Safer Neighbourhoods Plan

2022–2027

TOWN OF VICTORIA PARK

WE'RE OPEN VIC PARK

Acknowledgement of Country

Ngany kaaditj Noongar moort keny kaadak nidja Wadjak Noongar boodja. Ngany kaaditj nidja Noongar birdiya – koora, ye-ye, boorda, baalapiny moorditj Noongar kaadijtin, moort, wer boodja ye-ye.

We acknowledge the traditional custodians of this land and respect past, present and emerging leaders, their continuing cultural heritage, beliefs and relationship with the land, which continues to be important today.

The Town of Victoria Park recognises the Whadjuk Noongar people as the traditional custodians of the greater Victoria Park area. Its Noongar name is MINDEERA and to the Whadjuk people, MINDEERA is a place that has strong social, spiritual, cultural and historic significance.

Special thanks

We would like to acknowledge the contributions of the Town's Neighbourhood Watch Groups, the WA Police Force, residents, business owners, visitors, and others who assisted in the co-design of this new plan. Without your input, this would not have been possible.

Alternate formats

This Plan is available in alternative languages and formats on request. For further information, please contact the Community Development Officer (Safer Neighbourhoods) on (08) 9311 8111.

Contents

Message from the Mayor

To be completed prior to presenting to Council for final endorsement.

Executive summary

The Town of Victoria Park is committed to **building a dynamic place for everyone**. To achieve this, our Strategic Community Plan 2022-2032 details one of our top priorities is to help people feel safe.

The Town's previous Safer Neighbourhood Plan (SNP) 2017-2022 has expired. Following extensive community engagement and industry research, we are proud to present this new version of the SNP for 2022-2027.

Introduction

The introduction describes what a safer neighbourhood means and the evidence-based research informing the Town's approach.

Progress between 2017 and 2022

This section provides highlights across the previous SNP priority areas, including a snapshot of crime statistics from WAPOL.

Methodology

This section outlines the approach the Town has taken to develop this plan, using four developmental stages to discover, define, develop and deliver.

Strategic Context

This section provides a summary of the international, national, state, and local context that underpins the SNP.

Who we are?

A geographical and population profile provides the Town's 2021 and estimated 2041 population, as well other demographic insights which informs the Town's planning.

Guiding Principles

This section outlines the six principles that have guided development of the SNP and corresponding Action Plan.

Functions, Roles and Responsibilities

Creating a safe and secure community is everyone's responsibility. Individual community members, businesses, community groups, Local Government, WA Police Force, other State Government Agencies, and other private enterprise all have important role to play.

Community and Stakeholder Engagement

This occurred from February to June 2022 and this section provides a summary of key findings, from which the future actions for the SNP have been developed.

Action Plan

The action plan explains each outcome area, deliverables, resources who will lead/partner, and the year that actions will be undertaken across 2022 – 2027.

Theory of Change

This section explains the Theory of Change Model that will be used to help evaluate the social value delivered by the action plan.

Evaluation, Glossary, References and supporting data

The final sections provide information on how the SNP will be reported on and evaluated, as well as supporting information for the reader.

Introduction

What is a Safer Neighbourhood?

A safer neighbourhood is one in which people feel secure in their home, on their street and in public spaces. It is where crime rates are low, there is a collective sense of community, and the environment is strategically designed with everyone's welfare in mind.

To assist us in creating safer neighbourhoods, evidence-based theories and models will guide the identification of crime and safety challenges, the development and implementation of corresponding responses, and the evaluation of these initiatives.
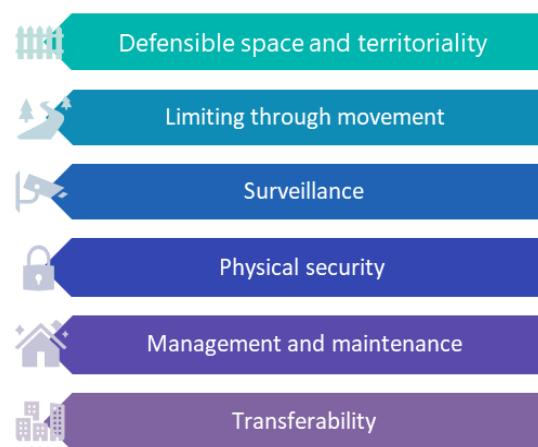
Strengths-Based Community Development

A strengths-based perspective identifies, mobilises and builds upon existing strengths, abilities, and potential within the community, rather than focusing on issues and deficits.

The Town's approach focuses on proactive measures which improve community safety and cohesion, while also building relationships with individuals, communities, and organisations. Meaningful changes happen when there is collaboration between passionate individuals, organisations, and structures.

Crime Prevention Through Environmental Design (CPTED)

Crime Prevention through Environmental Design (CPTED) involves the design, usage, and management of the built and natural environment to reduce crime risk, harms, and the fear of crime, and enhancing sustainability through the process. The Town draws on CPTED to look at the application of measures at the individual building, neighbourhood, and the broader whole of community levels. This draws on theories of opportunity which consider how those involved in or considering criminality are making rational choices to do so and are influenced by their immediate environment.

Defensible space and territoriality

Limiting through movement

Surveillance

Physical security

Management and maintenance

Transferability

Source: Six principles of CPTED (Ekblom, 2011)

Routine Activities Approach

The Routine Activities Approach (RAA) can also help the Town to build safer neighbourhoods. This model, adapted for a Local Government context, demonstrates how crime is caused by the combination of motivated offenders, suitable targets, and the absence of capable custodians (Cohen & Felson, 1979). The Crime Triangle explores the possibilities of custodians (for example handlers, managers, and custodians) to reduce the likelihood of crime occurring (Eck, 2004).
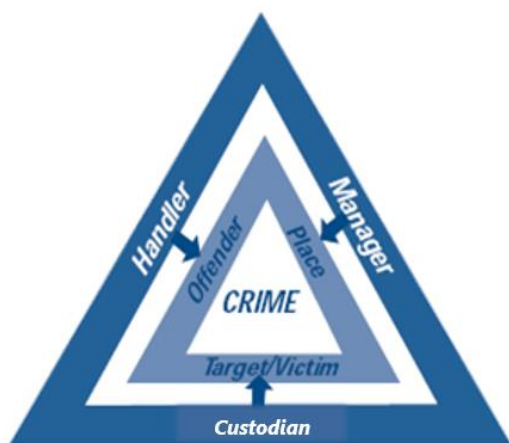
Source: Adapted from the Routine Activities Approach (Eck, 2004).

Motivated offenders

Everyday movements are shaped by the need to travel. This often means that crime occurs in predictable locations, close to home, and along familiar pathways.

Suitable targets

Targets can become less likely to be chosen by an offender due to being more secure and harder to access.

Capable custodians

Security measures like closed-circuit television (CCTV) cameras, windows, access controls, and the presence of people all increase the chance of offenders being identified and caught.

Situational Crime Prevention

Situational Crime Prevention can be used to influence an offender's perception of costs and benefits. An offender chooses when, where, and how to commit a particular crime, and also chooses their target. The five principles of Situational Crime Prevention shape the Town's crime prevention and safety initiatives, which are strategically targeted to hotspot locations using geographical and crime data.

Source: Five principles of Situational Crime Prevention (Clarke, 1997)

Why have a Safer Neighbourhoods Plan?

The purpose of the Safer Neighbourhoods Plan 2022-2027 is to build on the achievements of previous plans and to identify current community safety and crime priorities, objectives, and actions which will help achieve the Town's vision of a *dynamic place for everyone*.

It is used by the Town to...

- Define Town priorities, goals, and actions over the short and long term
- Support shaping the Town in terms of land use, infrastructure, services and asset management, operations, and planning
- Inform workforce planning
- Inform other key strategies and plans such as the Local Planning Strategy
- Inform the Town's position on crime and safety matters
- Provide context for staff reports to Council, communications and events
- Collect and evaluate performance measures

Informing Safer Neighbourhoods

The Town of Victoria Park has several active Neighbourhood Watch Groups who support their local neighbourhoods and provide valuable information to the Town and the Western Australia Police Force (WAPOL).

This information is used, alongside ongoing community feedback, to help shape the Town's efforts and resourcing decisions.

Progress between 2017 and 2022

Crime Prevention Through Environmental Design (CPTED)

- Improvements delivered through the State Underground Power Program and successful grant funding for significant upgrades to existing lights and installing additional lighting infrastructure across hotspot areas
- Provided detailed CPTED advice on a range of Town projects and services, and regular CPTED support to community members and property owners in the Town

Increasing security for residents, businesses, and community while expanding the regulatory powers of the Town to address crime and antisocial behaviour

- Focused delivery through matched funding programs assisting residents, businesses, and community groups to upgrade their security, supporting 923 partnerships with $407,774 of funding across the five-year period
- Several hotspot interventions were implemented, utilising the Towns' regulatory powers, as well as Suburb Safety Sessions and the 'Who to Call' flyer

Support and encourage inclusive and socially connected streets and neighbourhoods

- This was implemented through the 'Street Meet n Greet' funding and engagement program for 133 events and investing $61,315 across the five-year period
- The Town supported the Neighbourhood Watch Program, with several formal and informal Neighbourhood Watch groups operating within the Town

Concentrate on priority offences (i.e., burglary, theft, antisocial behaviour, property damage, and drug offences)

- The Town delivered crime prevention services and projects which featured at least one of these priority offences at any time
- A significant number of Town projects targeted multiple priority offences

Target specific locations of interest (i.e., train stations and bus stops, John Macmillan Park district, Albany Highway, and streets/ROWs)

- These locations were prioritised for action through Town services and projects, including lighting upgrades, street maintenance, site audits, community outreach, and more
- Implementation of the WAPOL State CCTV Strategy Funded Automatic Number Plate Recognition

Fast facts

WAPOL statistics indicate that crime has declined in the Town over the last five years; however, community perception does not reflect this (see Appendix 1)			

	Offences that have decreased over the last five years	Stealing	Down by 800
		Dwelling Burglary	Down by 480
		Non-Dwelling Burglary	Down by 158
		Property Damage	Down by 402
		Drug Offences	Down by 271
		Theft of Motor Vehicle	Down by 106
		Graffiti	Down by 71
	Offences that have increased over the last five years	Assault	Up by 17
		Fraud and Related Offences	Up by 1,044
		Breach of Violence Restraint Orders	Up by 50
		Threatening Behaviour (Family)	Up by 28
		Sexual Offences	Up by 29
		Assault (Family)	Up by 17

Town funding to the community and businesses

	CCTV Partnership Program	Partnerships: 468 Total: $335,714
	Security Incentive Scheme	Rebates: 455 Total: $72,060
	Street Meet n Greet	Events: 133 Total: $61,315

Grant funding secured and delivered by the Town of Victoria Park

	Safer Communities Lighting Upgrades	12 light poles installed in LeisureLife carpark 42 streetlights upgraded in St James 21 streetlights upgraded in Burswood 33 streetlights upgraded in East Victoria Park	$300,000
	Community Development Grants Program Lighting Upgrades	26 streetlights upgraded in Carlisle 35 light poles installed along Terminus Lane and ROWs in East Victoria Park	$300,000
	State CCTV Strategy Automatic Number Plate Recognition	6 ANPR cameras installed along Albany Highway, Shepperton Road, and Orrong Road	$114,000

Methodology

The following process was used to ensure an evidence-based and stakeholder-informed approach to developing the Town's Safer Neighbourhoods Plan 2022-2027.

Stage 1: Discover	
Scoping paper	- Review and identify best-practice Local Government community safety and crime prevention plans - Summarise key findings
Background information paper	- Define purpose, objectives, and importance of the Plan - Define key terms, issues, and challenges
Community profile and trends	- Collate current and forecasted population change - Identify the crime rate reported in the Town over time
Review of Safer Neighbourhoods Plan 2017-2022	- Identify outcomes and actions achieved - Identify what worked well and opportunities for improvement
Stage 2: Define	
Communications and stakeholder engagement plan	- Identify key stakeholders - Design engagement activities and objectives based on key findings from Stage 1
Launch project webpage and engagement activities	- Promote community and stakeholder engagement - Undertake internal and external engagement - Analyse and report on key findings
Stage 3: Develop	
Develop the first draft of the Plan	- Draft the strategic context, framework, and action plan - Integrate feedback from internal and external engagement - Seek Council endorsement of the draft Plan
Second round of consultation	- Open for public comment - Consult community groups and organisations
Finalise the Plan	- Finalise the Plan based on overall feedback - Formal adoption of the final Plan by Council - Feedback to the community and key stakeholders
Stage 4: Deliver	
Internal integration and reporting	Embed the Plan into internal workplans, performance, and reporting frameworks

Strategic context

International

United Nations Habitat Safer Cities Programme – For a Better Urban Future

UN-Habitat's Safer Cities Programme was launched in 1996, seeking to tackle urban crime and violence in their cities. This framework contains five focus areas related to coalition development, including leadership development models, gathering and coordinating key partners, local capacity building, citizens engagement through inclusive campaigns, and communication strategies.

National

Australian Institute of Criminology (AIC) – National Crime Prevention Framework

The AIC framework outlines the most effective approaches to community safety and crime prevention, supporting a coordinated and collaborative approach in using best-practice strategies to remedy existing and emerging challenges. Key elements include reducing crime and disorder, increasing community cohesion, reducing the risk and perception of victimisation, supporting affected community members, and reducing reoffending.

State

There are a range of tools available at the State level to support Local Governments to foster safer neighbourhoods. These include:

- Western Australia Police Force – Strategic Framework 2021
- Department of Justice key indicators
- Western Australian Planning Commission – Safer Places by Design CPTED Planning Guidelines
- Crime Stoppers WA – Strategic Direction Towards 2024

Local

The Safer Neighbourhoods Plan 2022-2027 is one of the Town's key informing plans as part of its Integrated Planning and Reporting Framework (IPRF).
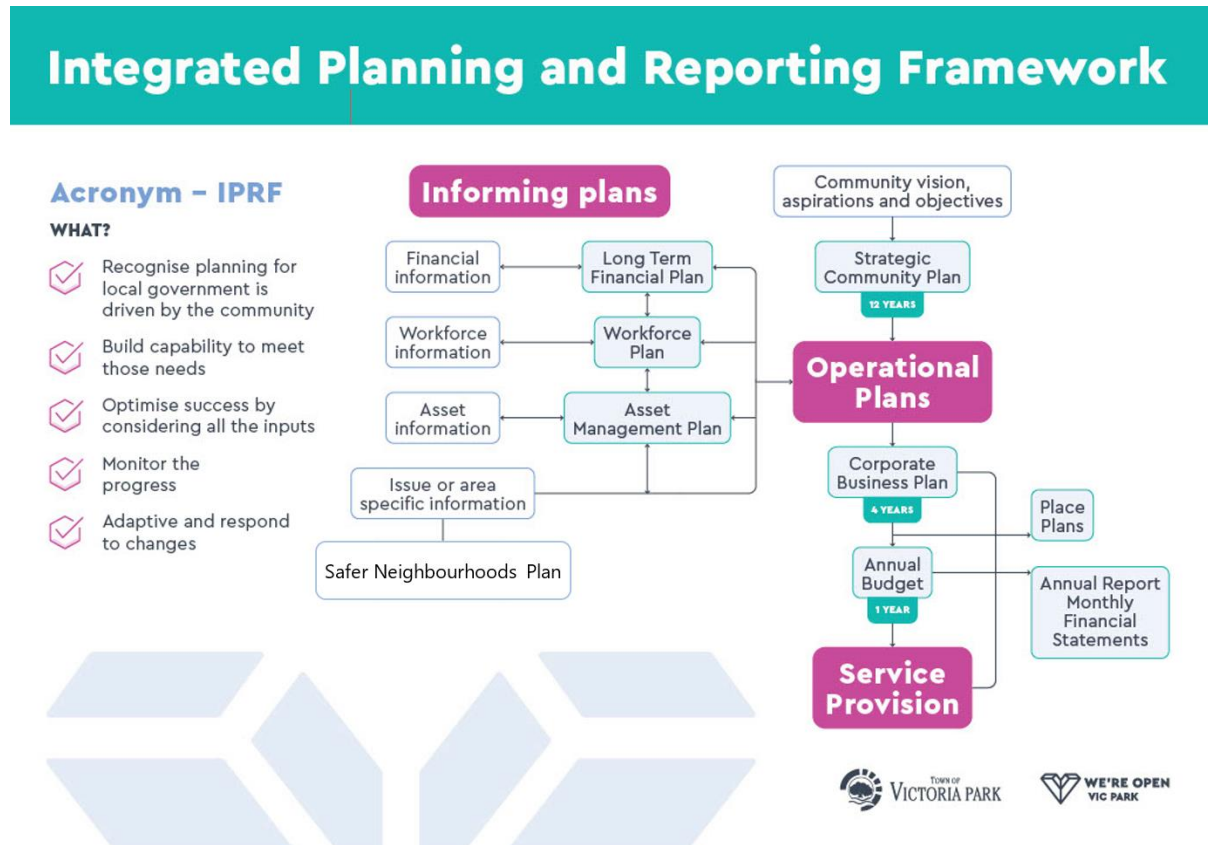
Source: Adapted from Town of Victoria Park Strategic Community Plan 2022-2032

Who are we?

The Town of Victoria Park is a vibrant, diverse, community-minded urban community located just 10 minutes from the Perth CBD, across the causeway on the south side of the Swan River. Covering 17.9 square kilometres, it is centred around the bustling main street of Albany Highway.

The Town's neighbourhoods

- The Burswood Peninsula
- Burswood South
- Lathlain
- Carlisle
- Welshpool
- Victoria Park
- East Victoria Park
- St James
- Curtin University & Bentley

Population profile

2022 Population	2041 Est. Population	
38,821	57,472	↑ 18,651 Or 48.04% more residents over the next 20 years

Victoria Park

2022: 9,743 persons
Forecast annual change:
0.71%

Carlisle – Welshpool

2022: 7,061 persons
Forecast annual change:
0.92%

East Victoria Park – Kensington
2022: 10,770 persons
Forecast annual change:
0.81%

Burswood

2022: 2,789 persons
Forecast annual change:
20.90%

Lathlain

2022: 4,028 persons
Forecast annual change:
0.79%

Bentley

2022: 2,145 persons
Forecast annual change:
4.34%

St James

2022: 2,285 persons
Forecast annual change:
0.52%

49.8% Males
50.2% Females
1.5% Aboriginal and Torres Strait Islander
86.5% Population over 15
91.4% Employed

13,447 people
(77.2%)

Live in the area, but work outside (2016 ABS)

31.5%
people live alone in the Town, compared with 23% in Greater Perth, (2016 ABS)

Source: https://profile.id.com.au/victoria-park

Guiding principles

The following principles have guided development of the Safer Neighbourhoods Plan 2022-2027 and associated action plan.

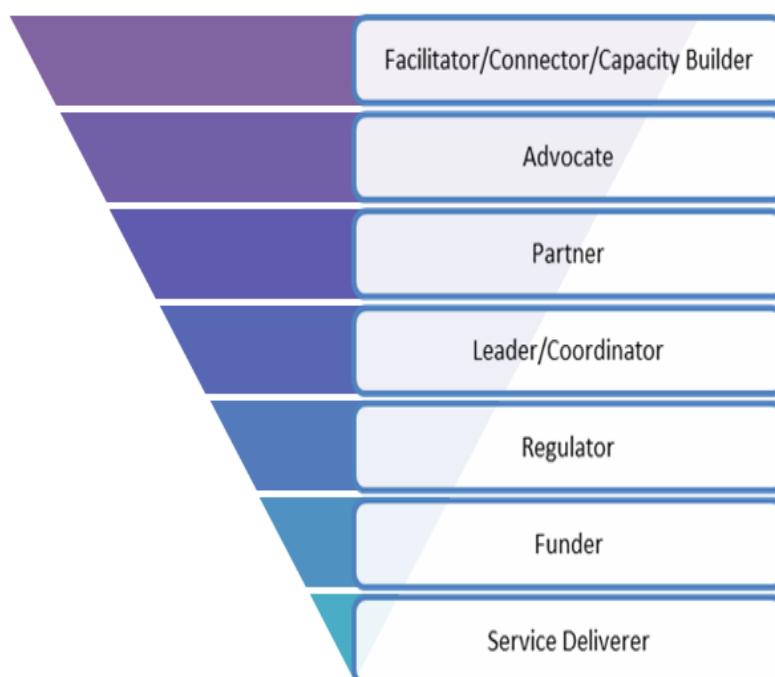| Strengths-based	Community and stakeholder assets, strengths, and capacities are recognised and built upon	Culturally safe and inclusive	Culturally safe and inclusive approaches are used within the work that the Town facilitates, supports, and undertakes
Evidence-based	An evidence-based approach is used by the Town, with a focus on early intervention to enhance the level and scope of social impact	Shared responsibility	Addressing community safety and crime prevention barriers is a shared responsibility in creating a safe and inclusive community. The Town supports creating environments that foster shared responsibility
Innovation and better practice	The Town seeks innovative ideas and better practice solutions, with Safer Neighbourhood design principles integrated into Town policies, procedures, and practices	Sustainability	Integrating sustainability principles in the Town's approach, resourcing, and delivery of Safer Neighbourhoods endeavours

Functions, roles, and responsibilities

Creating a safe and secure community is everyone's responsibility. Individual community members, businesses, community groups, Local Government, WA Police Force, other State Government Agencies, and other private enterprise all have important actions and choices they can make to create safer neighbourhoods.

The Town takes a community development approach to preventing crime, addressing safety concerns, and providing services to the community. Many of the projects and services implemented by the Town are in direct partnership with the community, or in direct response to a community priority or a community strength.

This approach to community safety is common throughout Western Australian, where the Local Government plays a facilitation and coordination role in bringing together stakeholders to address existing or emerging crime and safety challenges.

The Town may also be required to deliver a service, program, or facility due to gaps in the market and/or being a core function of Local Government.

Facilitator/Connector/Capacity Builder

Advocate

Partner

Leader/Coordinator

Regulator

Funder

Service Deliverer

The Police have authority to investigate, question, detain, and undertake a range of actions outside the role of Local Government. Just as Local Governments are better placed to take a community development approach to community safety, the Police are better placed to take a regulatory and compliance approach. By working together, the Town, local Police, and WA Police Force as a whole, can enhance their level of impact related to tackling community safety and crime prevention.

Community groups, residents, business owners, not-for-profits, volunteers, and private enterprise all play an essential partnering role within community safety and crime prevention. This can be through supporting, leading, or assisting grassroots initiatives, providing eyes on the street and real-time feedback, helping to dispel myths and misconceptions related to crime, as well as being active participants in the co-design process to enhance program development and delivery.

Community and stakeholder engagement

To inform the development of this Plan, community engagement commenced in February 2022. Given the uncertainty of COVID-19 impacts and restrictions at the time, the Town of Victoria Park developed a variety of flexible community engagement activities aimed at maximising online and written feedback.

Phase 1: Seeking initial feedback

The first phase of engagement occurred from February to June 2022, aiming to seek feedback from the community and key stakeholders on the following themes:

- An individual's feeling of safety in the Town and the nature of safety issues
- How the Town (and partners) can improve safety and reduce crime
- What the community can do themselves to improve safety and reduce crime
- Locations and places where crime and safety are a concern
- SNP new priority areas

Approach

- Direct mail-out community survey to residents (300 responses)
- Online community survey (632 responses)
- Online brainstorming tool (17 ideas)
- Online geographic tool (59 pins)
- Phone or email feedback
- Internal staff workshop
- WAPOL engagement
- Elected Member workshop

Phase 2: Public comment

Phase two of community and stakeholder engagement involved a public comment period on the draft SNP 2022-2027 in September and October 2022.

Approach

- Direct email community survey to Phase 1 respondents and key external stakeholders
- Online community survey (15 responses)
- Phone or email feedback

Key findings

Top 10 priorities

The community identified the following safety and crime prevention priorities:
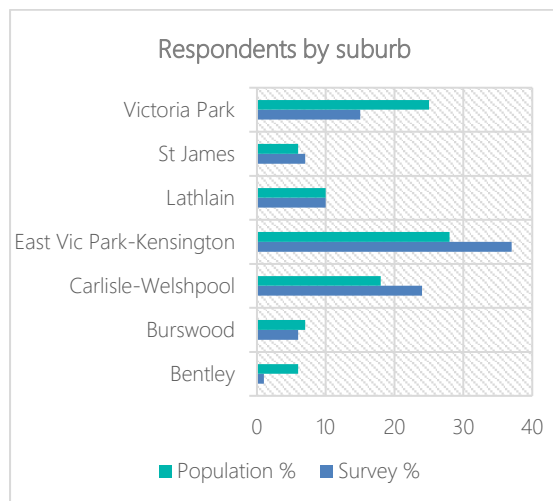
Crime priorities

- Antisocial and threatening behaviour
- Burglaries
- Property crime
- Drug and alcohol-fuelled crime

Safety priorities

- Poor lighting
- Road and pedestrian safety
- Shopping centres
- Parks
- Train stations
- Albany Highway and surrounds

Community survey responses

Who responded?

Respondents by suburb

What do people want?

- More and brighter lighting for streets, laneways, and parks
- Initiatives that support vulnerable residents (especially seniors)
- More visible Town Rangers and Police

- Speed calming mechanisms, particularly in the streets near car yards and schools
- Implementation of security initiatives

How safe does the community feel?

In 2016, more than half of the survey participants reported feeling safe in the Town. In 2022, however, residents feel almost 20% less safe, and instead feel more neutral.

How safe?
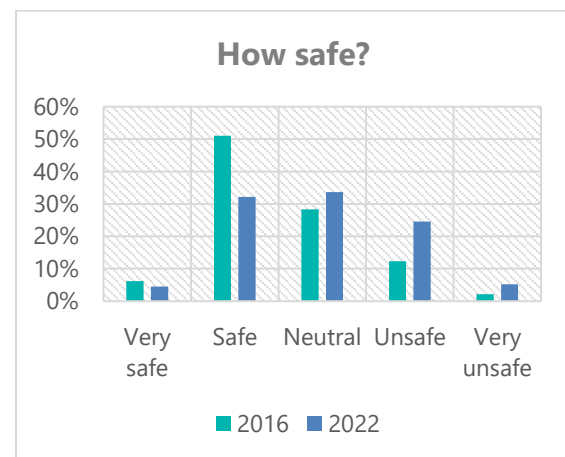
Where do people feel unsafe?

- Shopping centres and car parks (e.g., Hawaiian's Park Centre and Victoria Park Central)
- Parks, mostly John Macmillan Park
- Along Albany Highway, particularly the Café Strip and surrounding streets
- All train stations in the Town (Burswood, Victoria Park, Carlisle, and Oats Street), including surrounding areas and bus stops
- Walking the streets when it is dark
- On their own street and sometimes in their own home

Key outcome areas

Based on the community feedback, five key outcome areas have been established to help us achieve Safer Neighbourhoods in the Town of Victoria Park for 2022-2027.

	Infrastructure and environmental design	Improving lighting was the most requested action by the community, followed by improving roads and pedestrian safety. The Town aims to design public spaces to be safer, brighter, livelier, and more accessible.
	Security and regulatory initiatives	Through funding and education programs, the Town aims to empower residents, businesses, and community groups to contribute to reducing crime. We will continue to provide visible Ranger Services that focus on community safety concerns.
	Community connection and social cohesion	The Town aims to build capacity and connections within our community, and in doing so, support vulnerable and at-risk groups. We will engage in and collaborate with other organisations to provide early intervention, outreach, support, and rehabilitation services.
	Advocacy and partnering	Sharing information and working together was identified as key in addressing the Safer Neighbourhoods priorities. The whole is greater than the sum of its parts, so the Town will collaborate with Local, State, and Federal agencies, and also encourage community members to report crime and safety issues.
	Governance and impact	Monitoring and evaluating the outcomes of our programs and initiatives is vital in ensuring that we are making a positive difference in the community, and that we are focused on current crime and safety priorities.

Our priorities

Strategic Community Plan 2022-2032

Priority 1:

HELPING PEOPLE FEEL SAFE

GOALS
- Provide safe environments.
- Reduce the impact of real and perceived crime in the Town in collaboration with key stakeholders.
- Actively advocate State and Federal Government agencies to enhance safety within the Town.

MEASURES
- Community feels safe.
- Enhancements influenced by advocacy efforts.
- Number of people applying for safety-related Town grants.
- Number of safety-related public realm improvements.

Safer Neighbourhoods Plan 2022-2027

Crime priorities:
- Antisocial and threatening behaviour
- Burglaries
- Property crime
- Drug and alcohol-fuelled crime

Safety priorities:
- Poor lighting
- Road and pedestrian safety
- Shopping centres
- Parks
- Train stations
- Albany Highway and surrounds

We will deliver

Initiative	Description
CPTED audits	Auditing the public realm from a CPTED perspective. Recommendations made are evidence-based
CCTV Partnership Program	Aims to increase residential security in the Town by providing up to a $750 rebate per CCTV system installed that faces the public realm. The applicant must share any footage to WA Police Force if required
Security Incentive Scheme	Aims to increase residential security in the Town and reduce the likelihood that residential burglaries occur. Rebates up to $200 are provided for security alarms, security doors/screens and locks
Cocooning Project	Visit hotspot street sections, conducting a CPTED audit on each property and the streetscape. Recommendations are made for residents, internal staff, and external stakeholders
'Who to Call' campaign	A flyer aimed to educate people on who to call for a multitude of issues and services in the Town
Street Meet n Greet	Aims to build community connections by providing rebates for street events held by residents to meet their neighbours
Assertive Outreach Program	Outreach team visits hotspots and aims to reduce escalation of antisocial behaviour, and provides support to vulnerable people
Government collaboration	Grants for projects such as lighting upgrades, safety cameras and installing Automatic Number Plate Recognition (ANPR) Cameras
Other safety improvement initiatives	- Strategic lighting upgrades - Parking, streetscape, and pathway upgrades - Park/precinct redevelopments - Partnering with private enterprise - Ranger Services - Youth Plan and Local Drug Action Group - Supporting at-risk and vulnerable groups, and linking to relevant support services

Action Plan

Outcome 1: Infrastructure and Environmental Design

We will proactively improve community safety through the Town's infrastructure; prioritising environmental design and Australian accessibility standards across our projects so that places are safer, more lively, sustainable and adaptive for changing future needs.

#	Deliverable	Lead	Partner	22-23	23-24	24-25	25-26	26-27
1.1 Lighting								
1.1.1 ◎	Develop, implement and regularly review a Public Lighting Plan which includes identifying hotspots and high-risk locations	Street Improvement	Community Development	★ $$$	→ $$$	→ $$$	→ $$$	→ $$$
1.1.2 ◎	Regularly research and pursue State and Federal funding for major lighting upgrades and improvements	Community Development	Street Improvement	→ $ to $$$	→ $ to $$$	→ $ to $$$	→ $ to $$$	→ $ to $$$
1.2 Roads and Footpath Safety								
1.2.1	Implement the Town's Parking Management Plan which increases accessibility, enhances resident safety and reduces vehicle crime	Place Planning	Community Development	→ $$$	→ $$$	→ $$$	→ $$$	→ $$$
1.2.2	Implement and regularly review the Pathways Renewal Program to improve accessibility and targeting crime hotspots	Street Improvement	Community Development	→ $$$	→ $$$	→ $$$	→ $$$	→ $$$

1.2.3	Implement the Town's Integrated Transport Strategy to explore speed reduction strategies, support connectivity, and provide targeted community education to increase road safety across key areas in the Town	Place Planning	Community Development	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$
1.3 Crime Prevention Through Environmental Design (CPTED)								
1.3.1	Provide CPTED audits and other consultation for Town projects to optimise public space improvements such as parks	Community Development	Place Planning	⊖ $	⊖ $	⊖ $	⊖ $	⊖ $
1.3.2	Provide services that enhance graffiti prevention through proactive management approaches across the Town	Street Operations	Community Development	⊖ $$	⊖ $$	⊖ $$	⊖ $$	⊖ $$
1.3.3 ◎	Deliver Place Planning Sub-Programs including preparation of the Streetscape Improvement Plans to enhance personal navigation and interactions with the public realm	Place Planning	Community Development	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$

Key: Priority Project (◎); Action Start (★); Action Ongoing (⊖); Budget Required ($ = up to $10k; $$ = $11k to $50k; $$$ = $51k and above)

Outcome 2: Security and Regulatory Initiatives

We will engage and empower community members, businesses, groups and government agencies at all levels to contribute to improving community safety.

#	Deliverable	Lead	Partner	22-23	23-24	24-25	25-26	26-27
2.1 Regulatory Services								
2.1.1	Provide Ranger Services across the Town with a focus on monitoring and educating on community safety concerns	Rangers	Community Development WAPOL	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$
2.2 Security Initiatives and Incentives								
2.2.1	Implement the CCTV Partnership Program to assist residents, businesses and community groups in effectively monitoring crime and safety issues	Community Development	WAPOL	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$
2.2.2	Implement the Security Incentive Scheme grant program to assist residents in purchasing security devices for their property	Community Development		⊖ $$	⊖ $$	⊖ $$	⊖ $$	⊖ $$
2.2.3	Expand the Cocooning Project to include targeted safety audits for residential as well as industrial hotspots to guide safety improvements	Community Development	WAPOL Street Operations	✪ $ to $$	⊖ $ to $$	⊖ $ to $$	⊖ $ to $$	⊖ $ to $$

2.2.4	Improve community member and business owner awareness of crime prevention measures, Town grant programs and personal safety strategies	Community Development	Communications & Engagement	✪ $	⊖ $	⊖ $	⊖ $	⊖ $
2.2.5 ◎	Conduct a feasibility study into a Town funded and operated Security Patrol Initiative to enhance community safety outcomes	Community Development Parking & Rangers	Third Party Provider			✪ $$$		

Key: Priority Project (◎); Action Start (✪); Action Ongoing (⊖); Budget Required ($ = up to $10k; $$ = $11k to $50k; $$$ = $51k and above)

Outcome 3: Community Capacity and Social Connections

We will use a Strengths Based Approach to build capacity and connections across our community, reinforcing and integrating the efforts across community groups, not-for-profits and social enterprises.

#	Deliverable	Lead	Partner	22-23	23-24	24-25	25-26	26-27
3.1 Capacity Building								
3.1.1	Implement the annual 'Who to Call?' campaign to improve awareness of where to access key neighbourhood information and support	Community Development	Communications & Engagement	⊖ $	⊖ $	⊖ $	⊖ $	⊖ $
3.1.2	Provide Success Series Training for community groups to enhance their capacity to deliver high-quality social connection activities	Events, Arts & Funding	Community Development	⊖ $	⊖ $	⊖ $	⊖ $	⊖ $
3.1.3 ◎	Foster increased social connection through Town funding programs to inspire community-led action	Events, Arts & Funding Stakeholder Relations Place Planning	Community Development	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$
3.2 Social Connections and Support								
3.2.1	Implement the Street Meet n Greet Program to promote social connections and to enhance the community's sense	Community Development	Street Improvement	⊖ $$	⊖ $$	⊖ $$	⊖ $$	⊖ $$

	of safety							
3.2.2	Engage and partner with key stakeholders to increase involvement of at-risk, vulnerable, and marginalised groups with local activities and support services	Community Development	Events, Arts & Funding Library Leisure Facilities	⊖ $ to $$	⊖ $ to $$	⊖ $ to $$	⊖ $ to $$	⊖ $ to $$
3.2.3 ◎	Deliver the Town's Homelessness Implementation Plan with and through partner organisations	Community Development	Parking & Rangers	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$	⊖ $$$
3.2.4 ◎	Provide and continually review an Assertive Outreach Program through third party agents with a focus on reducing the number and severity of antisocial behaviour incidents at known hotspots, and fostering referral and support pathways for vulnerable community members	Community Development	Parking & Rangers Third Party Provider WAPOL	✪ $$$	⊖ $$$	⊖ $$$	✪ $$$	⊖ $$$

Key: Priority Project (◎); Action Start (✪); Action Ongoing (⊖); Budget Required ($ = up to $10k; $$ = $11k to $50k; $$$ = $51k and above)

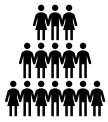# Outcome 4: Advocacy and Partnering

We will collaborate with Local, State and Federal agencies to advocate for and ensure that the community feels safe and are more informed of real and perceived crime issues in the Town.

#	Deliverable	Lead	Partner	22-23	23-24	24-25	25-26	26-27
4.1 Working Together								
4.1.1	Regularly engage with WA Police Force to discuss emerging trends, hotspots and opportunities for collaboration	Community Development	WAPOL	⊖ $	⊖ $	⊖ $	⊖ $	⊖ $
4.1.2 ◎	Advocate for and pursue funding opportunities for community safety with State and Federal government agencies	Community Development	Internal Service Area(s) as relevant	⊖ $ to $$$	⊖ $ to $$$	⊖ $ to $$$	⊖ $ to $$$	⊖ $ to $$$
4.1.3	Investigate at least one partnership opportunity with the Canning/Armadale Local Government Community Safety Network per annum	Community Development	Internal Service Area(s) as relevant	⊖ $	⊖ $	⊖ $	⊖ $	⊖ $
4.1.4	Seek regular feedback from local Neighbourhood Watch Groups to assist in the identification of priority locations and targeted focus areas	Community Development	Neighbourhood Watch	✪	⊖	⊖	⊖	⊖
4.1.5 ◎	Implement the combined Belmont, Victoria Park and South Perth Local Drug Action Group Youth Alcohol Action Plan	Community Development	City of Belmont City of South Perth	⊖ $	⊖ $	⊖ $	⊖ $	⊖ $

No.	Action	Lead	Partners	Y1	Y2	Y3	Y4	Y5
4.1.6 ⊚	Investigate the Town becoming accredited in the Australian Safe Communities Network	Community Development	Parking & Rangers		✪ $			
4.1.7	Advocate Crime Prevention Through Environmental Design to private enterprise to improve customer sense of safety in privately owned spaces, including in carparks of shopping centres within the Town	Community Development	Place Planning		✪ $		✪ $	
4.1.8	Advocate and work collaboratively to improve safety and reduce antisocial behaviour and crime in the John Macmillan Precinct	Community Development	WAPOL Hawaiian's Park Centre	⊖ $	⊖ $	⊖ $	⊖ $	⊖ $
4.2 Education								
4.2.1	Monitor local community safety social media pages to inform educational and engagement focus areas	Community Development	Stakeholder Relations	⊖	⊖	⊖	⊖	⊖
4.2.2	Develop a Communications Plan to showcase the activity and outcomes of the Community Safety Plan	Communications & Engagement	Community Development	⊖	⊖	⊖	⊖	⊖
4.2.3	Create and promote ongoing content relating to community safety and program delivery	Community Development	Communications & Engagement		✪ $	⊖ $	⊖ $	⊖ $
4.2.4	Advocate to implement emergency information and safety improvements at train stations	Community Development Place Planning	Metronet & Partner Agencies Stakeholder Relations	✪			✪	

Key: Priority Project (⊚); Action Start (✪); Action Ongoing (⊖); Budget Required ($ = up to $10k; $$ = $11k to $50k; $$$ = $51k and above)

Outcome 5: Governance and Impact

We will monitor, measure and evaluate the outcomes of our work, sharing our collective progress regularly with our stakeholders in order to better understand the evolving needs and impact of crime and safety within the Town.

#	Deliverable	Lead	Partner	22-23	23-24	24-25	25-26	26-27
5.1 Governance and Reporting								
5.1.1	Deliver quarterly and annual Safer Neighbourhoods Plan updates to Council	Community Development	Governance	⊖	⊖	⊖	⊖	⊖
5.1.2	Develop and implement clear guidelines and practices for relevant Safer Neighbourhoods programs	Community Development	Social Impact	✪	⊖	⊖	⊖	⊖
5.1.3	Facilitate an Internal Safer Neighbourhoods Working Group to guide the delivery and performance of the Safer Neighbourhoods Plan	Community Development	Internal Teams identified within the SNP	✪	⊖	⊖	⊖	⊖
5.1.4	Advocate to other tiers of government for proactive improvements relating to crime prevention and neighbourhood safety throughout all places in the Town	Stakeholder Relations Community Development		⊖	⊖	⊖	⊖	⊖
5.2 Social Impact								
5.2.1	Develop a Safer Neighbourhoods Impact Management Plan, to include:	Social Impact	Community Development	✪	⊖ $	⊖	⊖ $	⊖

	• Safer Neighbourhoods Plan Theory of Change for the period 2022-2027 • Most relevant and significant Safer Neighbourhoods Logic Model/s						

Key: Priority Project (⊚); Action Start (★); Action Ongoing (⊖); Budget Required ($ = up to $10k; $$ = $11k to $50k; $$$ = $51k and above)

Theory of Change Overview

What is a Theory of Change?

A Theory of Change (TOC) is a tool used by organisational program managers and evaluators to describe how a program is expected to work. It is a framework that visually shows how the opportunity or problem a program is expected to address, within a particular situation, and the assumptions underpinning the development of the program. A TOC also identifies the expected pathway between various elements of a program and expected social outcomes for the stakeholders involved with the program. With a TOC, the elements of a program are the planned activities developed by an organisation to bring about expected social outcomes.

What are social outcomes?

Social outcomes are the changes in the knowledge, skills, awareness, behaviour, level of functioning or status, experienced by stakeholders, resulting from their involvement with the planned activities. Stakeholders within the context of a TOC are those people or organisations that experience this change.

Demonstrating social impact

As a tool describing how a program is expected to work, a TOC can also show the connection between planned activities and social outcomes applicable to each stakeholder group, over the

immediate, medium, and long-term. A long-term social outcome is often described as a social impact. Impact is considered as the expected fundamental change and or unintended consequences, occurring in a community, as the result of a program being delivered or system being modified over at least five years.

Safer Neighbourhoods Theory of Change Model

This explains the expected pathway between 4 major assumptions underpinning the TOC → 7 planned initiatives (created by clustering all deliverables listed with each Outcome in the Action Plan, into one of these planned initiatives) → expected social outcomes experienced by 6 stakeholder groups over the short- (1-2 years) and medium-term (2-4 years) → expected social impact after 5 years.
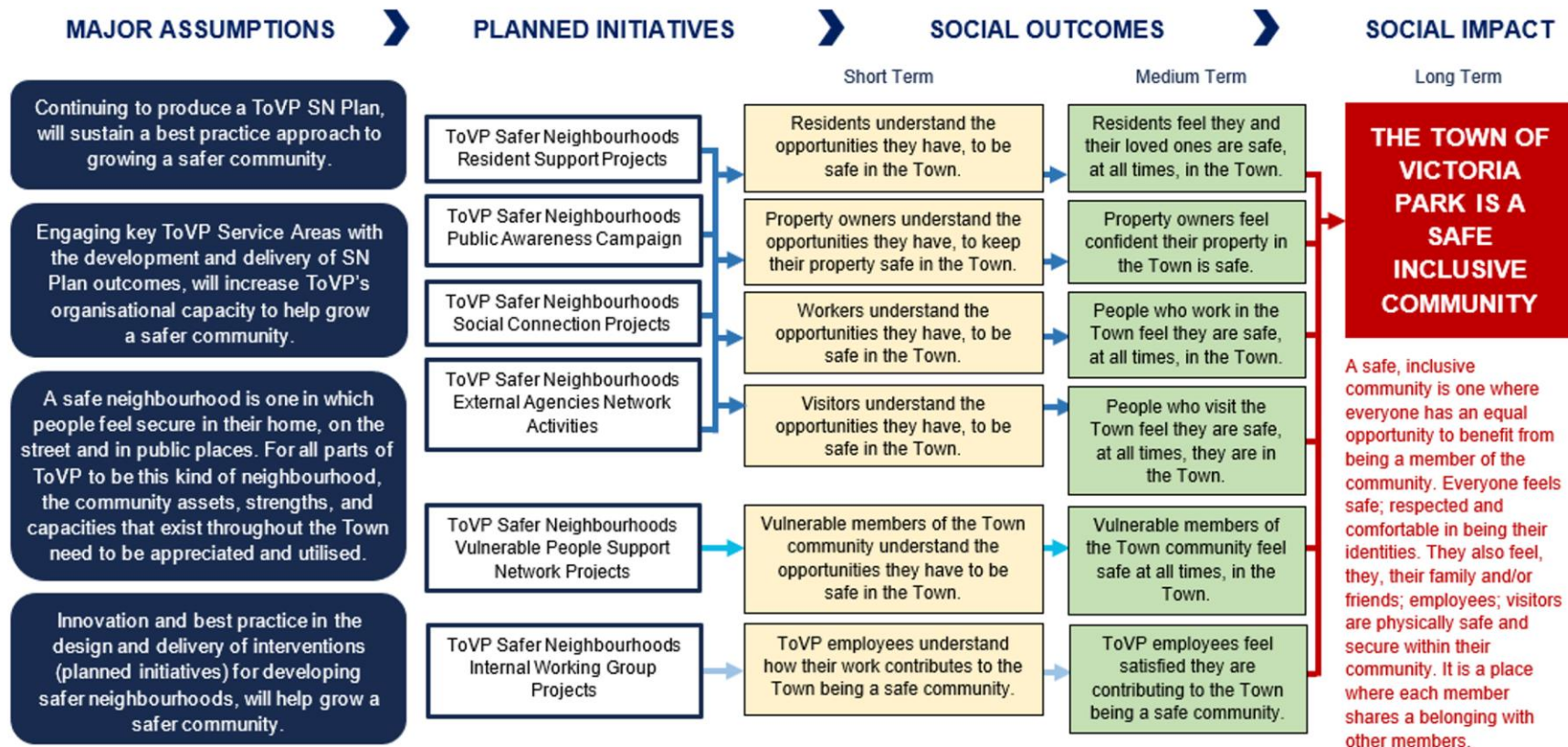
Key stakeholders

The groups of people who are expected to experience the most significant and relevant change from the planned initiatives are:

- Residents of the Town
- Property owners in the Town
- People who work in the Town
- At-risk members of the Town's community
- Vulnerable members of the Town's community
- Employees of the Town of Victoria Park

Theory of Change Model

SITUATION and OPPORTUNITY

The incidence of crime and offences within the Town of Victoria Park declined over the period 2017-2022. The MARKYT® Community Scorecard, rating services, facilities, and programs within the Town in 2019, also indicated a positive rating by ratepayers and residents for safety and security. ToVP core values include being proactive, and having the courage to be bold and innovative, the development of the Town's 2022-27 Safer Neighbourhoods (SN) Plan therefore provides an opportunity to proactively and boldy integrate better ways to grow safer neighbourhoods while growing the Town, as an inclusive community.

MAJOR ASSUMPTIONS ➤ **PLANNED INITIATIVES** ➤ **SOCIAL OUTCOMES** ➤ **SOCIAL IMPACT**

Short Term | Medium Term | Long Term

Continuing to produce a ToVP SN Plan, will sustain a best practice approach to growing a safer community.

Engaging key ToVP Service Areas with the development and delivery of SN Plan outcomes, will increase ToVP's organisational capacity to help grow a safer community.

A safe neighbourhood is one in which people feel secure in their home, on the street and in public places. For all parts of ToVP to be this kind of neighbourhood, the community assets, strengths, and capacities that exist throughout the Town need to be appreciated and utilised.

Innovation and best practice in the design and delivery of interventions (planned initiatives) for developing safer neighbourhoods, will help grow a safer community.

ToVP Safer Neighbourhoods Resident Support Projects

ToVP Safer Neighbourhoods Public Awareness Campaign

ToVP Safer Neighbourhoods Social Connection Projects

ToVP Safer Neighbourhoods External Agencies Network Activities

ToVP Safer Neighbourhoods Vulnerable People Support Network Projects

ToVP Safer Neighbourhoods Internal Working Group Projects

Residents understand the opportunities they have, to be safe in the Town.

Property owners understand the opportunities they have, to keep their property safe in the Town.

Workers understand the opportunities they have, to be safe in the Town.

Visitors understand the opportunities they have, to be safe in the Town.

Vulnerable members of the Town community understand the opportunities they have to be safe in the Town.

ToVP employees understand how their work contributes to the Town being a safe community.

Residents feel they and their loved ones are safe, at all times, in the Town.

Property owners feel confident their property in the Town is safe.

People who work in the Town feel they are safe, at all times, in the Town.

People who visit the Town feel they are safe, at all times, they are in the Town.

Vulnerable members of the Town community feel safe at all times, in the Town.

ToVP employees feel satisfied they are contributing to the Town being a safe community.

THE TOWN OF VICTORIA PARK IS A SAFE INCLUSIVE COMMUNITY

A safe, inclusive community is one where everyone has an equal opportunity to benefit from being a member of the community. Everyone feels safe; respected and comfortable in being their identities. They also feel, they, their family and/or friends; employees; visitors are physically safe and secure within their community. It is a place where each member shares a belonging with other members.

Town of Victoria Park Safer Neighbourhoods Plan 2022-2027 Theory of Change

Implementation, monitoring, and evaluation

Implementation Plan

The Town will develop an annual Implementation Plan for each outcome to support delivery of the Safer Neighbourhoods Plan, aligned to the Town's annual budget.

The Implementation Plan will be updated each year and as required, to meet the Town's available resources, while aiming to deliver on community and stakeholder expectations. Tasks may be added, removed, or modified from the annual Implementation Plan to reflect items that have been completed, that need to be refined, budget changes, resourcing challenges, and new priorities.

The Plan will be delivered by officers, agents, and contractors. The Town's external stakeholders will be regularly engaged, as well as the Town's employees who share the responsibility for Safer Neighbourhoods.

Reporting

Progress on the plan will be reported to Council and the community on a regular basis. Reports will be shared via the Town's website, social media platforms, and as part of the Town's annual report.

Evaluation

The Town will evaluate the implementation of this plan from a strategic perspective, with appropriate evaluation methodologies. The impact of the planned initiatives identified with the Safer Neighbourhoods Theory of Change 2022-2027 will be monitored and evaluated in accordance with Social Value Principals and Standards, and the utilisation of appropriate Social Impact Management methodologies, tools and processes.

Glossary

Anti-social behaviour: Any behaviour that disturbs, annoys, or interferes with a person's ability to go about their lawful business. A range of behaviours from minor offensive or harmful acts to serious criminal activity. They include, but are not limited to hooning, public alcohol consumption, drug use and dealing, vandalism, graffiti, excessive noise, aggression, loitering, and physical violence. Can have a negative impact on community perceptions of crime and safety and perceptions of social cohesion. Those engaging in antisocial behaviour are at risk of coming in contact with the criminal and justice system and also being excluded from essential support mechanisms.

At-risk groups: In the context of this plan, at-risk groups are members of the community who have greater likelihood of turning to crime as an offender or engaging in antisocial behaviour. This may include disengaged young people, people who are experiencing unemployment or homelessness, and people who are exposed to crime in their immediate environment.

Crime: An offence punishable by the State on behalf of the general public whose standards do not permit the offending behaviour. They may be common antisocial acts such as dangerous driving or large and complex like organised drug trafficking.

Criminality: While crime refers to an act punishable by the State, criminality refers to an individual's inclination to engage in criminal acts and antisocial behaviour.

Crime prevention: Strategies and measures that seek to reduce the risk of crime occurring, and their potential harmful effects on individuals and society, including the fear of crime, by intervening to influence its causes, such as preventing someone from deciding to commit crime, helping victims protect themselves and their possessions, and changing the built or natural environment to create safer spaces.

Marginalisation: Marginalisation is a process or state of social exclusion which prevents full participation in social, economic, and political life. This is often due to stigma and vulnerability to poverty across ethnicity, gender, LGBTQIA+, disability, or geography. People who experience marginalisation are more prone to poverty and experiencing discrimination in community.

Safety: An individual or a group's perception and feeling of security from threats to themselves, their friends/family, their household, or possessions.

Social Impact: A long-term social outcome is often described as a social impact. Impact is considered as the expected fundamental change and or unintended consequences, occurring in a community, as the result of a program being delivered or system being modified over at least five years.
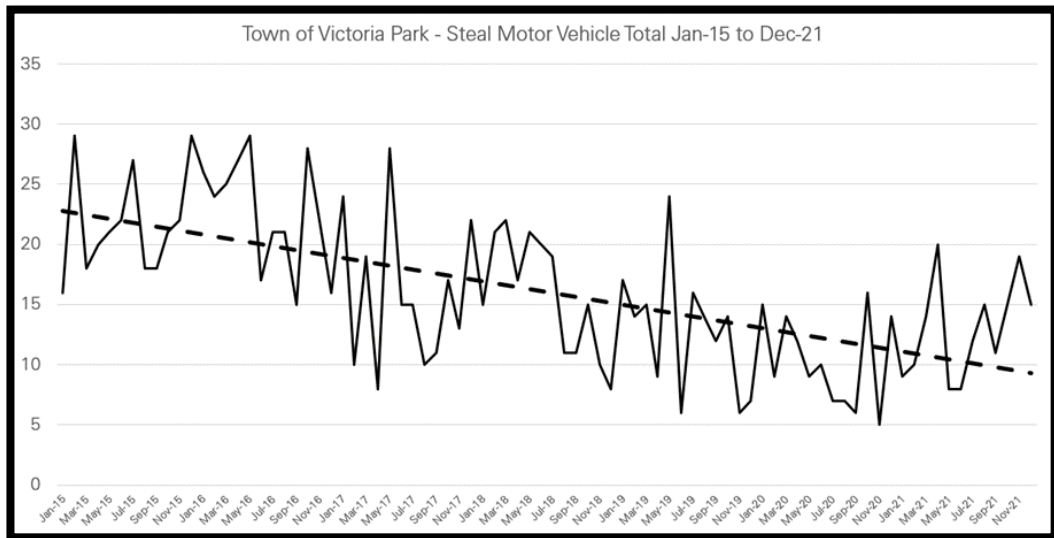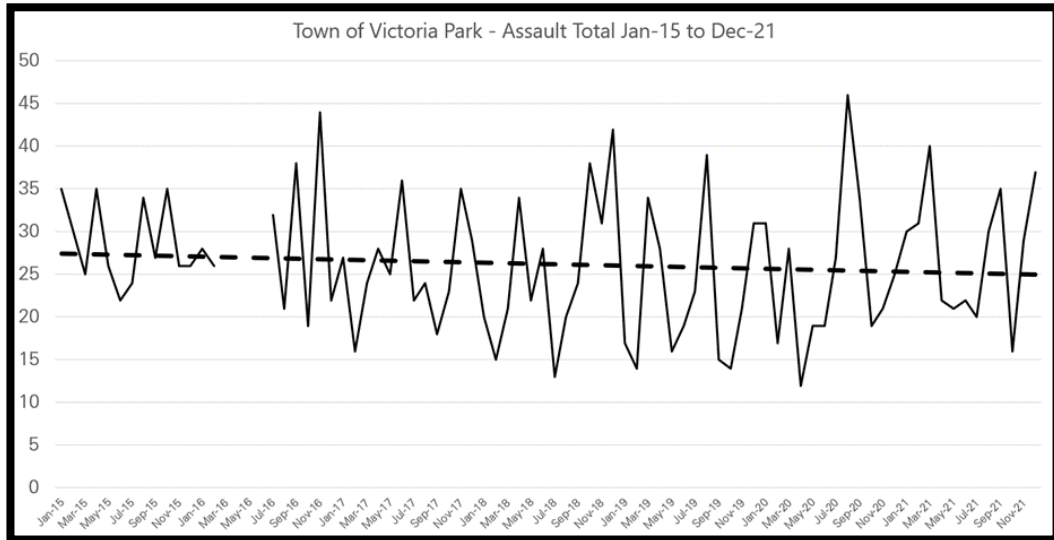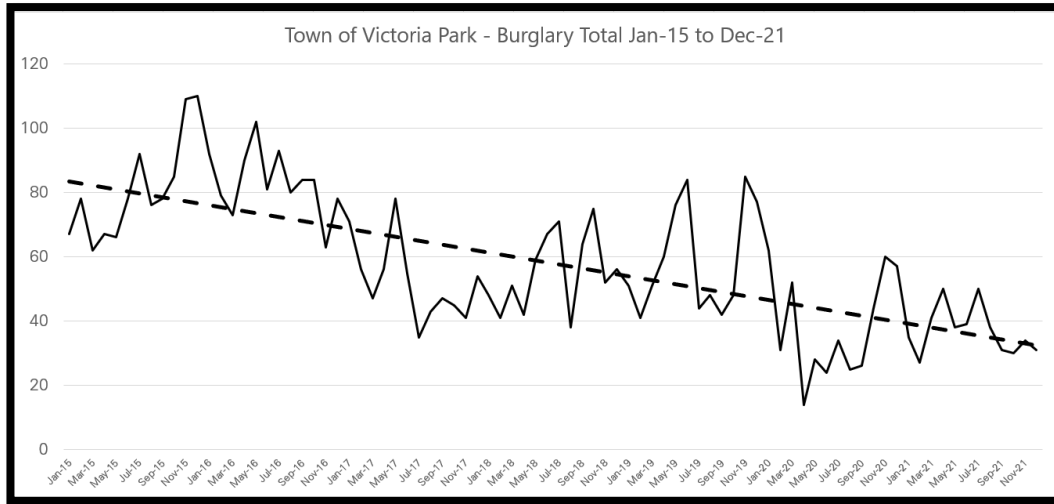
Vulnerable groups: In the context of this plan, vulnerable groups are those who have greater likelihood of being a victim of crime. This may include seniors, people living with disability, culturally and linguistically diverse, people living with homelessness, and people who are experiencing marginalisation.
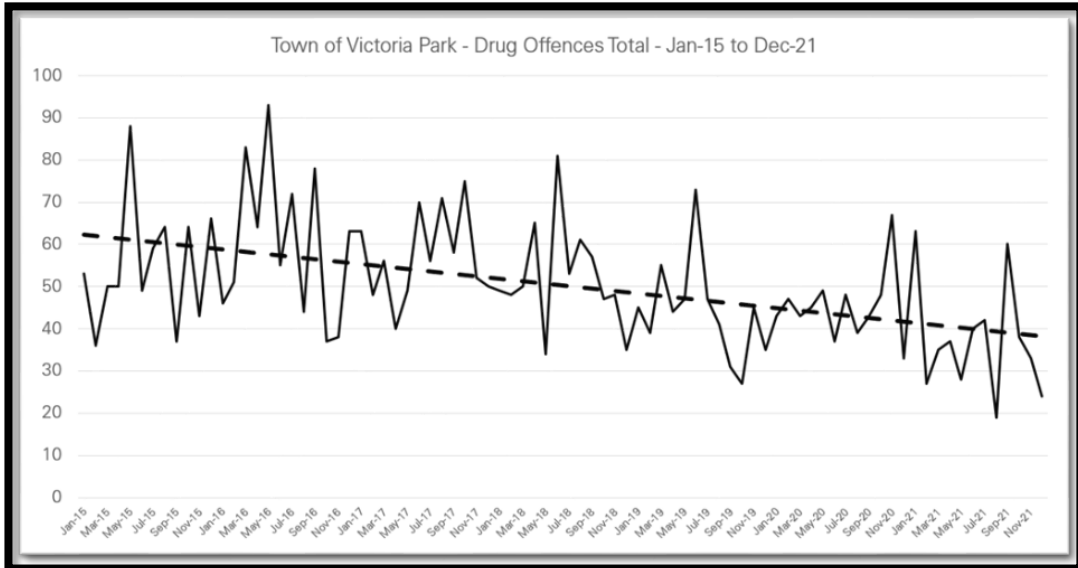
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Appendix 1

Western Australia Police Force crime statistics January 2015 to December 2021

Town of Victoria Park - Burglary Total Jan-15 to Dec-21

Town of Victoria Park - Assault Total Jan-15 to Dec-21

Town of Victoria Park - Steal Motor Vehicle Total Jan-15 to Dec-21

Town of Victoria Park - Theft/Stealing Total Jan-15 to Dec-21

Town of Victoria Park - Drug Offences Total - Jan-15 to Dec-21

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