Deliver and place manager	Ongoing
	3.2.2 Deliver a program of regular community safety amenity patrols and audits for public spaces to inform maintenance and amenity improvements, taking into consideration crime data and customer complaints to identify hot spot locations.	Safer Communities and Operations	Deliver and place manager	Medium-term
	3.2.3 Review the community's responses to perceptions of safety in the annual Customer Satisfaction Survey to help guide resourcing into amenity maintenance and safety improvements.	Safer Communities and Operations	Deliver and place manager	Short-term
	3.2.4 Widely promote the available electronic platforms to provide an easy and efficient way for the community to report amenity issues to the Council, exploring opportunities to enhance its accessibility and functionality.	Customer Experience & Transformation and Business & Information Technology	Deliver and place manager	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.2b Deliver a well maintained CCTV network	3.2.5 Deliver and maintain a closed circuit television (CCTV) network, ensuring strategic placement of resources that is aligned with consideration to lighting and use of spaces and focuses on identified hot spots.	Safer Communities	Deliver and place manager	Ongoing
	3.2.6 Develop a CCTV Code of Practice and Operating Procedure to provide clear guidelines for the use of cameras and footage to ensure individual privacy and human rights are respected.	Safer Communities	Deliver and place manager	Medium-term
3.2c Deliver education and awareness raising of how the community can maintain safe and attractive public spaces	3.2.7 Regularly review the Community Local Law to ensure its responds to the diverse needs of the community in enhancing public health, safety and amenity.	Safer Communities	Compliance & safety and place manager	Ongoing
	3.2.8 Ensure Council's critical public safety information is translated into the most needed languages to ensure it is accessible by the whole community.	Safer Communities and Community Strengthening	Community builder	Medium-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	3.2.9 Partner with Victoria Police to raise awareness within the community and with local businesses on their role in maintaining safe public spaces through safe food environments, smoke free outdoor areas, building safety, responsible waste disposal and other activities that impact the amenity.	Safer Communities and Development Services	Partner and community builder	Ongoing
	3.2.10 Regularly review the Domestic Animal Management Plan and deliver education and awareness raising to support and promote responsible pet ownership to ensure Frankston City's parks, gardens and streets can be safely enjoyed by all.	Safer Communities	Planner, deliver and compliance & safety	Ongoing
	3.2.11 Maintain beach patrols throughout the summer months and throughout the year to raise awareness of beach safety rules to ensure Frankston City's beaches remain beautiful and are safe and welcoming environments.	Safer Communities	Deliver and compliance & safety	Ongoing
	3.2.12 Work in partnership with schools to deliver graffiti reduction education programs and conduct place-based graffiti prevention partnership projects in graffiti hot spot areas to prevent and minimise graffiti, including arts-based projects and community murals.	Safer Communities and Community Strengthening	Partner and community builder	Medium-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.2d Provide well planned and maintained community infrastructure that is safe, inclusive and accessible	3.2.13 In developing community infrastructure plans and projects, ensure community facilities are located in safe and accessible environments, with visible line of sight and well maintained connecting pathways, signage and lighting to ensure the delivery of safe, inclusive and accessible community infrastructure.	City Futures, Family Health Support Services, Community Strengthening, Arts & Culture and Engineering Services	Planner and deliver	Ongoing
	3.2.14 Through the Disability Action Plan, explore universal design features to ensure access and inclusion requirements are met in community facilities and public spaces to ensure safe and welcoming environments for people with disability.	Community Strengthening, City Futures, Building Infrastructure and Capital Works Delivery	Planner and deliver	Ongoing
	3.2.15 When designing and upgrading communities facilities and public spaces, explore activities that engage diverse communities to help identify safety concerns to ensure these environments are safe and welcoming for all.	City Futures, Family Health Support Services, Community Strengthening, Arts & Culture and Building Infrastructure	Community builder	Medium-term
	3.2.16 Promote community facilities by sharing information about their accessibility and ensuring all community facilities are included in public maps, such as Council's My Property map and Google Maps.	All departments	Community builder	Medium-term

STRATEGY 3.3**Improve the safety and accessibility of public transport and roads for all users, including pedestrians and cyclists**

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.3a Develop policies, plans and advocacy that improve the safety of roads and shared pathways for all users, including pedestrians and cyclists.	3.3.1 Implement the Integrated Transport Strategy to ensure Frankston City's road network is well planned and designed so everyone can travel safely.	Engineering Services and Capital Works Delivery	Planner, partner, deliver and advocate	Long-term
	3.3.2 Develop and commence implementation of a targeted Active Travel Plan to make active travel to school safe and enjoyable.	Engineering Services	Planner, partner, deliver and advocate	Medium-term
	3.3.3 Develop and commence implementation of a Bicycle Strategy to create a safer, more attractive networks of streets and paths in which to safely cycle, and guide the expansion of the walking and cycling shared network to allow people the opportunity to walk and cycle safely.	Engineering Services	Planner, partner, deliver and advocate	Short-term
	3.3.4 Develop and commence implementation of the Road Safety Strategy to improve safety and eliminate fatalities and lifelong injuries on Council roads.	Engineering Services	Planner, partner, deliver and advocate	Medium-term
	3.3.5 Undertake Local Area Traffic Management Studies to identify and improve traffic and transport safety issues within a local area.	Engineering Services, Capital Works Delivery and Operations	Planner, deliver and advocate	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.3b Deliver education and awareness raising campaigns that promote road safety	3.3.6 Advocate to and partner with the state government to deliver high quality and safe transport infrastructure for road, cycling and pedestrian connections to public and open places.	Engineering Services and Capital Works Delivery	Advocate, partner and deliver	Ongoing
	3.3.7 Advocate to the state government for stronger legislation to address hoon driving behaviour.	Safer Communities	Advocate	Medium-term
	3.3.8 Deliver the TAC L2P Learner Driver Mentor Program and other programs for learner drivers and help them build experience and confidence on the road to become safer drivers.	Community Strengthening	Deliver and community builder	Ongoing
	3.3.9 Partner with Victoria Police, the TAC and community health organisations to share resources and deliver road safety education and awareness raising campaigns to improve safety for school crossings and road users.	Engineering Services and Safer Communities	Partner and community builder	Medium-term
	3.3.10 Promote shared paths and safe pedestrian, cycling and alternative transport routes across the municipality via a range of Council publications and communication channels.	Engineering Services	Deliver	Medium-term

STRATEGY 3.4**Promote safe and inclusive online environments and digital security**

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.4a Drive continuous improvement of Council's digital platforms to ensure a safe and enjoyable online customer experience	3.4.1 Review and update the Future Ready Frankston Corporate Strategy to be a future-ready organisation and ensure Council's digital platforms are innovative, fair, accessible and safe.	Customer Experience & Transformation	Deliver	Ongoing
	3.4.2 Explore the development of a framework to build digital equity within the community to prevent digital exclusion and barriers to access to Council's digital platforms that may impact an individual's safety.	Customer Experience & Transformation and Business & Information Technology	Plan, deliver and community build	Medium-term
	3.4.3 Deliver the Customer Experience Strategy to establish a contact-once culture and a better way of handling complaints.	Customer Experience & Transformation	Deliver	Ongoing
	3.4.4 Provide high-quality and digitally secure external-facing websites and online engagement platforms.	Business & Information Technology and Customer Experience & Transformation	Deliver	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	3.4.5 Deliver accessible and digitally secure online forms for customers.	Customer Experience & Transformation	Deliver	Ongoing
3.4b Ensure Council's social media spaces are safe and enjoyable for the community to engage in	3.4.6 Regularly review Council's Social Media Guidelines to ensure Council is actively encouraging respectful and inclusive contributions and enabling people from all backgrounds feel safe and confident to engage.	Community Relations	Deliver	Medium-term
3.4c Promote and support education, awareness raising and activities to improve online safety and digital security within the community	3.4.7 Provide training, resources and activities at Frankston Libraries and community centres for community groups and individuals to build skills and confidence in digital literacy, with a focus on those most at risk of digital exclusion.	Arts & Culture and Community Strengthening	Deliver and community builder	Medium-term
	3.4.8 Share resources and partner in activities to raise awareness of online safety and digital security risks to encourage the community to educate themselves and others about how to stay safe online and avoid scams.	Arts & Culture, Customer Experience & Transformation and Business & Information Technology	Community builder	Short-term
	3.4.9 Share resources from the eSafety Commissioner for children and young people.	Family Health Support Services and Community Strengthening	Community builder	Short-term

3 Well planned and liveable communities

STRATEGIC PRIORITY 3.2

Improve access to safe and secure housing

STRATEGIES:

3.5 Collaborate to strengthen access to safe and secure housing and end all forms of homelessness

3.6 Support the safety and wellbeing of people experiencing or at risk of homelessness

STRATEGY 3.5

Collaborate to strengthen access to safe and secure housing and end all forms of homelessness

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.5a Use policy, planning and data to strengthen housing security and prevent homelessness	3.5.1 Develop an Affordable Housing Policy and Action Plan to help facilitate access to safe and secure housing that meets the needs of the community.	City Futures and Development Services	Planner and advocate	Medium-term
	3.5.2 Monitor data on homelessness and local housing needs to build understanding of those who are in most need and to support informed advocacy and initiatives.	City Futures	Planner and advocate	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	3.5.3 Support the Frankston City Housing Advisory Committee to monitor, advocate and provide advice to Council on local housing needs within Frankston City.	City Futures	Partner and advocate	Ongoing
	3.5.4 Undertake land auditing of government-owned land to identify opportunities to be explored with state government and community housing organisations and inform future advocacy and planning activities.	City Futures	Planner and advocate	Ongoing
	3.5.5 Explore strengthened partnership approaches to advocating for improvements in rooming house operation within Frankston City.	City Futures, Development Services and Safer Communities	Partner and advocate	Short-term
3.5b Advocate for increased investment to support the delivery of homeless services and safe and secure housing that meets community needs	3.5.6 Partner with the Strategic Housing and Homelessness Alliance and Frankston Zero Executive Group to advocate to state government for increased investment into homelessness services and social housing in Frankston City.	City Futures	Partner and advocate	Ongoing
	3.5.7 Develop a formal advocacy position on social and affordable housing and homelessness.	City Futures and Community Relations	Advocate	Short-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	3.5.8 Support the Youth2 Alliance advocacy campaign for youth crisis accommodation and a youth foyer, and other advocacy campaigns as appropriate.	Community Strengthening and City Futures	Partner and advocate	Ongoing
3.5c Collaborate to raise awareness and strengthen pathways into safe and secure housing	3.5.9 Collaborate with the Frankston City Strategic Housing and Homelessness Alliance to raise awareness of homelessness and drive new initiatives for strengthening pathways into housing.	City Futures	Partner and advocate	Ongoing
	3.5.10 Collaborate with the Frankston Zero Executive Group to raise awareness of local service system needs to support rough sleepers into safe and secure housing.	City Futures	Partner and community builder	Ongoing
	3.5.11 Partner with the South East Regional Local Government Homelessness and Social Housing Charter Group to raise awareness of the region's housing needs and facilitate opportunities for increased supply of social and affordable housing.	City Futures	Partner and advocate	Ongoing
	3.5.12 Strengthen relationships with Chisholm, Monash University, Peninsula Health and local businesses to build awareness of student and key worker accommodation needs and advocate for appropriate housing.	City Futures	Partner and advocate	Short-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	3.513 Partner with peak bodies, services and community groups to undertake education and awareness raising campaigns to change perceptions and attitudes about homelessness and build support for social housing, in consultation with people who have a lived experience of homelessness.	City Futures	Partner and advocate	Short-term

STRATEGY 3.6

Support the safety and wellbeing of people experiencing or at risk of homelessness

INITIATIVES	WHAT WE'LL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
3.6a Lead a whole-of-council response to homelessness	3.6.1 Develop a homelessness protocol to assist council staff and the community in responding to rough sleeping.	City Futures	Employer, deliver and partner	Short-term
	3.6.2 Be proactive in referring rough sleepers to assertive outreach services via Frankston Zero for the provision of homelessness services and support.	Safer Communities	Partner and community builder	Ongoing
	3.6.3 Deliver education and awareness to council staff and the community on the homelessness protocol, Frankston Zero referral pathway model and on the causes and impacts of homelessness.	City Futures	Employer and community builder	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	3.6.4 Share information on how to access assistance and support services through council websites, libraries and community centres.	City Futures, Arts & Culture and Community Strengthening	Community builder	Ongoing
3.6b Collaborate to support a coordinated service system response to rough sleeping and homelessness	3.6.5 Partner with specialist homelessness services and other agencies on the Frankston Zero initiative to deliver and improved service systems response to providing assertive outreach and supporting rough sleepers into safe and secure housing.	City Futures	Partner and advocate	Ongoing
	3.6.7 Coordinate the Frankston City Strategic Housing and Homelessness Alliance to bring together all tiers of government and key agencies to drive new initiatives for ending homelessness in Frankston City.	City Futures	Partner	Ongoing
	3.6.8 Collaborate with the Frankston Zero Executive Group to identify service system improvements for supporting rough sleepers into safe and secure housing.	City Futures	Partner	Ongoing
	3.6.9 Support the collection of real time data on rough sleeping through the Frankston Zero By-Name-List to improve coordinated individual support and track change over time.	City Futures	Partner	Ongoing

INITIATIVES	WHAT WE'LL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	3.6.10 Coordinate the Frankston Zero Hot Spots Group to improve service coordination between Council and assertive outreach services, share information and create opportunities for collaboration.	City Futures	Partner and deliver	Ongoing
3.6c Provide support individuals and families experiencing hardship to help prevent homelessness	3.6.11 Regularly review and update the Hardship Policy to ensure the provision of relief to individuals who need financial assistance is responsive to changing community needs, economic climate and housing market conditions.	Financial & Integrated Planning	Planner, deliver and community builder	Ongoing
	3.6.12 Promote and support the provision of food, showers, health services and other supports for people experiencing homelessness.	Safer Communities, Community Strengthening and Family Health Support Services	Community builder	Ongoing
	6.4.13 Promote low and no cost inclusive events, recreation and activities in parks and public spaces.	Arts & Culture, Family Health Support Services and Community Strengthening	Community builder	Ongoing

4 Collaboration, innovation and empowerment

STRATEGIC PRIORITY 4.1

Strengthening leadership, partnerships and community empowerment

STRATEGIES:

- 4.1 Build strategic partnerships to strengthen collaboration and coordinated approaches to safer communities
- 4.2 Empower the community through safe and inclusive community engagement, co-design and Aboriginal self-determination
- 4.3 Lead a safe, equitable and inclusive organisational culture where all staff, volunteers and customers feel safe, respected and valued

STRATEGY 4.1

Build strategic partnerships to strengthen collaboration and coordinated approaches to safer communities

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
4.1a Build and maintain multi-agency partnerships to foster collaboration on local issues impacting safer communities	4.1.1 Support and actively participate in the Local Safety Committee to enable collaboration on initiatives, advocacy and activities to prevent crime and improve perception of safety.	Safer Communities	Partner and community builder	Ongoing
	4.1.2 Support and actively participate in the Municipal Emergency Management Committee to collaborate on arrangements for how the community can plan for, respond to and recover from emergencies.	Safer Communities	Partner and deliver	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	4.1.3 Explore and participate in multi-stakeholder youth crime prevention partnerships to support young people.	Community Strengthening	Partner and community builder	Short-term
4.1b Share knowledge and evidence-based research to drive service system improvements and coordinated harm and crime prevention initiatives	4.1.5 Build and share quantitative and qualitative data to enable: identification of the community's safety concerns; intersectional analysis of demographic data to understand the diversity of experiences and perceptions of safety; and evidence-informed planning, advocacy and grant applications.	Safer Communities and City Futures	Planner	Medium-term
	4.1.6 Partner with the Local Safety Committee to monitor and analyse crime and wellbeing statistics to build knowledge and understanding of local community safety issues and hot spots.	Safer Communities and City Futures	Partner and place manager	Medium-term
	4.1.7 Partner with the Municipal Emergency Management Planning Committee to monitor and analyse data to support inclusive emergency management and recovery.	Safer Communities	Partner and planner	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	4.1.8 Share community safety data on Council's website, publications and Transparency Hub to inform the community of what is being delivered to help improve safety and perceptions of safety.	Safer Communities and Customer Experience & Transformation	Deliver and community builder	Medium-term
4.1c Lead a whole-of-council approach to safer communities to enable innovative and collaborative initiatives that balance outcomes of amenity, inclusion, safety and city vibrancy	4.1.9 Lead collaborative partnerships across Council to promote a whole-of-council approach to safer communities to oversee the implementation of this strategy and ensure alignment across plans and service initiatives.	Safer Communities	Planner and deliver	Short-term
	4.1.10 Work collaboratively to explore effective communications methods to improve community confidence and perceptions of safety.	Safer Communities and Community Relations	Community builder	Medium-term

STRATEGY 4.2**Empower the community through safe and inclusive community engagement, co-design and Aboriginal self-determination**

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
4.2a Create opportunities for the community to actively contribute to planning processes and decisions that affect them	4.2.1 Regularly review the Community Engagement Framework and Engage Frankston online engagement platform to drive continuous improvement of inclusive community engagement practices, enabling the community to have their say on key Council policies, programs and decisions that impact them.	Community Relations	Community builder	Ongoing
	4.2.2 Coordinate the Mini Frankston City community panel of local residents to engage and collaborate with Council on key projects and issues to influence decision making, ensuring a diverse mix of voices from all ages, genders, cultures, local areas and backgrounds are represented.	Community Relations	Community builder	Ongoing
	4.2.3 Explore ways to build capability of council staff to meaningfully engage with advisory groups and alliances with lived experience on draft policies, plans and services.	Community Strengthening and Community Relations	Employer and community builder	Medium-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
4.2b Empower the community to identify local needs, co-design initiatives and lead change in their local areas to prevent crime and improve perceptions of safety	4.2.4 Explore resources to support Council staff to undertake co-design processes for high impact projects identified as requiring collaborative engagement with diverse communities to ensure Council is delivering culturally safe environments and meeting community needs.	Community Relations and all departments as required	Community builder	Medium-term
	4.2.5 Explore opportunities to apply for government grants to support local communities to design and lead innovative initiatives to address the causes of crime and improve perceptions of safety, such as the Department of Justice grants.	Safer Communities, City Futures and Community Strengthening	Community builder	Medium-term
	4.2.6 Provide community grants to fund community-led initiatives that respond to local needs and provide support.	Community Strengthening	Deliver and community builder	Ongoing
4.2c Collaborate with Aboriginal and Torres Strait Islander peoples and Traditional Owners to support and promote Aboriginal-led action and Aboriginal self-determination	4.2.7 Partner with the Bunurong Land Council and Traditional Owners to embed Aboriginal cultural values, voices, knowledge and recognition into Council's work.	All departments	Partner	Ongoing
	4.2.8 Seek guidance from the Victorian Aboriginal and Local Government Strategy in supporting and promoting the roadmap towards Aboriginal self-determination.	All departments	Partner and community builder	Ongoing

STRATEGY 4.3

Lead a safe, equitable and inclusive organisational culture where all staff, volunteers and customers feel safe, respected and valued

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
4.3a Embed inclusive practice into organisational culture.	4.3.1 Model inclusive leadership and champion diversity and inclusion at all of levels of the organisation to ensure a safe and equitable culture that is free from discrimination.	All departments	Employer	Ongoing
	4.3.2 Resource the Diversity & Inclusion Group to promote innovative ideas to enact diversity and inclusion within Council's policies, programs and services.	People & Culture	Employer and community builder	Ongoing
	4.3.3 Deliver professional development and training for council staff and volunteers to enable a culturally competent, informed and proactive workforce that promotes and supports safer communities by being knowledgeable and responsive to the lived experiences of diverse communities and confident in using inclusive language.	People & Culture	Employer	Ongoing
	4.3.4 Explore opportunities to benchmark inclusive practice against evidence-based frameworks, like the Rainbow Tick Accreditation.	People & Culture, Diversity & Inclusion Group	Community builder	Medium-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
4.3b Create culturally safe, inclusive and welcoming services and facilities through policy, procedures and process design	4.3.5 Deliver the Customer Experience Strategy and implement the Customer Service Promise to deliver continuous improvement in the delivery of accessible, respectful and clear communication and services.	Customer Experience & Transformation	Deliver	Ongoing
	4.3.6 Implement and regularly review the Gender Equality Action Plan, conduct workplace gender audits and monitor gender equity measures to ensure a gender equitable and safe workforce.	People & Culture	Employer and deliver	Ongoing
	4.3.7 Through the Gender Equality Action Plan, ensure that recruitment, on-boarding processes, retention and career progression procedures are welcoming, inclusive, accessible and culturally safe.	People & Culture	Employer	Ongoing
	4.3.8 Complete Gender Impact Assessments when developing or reviewing policies, programs or services that directly impact the public to ensure Council's policies, services, programs and facilities are equitable, safe and inclusive for people of all genders.	All departments	Planner and community builder	Short-term

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	4.3.9 Explore the use of an Inclusive Practices Guide to provide information, resources and guidance on working effectively with diverse communities, including information about intersectionality and practical skills and knowledge.	People & Culture and Diversity & Inclusion Group	Community builder	Medium-term
4.3c Strive for internal and external communications to be culturally safe, inclusive and welcoming	4.3.10 Regularly review and update Council's communications policies and guidelines to improve accessibility and inclusion of information provision.	Community Relations	Deliver	Ongoing
	4.3.11 Provide all information and publications for the community in clear and plain language with all critical information made available in the most-needed languages, when required, and include images that reflect the diversity of the community.	All departments	Community builder	Short-term
	4.3.12 Ensure Council's digital platforms meet Website Content Accessibility Guidelines to support their use by diverse communities, including people with disability.	Customer Experience & Transformation	Deliver	Ongoing
4.3d Continue Council's commitment to creating and maintaining child safe environments	4.3.13 Implement the Victorian Child Safe Standards and Child Safety and Wellbeing Policy.	All departments	Deliver	Ongoing
	4.3.14 Enable all staff and volunteers to complete mandatory Child Safety training and maintain a current working with children check.	People & Culture	Deliver	Ongoing

INITIATIVES	WHAT WE WILL DO	COUNCIL LEAD	OUR ROLE	IMPLEMENTATION TIME FRAME
	4.1.15 Implement measures to ensure organisations and community groups utilising Council-owned facilities understand and are meeting their child safety obligations including, where relevant, compliance with the Child Safe Standards.	People & Culture	Deliver	Ongoing

Key definitions

CALD

Acronym for Culturally and Linguistically Diverse: a broad term that is most often used to refer to those people from non-English speaking backgrounds, born outside of Australia and whose first language is not English.

CCTV

Acronym for Closed Circuit Television, used for surveillance.

Community safety

A situation in which people, individually and collectively, are sufficiently free from a range of real and perceived risks centring on crime and related misbehaviour, and can lead a normal cultural, social and economic life.²¹

CPTED

Acronym for Crime Prevention through Environmental Design, used in urban design.

Criminal Incident

A criminal event that has occurred on a single date and at one location. It may include multiple offences, alleged offenders and/or victims.

Crime prevention

Strategies and measures that seek to reduce the risk of crimes occurring, and their potential harmful effects on individuals and society, including fear of crime, by intervening to influence their multiple causes.²²

Diversity

Describes variation between people in terms of their gender identity, ability, age, physical characteristics, culture, religion or spirituality, migrant or refugee background, language, values, sexual orientation, education, socio-economic background and/or life experiences.

Equality

All people are given the same resources or opportunities.

Equity

Recognises that each person has different circumstances and requires a different amount of resources and opportunities to reach an equal outcome.

Fair

Being treated in a way that is free from bias, dishonesty and injustice.

Family violence

An act of violence predominantly experienced by women and children, however people of all genders and all ages can experience family violence.

Gender

Relates to a person's sense of self and how they feel, that may be a woman, man, both or neither.

Gender Impact Assessment

Legislative requirement to ensure gender is considered in the planning phase of a new or updated policy, service or program so it can address gender inequality.

Gendered violence

A term that describes any harmful act directed toward someone based on their gender. Women are disproportionately harmed by gender-based violence.

Inclusion

The outcome when a diversity of people feel, and are valued and respected, have access to opportunities and resources, are able to contribute and feel a sense of belonging.

Intersectionality

Considers the different attributes of a person's identity and how these may overlap to compound discrimination and marginalisation.

LGBTQIA+

An inclusive term to collectively refer to people who are lesbian, gay, bisexual, trans and gender diverse, queer (or questioning), intersex, asexual and more. It includes people of all genders and sexualities.

Primary prevention

Preventing an issue before it occurs.

Safer communities

A broad term encompassing community safety and crime prevention, used to describe safe, fair and inclusive environments where everyone has the right to go about their daily activities without fear, or risk of harm or injury.

Sex

Sex refers to a person's biological sex characteristics, historically understood as either female or male. Some people are born with natural variations to sex characteristics

Sexual orientation

Sexual orientation refers to who people are attracted to romantically and/or sexually.

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