Port Augusta: Shaping the Future

Volume I

A Social Vision & Action Plan for Port Augusta

Acknowledgments

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Executive Summary

The initiative of the Social Policy Coordination Committee and the Port Augusta City Council in commissioning this consultancy to develop a Social Vision and Action Plan for the future social wellbeing of Port Augusta is to be commended.

The consultant's brief emphasised that *'the fundamental importance of the project was the gathering of information from the full range of people and/or groups in the community, including a range of Aboriginal interests'*.

An extensive consultation process, designed to gain maximum input from individuals and groups in the community was undertaken over a two-month period. The Social Vision and Action Plan was developed through a cyclic process in which the key issues identified during the consultations, and strategies to bring about desired changes, were discussed with representatives of agencies and service providers, and with reference groups drawn from participants in the consultation.

The resulting vision for the social wellbeing of Port Augusta is a community:

- where people live cooperatively
- which is well managed and well led
- with a productive economic base
- with effective services
- without fear
- with education and training to suit community needs
- with recreation, sport and leisure options
- with a healthy built and natural environment.

The social wellbeing of a community can be equated with the levels of social capital present. Social capital is created by relating to others, building trust, developing a sense of reciprocity in looking after common interests. Connecting with others, learning to work together in groups and creating relationships all contribute to the accumulation of the social trust that allows groups and organisations to develop the tolerance needed to deal with differing interests and inevitable conflicts. In Port Augusta the notion of social capital has to be applied in the context of the cultural diversity of the community.

Social wellbeing develops from and through:

- participation, connection and relationships which give a sense of belonging
- respect for diversity and difference including those differences created by class, age, gender and culture
- an awareness of being able to act in, and on, society
- trust in the decision-making process.

This report discusses the key issues for social wellbeing raised during the consultations and makes recommendations for action in many areas of community life. Chapter12 contains a summary of for recommendations for action. As a general recommendation all decision-makers, government agencies, service providers, businesses, clubs and organisations should read Volume II of this report, *'what the people said',* to ensure that their activities generate rather than deplete the social wellbeing of the community.

In undertaking this process the Council and the Social Policy Coordination Committee made a statement of commitment to increasing the social wellbeing of the residents of Port Augusta. In doing so they have raised community expectations. Through the consultation process the residents of Port Augusta were invited to participate in a journey towards a more cohesive and self-determining community.

The ongoing management of the process and the implementation of the actions to achieve the Social Vision will be critical to keep faith with the many members of the community, organisations and Government Agencies who embarked upon the journey.

To create a community in which the social wellbeing of its members is increased rather than depleted will require a whole of community effort. The responsibility does not rest with the Council alone. The successful achievement of the Social Vision will be a partnership of community and governments, Local, State and Federal, with the responsibility to ensure that the journey continues and eventually reaches its desired goal.

Background

This report was commissioned by the Port Augusta Social Policy Coordination Committee, and the Port Augusta City Council, and funded by a partnership of the Council and the South Australian Government.

The Social Policy Coordination Committee consists of representatives from the major service providers in the City *viz:*

Aboriginal Health Unit, Port Augusta Hospital

Aboriginal Prisoners and Offenders Support Services

Aboriginal and Torres Strait Islander Commission

Centrelink

Crime Prevention Committee

Davenport Community Inc

Dept. for Correctional Services

Dept. of SA Aboriginal Affairs,

Dept. Veterans Affairs

Dept. Education Training & Employment

Family and Youth Services

Pika Wiya Health Services

Port Augusta City Council

Port Augusta City Council Youth Activities Program

Port Augusta Hospital & Regional Health Service

Ranges Youth Club

SA Housing Trust

SA Police Department

State Schools Principals Cluster

Substances Misuse Services

The report provides insight into what pleases and concerns the residents about living in Port Augusta in the year 2000. It is based upon what residents said were their short- and long-term concerns, but also includes an analysis of those opinions, feelings and thoughts. The consultants have not remained merely neutral gatherers of residents' opinions but present a framework for the development of the social fabric of Port Augusta. That framework has informed the analysis of the data and the identification of possible strategies for making changes.

There are two Volumes to the report. Volume I presents a vision for Port Augusta, and a series of recommendations for actions to achieve that vision. Volume II presents the complete set of the data received from a community consultation process in Port Augusta from February 23 — April 30, 2000.

Throughout this report statements made by participants in the consultations are use, and shown as quotes in italics.

Optimum Consulting and Training
June 2000

A Social Vision
for Port Augusta

A community where people live cooperatively

A well managed and well led community

A productive economic base

Effective services

A community without fear

Education and training to suit community needs

Recreation, sport and leisure options

A healthy built and natural environment

1.0   A Brief Introduction to Port Augusta

Port Augusta crossroads of Australia

Port Augusta gateway to the Flinders

These are two of the ways in which Port Augusta presents itself to the world. This language was reflected back by young and old — clearly for residents these are images carrying great meaning. A city at the northern tip of the Spencer Gulf in South Australia, on the edge of the ancient and magnificent Flinders Ranges, the point at which railways and highways from Alice Springs, Sydney, Perth and Adelaide converge. It is a city through which many travellers have to pass and in which over 14,000 people reside

Until recently, Port Augusta had been a two industry city, for many years being a major headquarters of what is now called Australian National Railways, and a major electricity generating plant for the whole of South Australia. However, things change. The role and conduct of rail transport has altered in recent years and ANR no longer carries out major administration, management, and the building and maintenance of stock in Port Augusta. Electricity production is being streamlined and a competitive market in which producers compete with each other to supply electricity means that the Port Augusta Powerhouse[1] employs fewer people.

Port Augusta has known such changes before. Its status as a major port for freight to and from the north of the state changed, as road and rail freight dislodged all coastal ports in South Australia from their primary position.

Port Augusta, in recent memory, used to be a regional city where people expected their children to gain employment easily. A resident commented on '*how the certainty of employment for their children was a major factor for deciding, as a young couple, to settle down in Port Augusta'*. Now these children, as young adults, have had to leave home for both tertiary education and employment.

In recent years the population of Port Augusta has declined. A slightly different range of people now lives in Port Augusta. The decline in employment opportunities has caused younger people and families to move elsewhere for employment, many long-term residents who, having been made redundant, have stayed, and a number of older people have chosen to retire in Port Augusta.

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[1]   as ownership of the powerhouse has changed, so has its name. In the data in Volume II, residents variously refer to ETSA (the Electricity Trust of South Australia] and Optima in relation to the Powerhouse.

Many professional people have left because government departments, banks and similar institutions have reduced staff in the nation-wide changes of the 1980s and 1990s. Others have gone because of their anxieties about their children's access to tertiary education and employment. A number of shops are empty, and some clubs are struggling to maintain their activity base, both in sense of having enough volunteers to run the club and its events, and in having enough participants. There is fear of street crime and young people are both reviled for vandalism and anti-social behaviour and pitied because adults recognise that their employment and leisure options are so limited. Concerns are frequently expressed regarding alcohol abuse, both by adults and young people (including some very young children), and about other forms of substance abuse.

The demographic profile
The demographic profile[2], based on the 1996 Census for Port Augusta, shows that 14,244 people live in the City of whom, 12,441 are Australian born and 1,917 are of Indigenous origin. It is acknowledged that the Census figures do not reflect accurately the number of people of Indigenous origin in Port Augusta as they do not include the significant number   non permanent residents living in the city for family or service reasons at any time.

Of those born outside Australia the largest group, around 1000 persons, indicated Europe and the United Kingdom of their place of birth.

Of the total number of persons in Port Augusta, around 24 % are aged under 15 years, with 10.5% of the population over 65 years of age.

Retail Trade [849] was the employment with the highest participation rate, followed by Health and Community Services [750], Transport and Storage [648]; 235 persons indicated their employment as Electricity, Gas and Water Supply.

The unemployment rate for persons 15 years and over was 14.7%, with 4,215 people 15 years and over recording themselves as not in the labour force.

The percentage of full home ownership is 34.3%, This percentage may have risen since 1996 as a result of the sale of public housing stock undertaken by the South Australian Housing Trust and Australian National Railways.

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[2] Source: ABS, Census of Population and Housing 1996. catalogue no.2015.4 and Basic Community Profile Port Augusta (C) catalogue no. 2020.0

Port Augusta has always had a culturally diverse population. The representation currently includes people of European, Asian, Aboriginal and Afghan heritage. The two predominant groups are people of Anglo Celtic and Indigenous origin. Within the Aboriginal population there is cultural diversity with people coming from many clans and families, from families indigenous to the region, and families from all parts of South Australia and other states and territories of Australia. Aboriginal families from remote communities, at times, find themselves confronted with issues and circumstances they are unaccustomed to.

In some respects the census date does not truly reflect the population profile. At any moment in time, Port Augusta has many short-term residents. This group includes those who are 'in town' because of the weather somewhere else, those looking for work, seasonal workers from 'the bush', those who have come to Port Augusta for particular services such as health or housing, or family reasons and those whose employment requires them to be in Port Augusta. This creates a problem for all service providers as the impact on services, of short-term residents and their mobility, is not recognised in the policy and funding decisions of central Governments.

Another group of short-term residents is the professional workers—the teachers, the service providers, the bankers, the police. From within the ranks of such people there is always a group who, being in Port Augusta because their employer appointed them there, do not see themselves staying past their minimum appointment. They often maintain strong ties with family and friends in, for example, Adelaide, commuting down south for weekends, and, when in Port Augusta, mostly socialise with other colleagues. Their involvement in the town is thus minimal sustained by few ties and connections beyond their immediate reason for being there.

Perceptions of Port Augusta

We like living in Port Augusta

Many residents perceive this as a pleasant and attractive community in which to live. On the whole, participants in the consultations recorded a very positive rating for 'living in Port Augusta'. The general community consultations included a process of rating the broad experience of living in Port Augusta on a scale of 0–10. The majority of participants rated it at 7, or above, and many at 8 or above. Typical comments were:

> *'I like the people and the close contact I have with the gulf and the vast number of choices I have in improving my well being.'*
> *'We like living in Port Augusta because the pace of life is slow, it's easy to get from A to B without traffic and other problems, the spring/autumn/winter seasons are mild and sunny, and people are generally friendly. Housing is cheap, but food isn't. … There are*

> *plenty of activities for children and lots of sport and hobby activities.'*
>
> *'I love Port Augusta — the ranges nearby, good sized town, everything close, cost of living good [with family].'*
>
> *'I was born here and all my family's here—it's home.'*

The aspects of the city which are particularly valued include:

- its location which provides ready access to the gulf for beaches and fishing, the Flinders Ranges for camping, walking etc

- its size which provides some variety without being overwhelmingly large, and a pleasantly paced lifestyle

- its range of facilities and services which are seen as good for a country location

- specific beautiful places such as the Gladstone Square and the main street within the city

- its climate which many find highly desirable, particularly the mild winters.

We find living in Port Augusta difficult

Negative feelings about Port Augusta were expressed, and many were linked to aspects of life in Port Augusta discussed in the body of the report. At the community consultations a minority rated the city as less than 4, with very few selecting 0 or 1.

> *'On the downside, there's not much cinema and no performing arts except the occasional intrepid touring show. There's very poor academic facilities, although the TAFE staff do their best.'*
>
> *'Boring—………….'*
>
> *'Non youth friendly'*
>
> *'Lack of support for social/cultural activities'*
>
> *'Not very good people ignore you'*

Typically the comments relate to:

- what is not available in Port Augusta in terms of facilities, resources and services

- the tensions around cultural diversity and racism

- the daily anxieties related to a high level of crimes against property

Non-residents have negative perceptions of Port Augusta

Many residents have strong feelings about how Port Augusta is perceived by the rest of the world. It is thought by residents to be seen by others as a fairly boring, lack-lustre and somewhat troubled city. Residents talk passionately about meeting people in other parts of Australia who are patronising about Port Augusta, and of tourists whose goal it is to avoid Port Augusta.

They think Port Augusta has a reputation as a city with racial tensions and few desirable attributes—too big to be a country town, a city of undistinguished architecture, with no exciting events and enticing places, too small to have enough facilities to impress 'city folk', with too long and too featureless a commute from Adelaide to attract visitors.

Whether this reputation is deserved or even widely held is irrelevant. Port Augusta residents think that this is the reputation of their home and this troubles them, and reduces their sense of wellbeing. This is an issue which needs to be addressed at all levels in the community, ranging from the public statements made about the City, to media coverage and to informal comments.

2.0   The Consultation: Background and Context

The Port Augusta Social Policy Coordination Committee, together with the Port Augusta City Council, commissioned this consultancy. When considering the findings of the Provincial Cities Report[3] it was decided that the picture would be incomplete without the addition of a Social Development Plan for the City, based on the broad community vision of what life should be like in future years.

The consultancy brief emphasised that *'the fundamental importance of the project was the gathering of information from the full range of people and/or groups in the community, including a range of Aboriginal interests'.*

The tasks of the consultancy were to:
* undertake an inclusive consultation process with the full spectrum of the Port Augusta community
* derive from this a Vision for the social wellbeing of Port Augusta
* produce an Action Plan to achieve the Vision

An extensive consultation process was undertaken to gain maximum input from individuals and groups within the community.

The intent of the consultation was to hear from as many members of the Port Augusta community as possible their ideas about a social vision for the future for Port Augusta.

The Social Vision and Action Plan was developed through a cyclic process in which the outcomes of the consultations and ideas generated by the consultants were discussed with representatives of agencies and service providers, and with reference groups drawn from participants in the consultation. Possible strategies to bring about desired changes were discussed, and their feasibility examined before being placed in this report.

A full description of the methodology is included in Volume ll.

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3   *Economic Development from the Regional Perspective: A Study of Six Major Provincial Cities*   Prepared by the SA Centre for Economic Studies 1998

3.0   Implementation and Ongoing Management

The initiative of the Social Policy Coordination Committee and the Port Augusta City Council in commissioning this report is to be commended.

The Council and the Social Policy Coordination Committee in undertaking this process have made a statement that they are committed to increasing the social wellbeing of the residents of Port Augusta. In doing so they have raised community expectations.

Through the consultation process the residents of Port Augusta have been invited to participate in a journey towards a more cohesive and self determining community. Together the City Council and the Social Policy Coordination Committee have responsibility to ensure that the journey continues and eventually reaches its desired goal.

This report discusses the key issues raised during the consultations and, in some areas, makes recommendations for action. The consultations also raised many questions in relation to the validity and intent of the process; will there be any outcomes? will this be yet another report that sits on the shelf and gathers dust? will we see the report? will it be public? will we ever hear any more?

The ongoing management of the process and the implementation of actions to achieve the Social Vision will be critical to keep faith with the many members of the community, organisations and Government Agencies who embarked upon the journey. This responsibility does not rest with the Council and the Social Policy Coordination Committee alone. The successful achievement of the Social Vision will be a partnership of community and governments, Local, State and Federal.

There is a need for a whole of community approach to achieve the vision of creating a community in which the social wellbeing of its members is increased rather than depleted. This will require the formal community leaders, the Council, State and Commonwealth Government, and individual members of the community, community organisations, Government and non-Government Agencies, Schools, Business and Clubs to contribute at their own level to achieve the Social Vision for Port Augusta.

The Local Government Act 1999 provides opportunities for non elected members of the community to contribute to the formal decision making process through membership of Council committees.

These recent changes provide an opportunity to include a wider cross section of the community in the Council decision making process than had previously been possible.

Recommended action

3.1   The Social Policy Coordination Committee become a committee of the Port Augusta City Council, and known as the Community Development Committee.

3.2   The composition of the committee be reviewed. Membership to include representatives of the Council, key Service Providers and Agencies, Economic Development, Education and Community Arts.

3.3   The Community Development Committee establish appropriate sub-committees or task teams to undertake the ongoing planning and implementation of actions to achieve the Social Vision.

3.4   The Port Augusta City Council establish an Aboriginal Community Advisory Committee as a committee of the Council.

3.5   The Port Augusta City Council employ a Community Development Manager.

3.6   The Port Augusta City Council employ an Aboriginal Community Development Officer.

4.0 A Community where People Live Cooperatively

When this consultation was commissioned the Social Policy Coordination Committee asked for the development of a *Social Vision.*   Discussions with the consultants showed that the committee had a vision of a Port Augusta in which all residents experience a sense of basic *social wellbeing*, regardless of their personal circumstances.

This chapter builds a framework for looking at *social wellbeing*, in order to understand what could be done to enhance the general sense of social wellbeing of Port Augusta residents.

Social wellbeing

What are the differences between a community that has significant dilemmas and concerns which intrude upon people's sense of wellbeing, and a community in which most residents feel comfortable and content enough?   What contributes to social wellbeing generally?

The chapter headings of this report reflect the thinking about *social wellbeing* of the Social Policy Coordination Committee. Their vision for social wellbeing is:

A community:

- where people live cooperatively
- which is well managed and well led
- with a productive economic base
- with effective services
- without fear
- with education and training to suit community needs
- with recreation, sport and leisure options
- with a healthy built and natural environment.

By articulating this vision, the committee was affirming that effective communities are more than simply congenial places to live because the weather is good or the location pleasing or the fishing is excellent. Effective communities consist of webs of relationships of trust and reciprocity between people, and the groups and organisations in the community, as they undertake a wide range of everyday activities.

The Social Policy Coordination Committee's vision for Port Augusta echoes what is often called *social capital*.

The idea of social capital recognises underlying aspects of human life which work behind the scenes, to make community, to create feelings of wellbeing and trust in social relationships and a willingness to contribute to others.

> *Social capital is … increased by use. It can be depleted by widespread lack of trust or by our own failure to trust others. Without trust we avoid contact with others because we fear betrayal. This is the core component of social connections. When people meet to clean up a city, a suburb or a local park, they are amassing social capital. Indeed we amass social capital when we work on the school fete, talk to our neighbours about the street plants, drop off some soup to a sick friend, meet a regular group at tennis or bowls, join a local choir, commit ourselves to making uniforms for the junior sports group, arrange theatre parties, or whatever we do with friends and sometimes strangers.*
>
> *Even in paid work we may often want to give more than the minimum. There is pleasure in providing a better service. It is a small gift to help, to smile and to satisfy another. We do this not just for commercial reasons but because as the shop assistant, nurse or car detailer we like the customer and want to give them something extra.[4]*

Social capital is becoming recognised as a crucial dimension of human society. Where there is insufficient social capital, then there is breakdown of community and the social problems which follow from that: crime, isolation, vandalism, illness, despair….

Around the world people of all persuasions are recognising that when social wellbeing is high, economic wellbeing tends to be high also. The World Bank sees a causal relationship between economic development and social capital, that adequate social capital is a *pre-requisite* to sustained economic vitality.

> *... development and growth specialists are uncovering the importance of social cohesion for societies to prosper economically and for development to be sustainable.[5]*

This link between social wellbeing and economic development is important for the future of Port Augusta. By building one you contribute to building the other, and concentrating on one at the expense of the other is unproductive for both. In an era when 'economic rationalism' makes cost-effectiveness appear to be the only criterion of success, an understanding of social capital inserts into the picture, a strong appreciation of the ways social relationships 'oil the wheels' of life.

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[4]   Cox, Eva *A Truly Civil Society* ABC Boyer Lectures; URL http://www.abc.net.au; last accessed on 12/12/95

[5]   World Bank Home Page on Social Capital, URL http://www.worldbank.org/poverty/ scapital/topic/   last accessed on 9/3/00

The social wellbeing of a community can be gauged by assessing the levels of social capital present. When social capital is high, then there is active and willing participation in the community, a shared sense of ownership of, and responsibility for, community resources, little crime and little need for formal policing.[6] When social capital is high, then the general sense of wellbeing enjoyed by all members of society is high.

It is perhaps appropriate to suggest that this is what every resident of Port Augusta wants for themselves, their family and their home.

Building Social Wellbeing

Social capital develops from and through:
- participation, connection and relationships which give a sense of belonging
- respect for diversity and difference including those differences created by class, age, gender and culture
- an awareness of being able to act in, and on, society
- trust in the decision-making process.

Without all of these being present there is no context in which social wellbeing can flourish.

Port Augusta's task in the next five years is to find ways to increase the quality and quantity of social capital *as well as,* and *as a means to,* finding ways to attract greater employment opportunities, resources and facilities to the city. Maintaining this dual focus is vital in achieving the social vision.

Ongoing building of social wellbeing in Port Augusta

Socialwellbeing is a 'spin-off' from everyday interactions and can be increased in two broad ways:

(1) deliberately reshaping normal everyday practices to achieve increased social wellbeing as well as other planned outcomes, and

(2) taking initiatives and exercising leadership by setting up new projects and activities deliberately designed to increase connection between people

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[6]   from Paul Bullen & Jenny Onyx in *Measuring Social Capital in Five Communities in NSW,* 1998 http://www.mapl.com.au/A2.htm last accessed 1/4/00

Each of these broad strategies can be used in the following arenas of action:

- community leadership and management

- service provision

- education

- workplace relationships

- employment opportunities

- community groups and associations

- recreation leisure and sport options

- the natural and built environment,

and are discussed in various chapters of this report.

Issues

The consultation data shows just how vulnerable Port Augusta is with respect to social wellbeing.

Whilst there was a strong sense of belonging expressed by many respondents, younger and older, most people named significant problems regarding:

- relationships of trust, interaction and connection within and between various groups in Port Augusta

- respect for diversity and difference across all facets of society, including age, culture, class and gender in Port Augusta

- feelings of being able to impact upon what is happening to, and in, Port Augusta

- trust in the formal decision-making processes in government agencies and local government of Port Augusta.

When coupled with issues such lack of employment opportunities and the crime rate (named frequently as concerns) this list of issues is telling. It signals low social capital which manifests in low social wellbeing.

Separateness and isolation underpin low social wellbeing

One phenomenon observed by the consultants was that it seemed almost like a reflex for groups to prefer to meet separately rather than to meet together. Groups whose interests seemed similar to an outsider, who could easily have seen themselves as one, preferred not to host a joint meeting, or share their meeting space. Youth workers recommended separate consultation events for the young people participating in their different programs on the grounds that they would speak up more when with their own group. Service providers, gathering for a consultation, commented on how rarely they meet to talk professionally. And in the

community consultations, a 'Them and Us' perspective was frequently expressed.

This *ethos of separation* within Port Augusta cropped up time and time again and whilst it reflects peoples' present sense of community it also undermines the capacity to develop a richer sense of community. The youth workers' recommendation was made with the benign intention of making the consultations the most effective possible, but it both demonstrated and reinforced the separation of groups and people into categories.

Such a lack of collaboration produces inefficiencies from duplication and overlap of services and resources in Port Augusta. But more than that, it reinforces the 'ethos of separation' and depletes social trust and wellbeing.

The consultation made explicit a number of barriers and divisions within Port Augusta between, for example, young people and adults, the various socio-economic groups, and Aboriginal and non-Aboriginal people.

There was much stereotyping of 'the other' in the comments made and the stories told. It is an easily recognised pattern, again demonstrating low social capital. The reputation of a group determines how other groups anticipate that they will behave, and then, before they have the chance to do anything, the story has become the reality. People are carried past their own experiences into grand generalisations which make it hard for them to find common ground with 'the other' whether they be a different cultural group or a person with a different employment history in Port Augusta or of a different age. Such an attitude has its own momentum, so despite much goodwill and intention to improve the various relationships, the negative messages often prevailed.

> *'no respect - family splitting up … racism — no interaction — very little community events — think we are all the same (but go to different beaches west-side and east-side)'*
> *'Won't go swimming on front beach'*

Particularly pervasive was racism, which, although rarely named as such, permeated the discussions. It was often hidden by references to 'those other groups', or implied by an example, which was really a generalisation, understood by the specific audience for what it was.

Port Augusta is often called a multi-cultural city and it certainly is not a mono-cultural one. But the description 'multi-cultural' somehow misrepresents the situation in Port Augusta, for there are two broad cultural groups — those of European origin and those of Indigenous origin — within each there is also considerable diversityThe diversity within each group is very important, but it would be facile to talk only about those

differences without acknowledging that much of what happens in Port Augusta reflects the broader bi-cultural nature of the city.
It is as if the bi-cultural nature provides the framework within which much of the experience of being a resident of Port Augusta is placed.

In Port Augusta there is urgent need for conscious and deliberate attempts to address difference, the barriers of discrimination and the inequalities of power, income, and opportunity that limit the development of individuals and a sense of wellbeing for all. There is need to find opportunities for both cultural groups to make a contribution to Port Augusta, and for those contributions to be recognised and valued equally.

Building relationships of trust, interaction and connection within and between cultural groups in Port Augusta

Organisations prominent in Port Augusta need to show leadership by building cultural awareness and connection to progress the long-term process of social wellbeing in the community.

> *'There is racism – we should acknowledge it but work towards reconciliation.'*
>
> *'Aboriginal peoples needs and Aboriginal issues need to be openly articulated, confronted and dealt with'*

Recommended action

4.1   Examine the initiatives undertaken under the auspices of the Australian Local Government Association towards building cultural awareness and connection, and develops programs and actions that are appropriate to local circumstances.

4.2   Government Agencies operating in Port Augusta give priority to building cultural awareness and connection by:
- acknowledging that systemic racism exists, and devising strategies for its elimination from the agency's culture and practices.
- auditing their systems and practices for systemic racism.
- ensuring staff are adequately trained in cross-cultural communication.

4.3   Local Business Associations sponsor activities and events, contribute to leadership, and set up programs which advance the process of building cultural awareness and connection.

Programs to foster cross-cultural awareness and understanding

Cultural awareness programs promote the understanding of diversity and the contribution of all cultures to our modern lives, and challenge the

unquestioned assumptions of the stereotypes that contribute to
discriminatory behaviours.

Programs of this nature are the groundwork that enables other cultural
harmony initiatives to be supported in the community.

> *'We should celebrate our cultural diversity – lots of positive*
> *Aboriginal role models and stories of achievements in the face of*
> *adversity.'*

Recommended action

4.4   Implement cultural awareness training programs throughout Port
        Augusta, for City Council elected members and staff, clubs and
        organisations, Government Agencies, service providers,
        community members, and business people, by teams of Aboriginal
        and non-Aboriginal people working collaboratively.

4.5   Provide training for Aboriginal and non-Aboriginal people to
        become trainers so that there is a register of people able to take
        on such a role when organisations and individuals request the
        training

Creating opportunities for celebration of the cultural diversity of Port Augusta

A start to improving the recognition of and enjoyment of diversity within the
European and Aboriginal population, and the smaller representations from
other cultures, is to find ways of *celebrating* those cultures and that
diversity.

Recommended action

4.6   Facilitate the establishment of a representative multi-cultural group
        to review cultural representation within Port Augusta.

4.7   The representative multi-cultural group develop ways to celebrate
        significant events and times in the cultures of Port Augusta
        through, for example: developing a cultural events calendar, and
        an annual program of events and associated library displays and
        material in local media which celebrates and acknowledges the
        diverse heritage and culture of Port Augusta, and the contributions
        to the richness of the community as a result of that diversity.

Recognising that the Aboriginal communities in Port Augusta are culturally diverse

The Aboriginal population of Port Augusta is very diverse with family and
clan groups from the local areas, the rest of South Australia and other
states and territories. This diversity is at times ignored in the daily
practices of many in Port Augusta as there is often a general assumption

that one Aboriginal resident represents all Aboriginal residents, and that generalisations can be made about all Aboriginal people.

Recommended action

4.8   The Port Augusta City Council and Government Agencies recognise diversity in how they set up and manage consultations and advisory processes with Aboriginal people, deliberately setting out to access the range of perspectives from amongst all Aboriginal residents.

4.9   The diversity within Aboriginal communities is included in the content of cultural awareness training for service providers and Port Augusta City Council staff and elected members.

4.10   Aboriginal families and clans collectively support the representation on, and composition of, any Aboriginal Consultative/Advisory Committee that is formed in Port Augusta by service agencies and/or the Port Augusta City Council.

5.0   A well managed and well led community

Two important aspects of social capital are:

- feelings of being able to impact upon what is happening to, and in, Port Augusta
- trust in the formal decision-making processes in government agencies and local government of Port Augusta.

This relates to the whole issue of leadership within the community — how it is exercised and how it is perceived, and how to nurture and support emerging leaders.

In this report the term *formal leadership* refers to leadership which emerges from the Port Augusta City Council, from Elected Members and staff by virtue of their positions, and from State and Federal Members of Parliament, the Managers of Government Agencies and Business Leaders.

Informal leadership refers to the leadership which individuals take in the community in all sorts of ways, as employers, as individuals, as members of groups, on behalf of others, as officials of organisations. These include: initiating an event, or coaching a sport's team, or chairing the sport's team's management group, or acting forcefully about a local issue, or attending community meetings and speaking out about issues, or reading Council news and phoning Councillors for information about decisions.

Port Augusta is a community facing many challenges — it needs strong leadership at all levels of the community with those leading informally knowing that their efforts are recognised and valued by the formal leaders.

During the consultation a sense of powerlessness was articulated by some, others felt disempowered in that the current structures excluded them, all voiced a sense of not believing that there were ways to change what was happening in the city, and of not knowing how changes might be made. So too, some questioned the motivation of the elected members and staff of the Port Augusta City Council. Those in business said it didn't support them; those not in business perceiving the council as working for business only.

> *'Council is run by business people'.*
>
> *'Council staff should be made more aware of what businesses can offer in their own town. …….. Management needs to visit say top 100 businesses in town and find out what they do'*

Disempowerment, powerlessness and distrust destroy the fabric of social wellbeing and need to be addressed. There is great need for quality leadership to emerge from the Council and the local State and Federal Government Members of Parliament. In a bigger community, there are other forms of influence from which residents can gain support and action. In a city the size of Port Augusta, with no large-scale employers, the City Council is the greatest source of formal leadership in the community.

Increased participation in formal community governance and leadership

There is a need to share the burden and for more people to take a greater role in formal community governance and leadership.

The Port Augusta City Council could break new ground by deliberately setting out to encourage more and more people to participate in local government, at various levels, knowing that greater input from a wide cross-section of the community leads to quality local decision-making.

Recommended action

Port Augusta City Council create opportunities for residents to undertake a greater role in formal leadership by;

5.1   Undertaking a review of its electoral composition with a view to abolishing wards.

5.2   Utilising the opportunities provided by the Local Government Act 1999 to broaden the composition of some Council committees to include community members in order to provide opportunities for non-elected members to contribute to the decision making process the particular skills and expertise at their chosen level.

5.3   Creating greater opportunities for community involvement in decision making through consultations, forums and search conferences on community issues.

5.4   Deliberate inclusion in consultations of groups disadvantaged by mainstream processes.

5.5   Provision of training for councillors and officers in community leadership and governance.

5.6   Prior to any supplementary or periodic election undertake a comprehensive 'So You Want to be a Councillor' Program to encourage more people to consider participation in local government.

Increased participation in informal community leadership

Port Augusta needs more people taking on informal leadership roles in the community, in all forms and in all contexts. The Port Augusta City Council together with other formal leaders in the community, can build social wellbeing and encourage informal leadership through the ways in which they include residents in their processes, and affirms residents' efforts in their own context.

Recommended action

5.7   Establish Community Development Awards for agencies, community organisations and businesses to recognise the ways in which they have contributed to the social wellbeing of Port Augusta.

5.8   Research models and establish a Youth Council/Youth Forum to provide young people with opportunities to participate in discussion and debate on issues of importance to the city's future and to gain insight into the practical processes of community leadership.

5.9   Establish effective means for participation and consultation of young people in the design and implementation of youth facilities and programs.

5.10   Establish community development initiatives to encourage and support setting up neighbourhood based networks for activities and events.

5.11   Establish programs to enable greater informal community leadership, through training, support, mentoring and coaching.

5.12   Support the *Student Speak Out* as a valuable opportunity to encourage young people to participate in the leadership of their community.

5.13   Employers reward and recognise employees who participate in community affairs.

Increased opportunities for involvement of Aboriginal people in Port Augusta community issues and affairs

It became clear through the consultation that there is a very low participation rate for Aboriginal people in the formal community structures, eg the Council, and in many of the clubs and organisations.

Aboriginal people are genuinely interested in Local Government but do not have sufficient knowledge of the role of Local Government, how it works, the services it provides and its regulatory activities.

There is a need for closer relationships to be built between the Aboriginal communities and the Council. The publication 'Local Councils Belong to Aboriginal People Too'[7], contains a number of recommendations to encourage the participation of Aboriginal people in Local Government and increase the number of Aboriginal people elected to Councils.

Recommended action

5.14 ATSIC and the Port Augusta City Council establish support, mentoring and coaching programs for Aboriginal people interested in participation in Local Government and/or ATSIC Regional Councils and/or informal community leadership.

5.15 Families/groups/clans encourage and support their emerging leaders to participate in any learning / training / mentoring / networking opportunities available state wide or nationally.

The role and status of Volunteers in Port Augusta

Many respondents suggested that the profile of volunteering in Port Augusta has reduced in recent years, although some organisations which have undertaken special recruitment drives report a high response to specific requests eg CFS. *Volunteering SA*[8] suggests that the situation state-wide is that there are more volunteers taking up opportunities for volunteering in more diverse contexts, and fewer are interested in working in the fields of aged care, mental health etc. Regardless, in Port Augusta there is opportunity and need to increase the ways in which local people support each other.

Recommended action

5.16 Work with the *Volunteering SA* Community Development project to establish a central volunteer program as a referral centre for groups needing volunteers and people wishing to volunteer, for recruiting and targeting specific groups such as short-term residents, young unemployed, early retirees and to publicise the benefits of volunteering.

5.17 Explore linking the volunteer program with the Port Augusta Community Information Service.

5.18 Recognise and value the work of volunteers in Port Augusta by providing publicity, acknowledgment in the media, awards, and events

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[7] *Local Councils Belong to Aboriginal People Too*, Norton Consulting Services Pty Ltd for the Local Government Association of SA [currently being reviewed]

[8] State government funded agency with state-wide brief

6.0   A Productive Economic Base

A productive economic base providing employment opportunities for those who want to work is a key component of the social wellbeing of Port Augusta.

Emerging around the world is the understanding that when social wellbeing is high, economic wellbeing tends to be high also. The World Bank, considering economic development in 'Third World' countries, talks of recognising the importance of social capital for economic development, and sees a causative relationship between economic development and social capital.

> *... development and growth specialists are uncovering the importance of social cohesion for societies to prosper economically and for development to be sustainable.[9]*

This link between social wellbeing and economic development is important for the future of Port Augusta.

The idea of social capital then provides an interesting slant on the proverbial chicken and the egg of community—what comes first, jobs or social wellbeing? Many people in the consultation suggested that industry and employment were at the heart of turning Port Augusta around, and that the recent loss of jobs had been the catalyst for a downturn in social wellbeing.

The lessons of those examining social capital, on the other hand, suggest that there might be some pre-conditions which make employment possible, and that, unless there is a minimum 'amount' of social capital, employment is at risk.

There is not a competition between these perspectives — each feeds the other. What this report recommends, fundamentally, is an approach towards development in Port Augusta which integrates the social and the economic.

Action needs to be taken on both fronts, and needs to be integrated and coordinated.

> *The social capital perspective is now based on a diverse body of evidence which confirms that companies, towns, industrial regions, and national economies all function more efficiently in the market place for goods and services when they have a rich endowment of mutually respectful, trusting relationships among the citizens who compose their work-forces. This facilitates active dialogue, optimal*

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[9]   World Bank Home Page on Social Capital, URL http://www.worldbank.org/poverty/ scapital/topic/   last accessed on 9/3/00

sharing of relevant information, and the maximum of willing participation. In short, social capital is the essential ingredient which promotes confidence and goodwill, those two most ancient economic precepts which traders have valued above all else since time immemorial.[10]

The workplace also provides opportunities to build social wellbeing in a community. Workplaces in Port Augusta are diverse, ranging from the tiny to the large, the private to the government and non-government agencies. They are not accountable to any one group in Port Augusta and may only see accountability to the market-place as their major responsibility.

Nevertheless, work represents one of the major contexts for interactions in the community—for customers and staff. Through the quality of interactions between staff and staff, and staff and customers, social wellbeing can be built or depleted. The spin-off for workplaces with high levels of social wellbeing is that productivity and quality also is high.

Increased employment opportunities, particularly for young people, was seen by all groups as a major issue in improving the social fabric of Port Augusta. Whilst some were still seeking work opportunities arising from the attraction of big industry to the area, others were looking to the small business sector and service industries as the future.

All groups contributed thoughts on attracting and creating new business, with some seeing the location of Port Augusta making it ideal to become a regional centre for Aboriginal culture, for education, for retirement, and others looking to the opportunities from the Darwin-Alice Springs railway, mining and other industry. Tourism was the most-often mentioned industry and there are a number of suggestions for creating tourist attractions and improving tourist facilities, and for the promotion and marketing of Port Augusta as a tourist destination.

Community comment tended to focus on major industry to create employment, since that has been the experience of the many who worked for ETSA and ANR. There appears to be a lack of 'public' experience or knowledge of entrepreneurial approaches to business generation and employment creation, and of the possibilities offered through smaller business opportunities in addition to relying on attracting 'big industry and big employers'.

There must be vision and leadership in developing strategies for Port Augusta's ongoing economic development and acknowledgment by the community of the need for change from reliance on public sector employers to the private sector. This change will require the collective

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[10]   Szreter, Simon Social Capital, the Economy and the Third Way URL http:// www. netnexus.org/debates/3wayecon/library/socialcap.htm *last accessed 8/3/2000*

resources and efforts of the Northern Regional Development Board, Business Groups, Port Augusta Council, relevant Service Providers and State and Federal Governments.

Key Issues

- Ongoing development of business and industry opportunities in Port Augusta
- Employment opportunities
- Tourism
- Education to support employment

Development of business and industry opportunities

Ongoing development of existing business and industry and the development of new opportunities in Port Augusta is of major significance to the social wellbeing of the Port Augusta community.

There is seen to be a need for vision and leadership, with better coordination and cooperation required from the Council and Governments to remove unnecessary obstacles to new business, to support employment generation opportunities, and to provide incentives and encourage investment in Port Augusta.

There are a number of questions to be addressed.
What should be the focus for Port Augusta's development? Can it become a centre of excellence in providing services to the hinterland and tourism? Can it recapture and enhance its role as a freight hub? Are there 'niche' business opportunities to be explored and developed?
What is the role of small business in creating employment? How can small business enterprises be encouraged and supported?
'Enterprising Port Augusta' — is this the new image for Port Augusta?

Many commercial and industrial businesses have experienced a reduction in their traditional markets with the down sizing of the 'public' markets of ANR and ETSA. Business operators must address this change and shift their market focus from the public to the private or domestic market. It is a time for new ways of thinking and exploration of new business opportunities.

Who are the local 'entrepreneurial' role models? What do they identify as the important influences in shaping their approach to business opportunities and the factors crucial to their success? How did they get to be the way they are? How can these role models help to support the development of other entrepreneurs in Port Augusta? How do you turn around 'public thinking' about where and how employment is created, and influence those with an entrepreneurial bent to follow it up?

The need for appropriately zoned land for industrial development has been identified as an urgent requirement to facilitate the development of new enterprises. This is an issue that must be addressed in the current Plan Amendment Report being undertaken by the City Council.

Recommended action

6.1   The formation of a 'Business Development Coordinating Group' to provide vision and leadership in developing strategies for Port Augusta's economic development, bringing together the Northern Regional Development Board, Business Groups, Port Augusta City Council, Aboriginal Business Organisations, relevant Service Providers, and with State and Commonwealth Government involvement.

6.2   That amendments to the City of Port Augusta Development Plan include appropriately zoned land for the development of an Industrial Park.

6.3   Facilitate the business start-up process for new and expanding business in Port Augusta, with clear co-ordinated steps through the planning and development approval process. Develop a checklist for Development Plan Approvals for prospective commercial and industrial development.

6.4   Establish a reference group of business people to provide advice and support for business operators looking to establish in Port Augusta.

6.5   Investigate successful models of economic regeneration from other regions, eg entries in the National Awards for Innovation in Local Government – Regional and Economic Development.

6.6   Research, develop and implement programs to develop entrepreneurial thinking in business.

6.7   Research, develop and implement programs to support the development of an entrepreneurial approach in interested young people.

Employment opportunities

The changes in the employment base in Port Augusta have been well documented. The public sector has traditionally been the major employer in the City. Recent changes in rail transportation and electricity generation have had significant impact on employment opportunities in Port Augusta.

In the years 1986-1996 Port Augusta was hard hit by job losses in the public sector as a result of rationalisation in the transport and electricity generation and cuts in Commonwealth and State employment. Across these areas total services employment fell from 6,054 jobs in 1986 to 4,899 in 1996, a decline of 1,155 jobs.[11]These changes to the employment base have had significant impact on employment opportunities especially those for young people.

Some in the community hold the view that the employment 'hole' left by the restructuring of railways and power generation systems will be filled by the advent of new major industries in Port Augusta. The chances of major business establishing in the area are uncertain, and even less certain is the creation of sufficient employment by this means.

A more realistic vision is that Port Augusta in the future will move to a more private sector town, with employment offered by a diverse range of small to large businesses. This represents a major shift in the nature of work in Port Augusta and requires a corresponding shift in the 'work culture' — the range of skills for more diverse workplaces, understandings of how to go about finding and creating employment etc. It also requires a corresponding shift in the culture of business to embrace and support an entrepreneurial approach to small to medium business development

There are many concerns about the lack of employment opportunities for Aboriginal people, and the absence of Aboriginal employees in private sector businesses, Council, and in Government agencies in 'generalist' positions rather than in specifically-designated Aboriginal positions.

> *'My vision is to see some Aboriginal people employed in Commercial Road and Woollies'*

Much concern is also expressed about the difficulties young people face in gaining work experience, and the lack of training, apprenticeships and employment prospects. The need to support youth in the transition from school to employment is reflected in suggestions of more realistic work experience and mentoring programs tailored for young people gaining work experience and entering the work force.

Recommended action

 6.8   The Northern Regional Development Board, as the lead proponent, initiate employment creation programs with particular focus on opportunities for young people and Aboriginal people.

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[11] Provincial Cities: A Statistical Overview of Socio-Economic Trends. The South Australian Centre for Economic Studies. November 1997.

6.9   Council, local business, Government Agencies and service providers to work towards a target of Aboriginal employment being in equal proportion to the demographics of Port Augusta.

6.10   Commitment by Port Augusta Council to the employment of young people in all its activities in a way that provides local employment, and has a skill development and training component for Aboriginal people and youth.

6.11   Initiate a 'support local businesses' campaign – for general public and business community and Port Augusta City Council.

6.12   Develop and implement mentoring programs specifically to support Aboriginal youth in work experience programs and in their transition into the workforce, with parallel mentoring programs to support employers in providing the best possible on-the-job training for these trainees. Such programs to be developed and implemented with the participation of Aboriginal advisers and mentors.

Tourism

Tourism was the most-often mentioned industry with potential to turn around the economic base of Port Augusta. There were a number of suggestions for creating tourist attractions and improving tourist facilities, and for the promotion and marketing of Port Augusta as a tourist destination.

The consultation shows that the community now sees tourism as a vital part of any strategy for Port Augusta's economic future. The suggestions put forward include:

- improving the service infrastructure catering for tourists

- developing a 'service culture' and the skills required

- encouraging the emergence of entrepreneurial small business development

- opportunities for environmental and eco-tourism

- Aboriginal participation in the tourism industry through Aboriginal ownership, development and management of tourism ventures

- preservation of local history and heritage sites

- effective promotion of the area and campaigns to alter negative perceptions of Port Augusta.

The tourism potential from redevelopment of the foreshore, extension of the Pichi Richi Railway to Port Augusta, Port Augusta's unique geographical location, eco-tourism and a showcase of Aboriginal culture were the most often mentioned suggestions.

In 1993 the (then) Port Augusta and Flinders Ranges Regional Development Board tourism sub-committee commissioned *The Marketing Centre*, Adelaide, to develop a strategic marketing plan for tourism in the region. This study identified a range of strengths and opportunities to increase tourism in the Port Augusta area, recommending that Port Augusta position itself as a tourist service centre for "South Australia's foremost destination for the enjoyment of a truly unique natural and cultural experience". The plan recognised the need to change community attitudes towards tourism, change derogatory attitudes of other communities towards Port Augusta and to increase tourist interest through provision of additional attractions.[12]

Six years on what has happened as a result of this strategic plan? To what extent were the recommended actions for the strategies implemented? Is there a Regional Tourism Management Structure for the Port Augusta area? Has the strategic plan been up-dated?

Recommended action

6.13   That the Northern Regional Development Board together with Port Augusta Focus—Tourism Port Augusta, initiate a review of the outcomes of the 1994 strategic tourism marketing plan for the Port Augusta region.

6.14   That a strategic plan for further development of tourism in the Port Augusta area be developed, based on re-assessment of the 1994 plan.

6.15   That the Northern Regional Development Board and Port Augusta Focus—Tourism Port Augusta, be responsible for oversight and implementation of the strategic plan.

6.16   That Aboriginal organisations and community groups are senior partners in any negotiations regarding cultural tourism activities.

6.17   The Port Augusta Council continue its negotiations with the State Government for the extension of the Pichi Richi Railway to Port Augusta.

Education to support employment

The provision of education and learning opportunities related to future employment was voiced in all consultation meetings. The need to identify the training needs specific to local employment opportunities and ensure that employment-relevant training is provided is seen as important, as is the provision of training of relevance to those groups most at risk of unemployment. [This is discussed in Chapter 9]

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[12] Port Augusta and Flinders Ranges Strategic Tourism Marketing Plan',The Marketing Centre 1994

7.0   Effective Services

Introduction

Provision of the services needed by residents is an integral part of the vision for the social wellbeing of Port Augusta. And one of the major ways to increase social wellbeing is to examine how existing services and interactions can be reshaped to contribute maximally to social wellbeing.

Building social wellbeing whilst providing services

Government and non-government agencies can often choose how they provide services, and how and whether they address particular issues. Within the leeway thus provided, it is suggested that agencies in Port Augusta consciously and deliberately modify their practices to find opportunities to contribute to the general wellbeing of the community.

Recommended action

7.1   A quarterly forum of managers of government funded services meet to discuss identified trends in service needs and forward plans, to ensure that duplication and overlap is reduced and to enable cooperation and collaboration.

7.2   A forum of service providers held sufficiently often to enable staff members to be familiar with all programs being offered, to build networks and contacts, and to identify opportunities for collaboration and cooperation.

7.3   Organisations and agencies in Port Augusta identify points at which they can cooperate and collaborate.

7.4   Agencies assess their contribution to *social wellbeing* in Port Augusta as part of their regular planning and review processes.

7.5   Agencies see themselves as 'accountable' to the Port Augusta community for contributing to social wellbeing by reporting regularly to the Council through the appropriate Committee on their achievements.

7.6   Agencies undertake to go about their business in ways that generate rather than deplete social wellbeing eg when working with clients, do so in such as way as to increase social wellbeing ie in groups, form connections between people, create networks, generate reciprocity.

7.7   Agencies evaluate service provision in terms of contribution to broad social wellbeing as well as the more specific criteria of the particular activity.

7.8   SAHT give consideration to the re-formation of the SAHT tenants group.

Service provision issues were not raised extensively by participants in general discussion at the community meetings. Once in small groups, however, a number of comments were made about how services were perceived and could be improved.

Positive and negative comments were made in relation to a range of government and general community services within Port Augusta. The observation was that Port Augusta ' *could have been the Centre – health, culture, education*'

When asked to consider the services their families needed to make Port Augusta a better place in which to live participants in the consultations registered the reduction of services, the inadequacy of services in regions, and the need to specify what it is each government department does in the region. They also called for greater accountability regarding services and greater visibility of those services.

> *'Lots of services in this town—what are they? what are they doing?—nothing is advertised'*

Concern was also expressed about volunteer services, their status and that the number of people prepared to volunteer was declining.

Service providers themselves acknowledged an inadequate level of coordination of services and in some instances expressed concern about adequate staffing of programs. They saw the need for more co-operation across services, both formally and informally. They also commented upon issues relating to funding such as funding for new initiatives at the expense of existing ones, funding a program trial and then defunding it, and rules about expenditure being determined without reference to local needs and priorities.

Government departments should have sufficient autonomy in implementing policies at the local level in ways that address particular community circumstances.

With the exception of Mental Health Services and Respite Care, no significant service gaps were identified. However many participants identified areas where they believed information in regard to services, the appropriateness of the service and the attitude of some service providers should be addressed.

The prevalence of alcohol and drug use, and the related social and community impact, was discussed in all groups during the consultations. The need for appropriate intervention and rehabilitation programs, for both adults and young people, was seen as a high priority.

The need for courses and programs or support groups in areas such as budgeting, nutrition, depression, family health, parent support, youth issues, gambling, men's issues, and substance abuse was identified.

The issues raised in relation to housing included more Aboriginal staffing at the Aboriginal Housing Association, and the need for community housing and supported accommodation for specific groups including supported accommodation for people with disability to live independently.

The needs of Aboriginal people from remote communities visiting for health, employment, or family reasons were identified as a concern. These families, at times, find themselves confronted with issues and circumstances they are unaccustomed to.

The number of short term residents living in Port Augusta at any time creates problems for all service providers with funding arrangements based on formal population figures with no recognition of the impact on resources of short term residents and their mobility.

The South Australian Aboriginal Health Partnership developed regional Aboriginal Health Plans providing a picture of health service delivery to Aboriginal people, and identifying the gaps, opportunities and priorities in each region. These are presented in a report titled 'The First Step', 1997[13] The concerns raised in the February 2000 consultation echo the issues addressed in this in-depth study of Aboriginal health service provision.

This report discusses the key issues raised during the consultations and in some areas makes recommendations for action. During the consultation many issues were raised in relation to specific service areas.

As a general recommendation all service providers should read 'what the people said' [refer to Vol.ll] in relation to their own service with a view to assessing their service provision and implementing processes and work practices that generate rather than deplete social wellbeing when working with clients.

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[13] South Australian Health Partnership, 1998. *The First Step.* South Australian Health Partnership

Key Issues

- Public information on services and co-ordination of service provision
- Mental Health Services
- Alcohol and Drug Misuse
- Respite
- Youth Support
- Justice System/Policing
- Impact of short-term residents.
- Transport

Information on services and co-ordination of service provision

Both community members and service providers alike identified the need for better public information on the services available and how to access them. There is a need for formal coordination of service provision and one-stop information provision.

> 'Hard to get information on all services available – difficult for new-to-town people. Word of mouth advertising not effective'.

Closer relationships between agencies were seen as necessary to encourage information sharing, build good relationships with other agencies, identify opportunities for joint initiatives, and encourage working cooperatively with customers who have multiple issues.

Recommended action

7.9   Establish a service providers' forum to develop protocols for closer working relationships

7.10   Establish an advisory group of Aboriginal staff of service providers to co-ordinate effort where appropriate and advise on appropriate policy to meet local needs.

7.11   Production of a community services directory to provide one stop information to residents with accompanying training for frontline staff of agencies so that they are well informed about what is available in Port Augusta and able to refer on specifically to the appropriate agency / person.

Mental Health Services

A number of issues were raised in relation to mental health services and the support available to those in need. Statements were made that counselling and support services need expanding, that there is insufficient funding and therefore insufficient services available to meet challenges at present time.

There was also the suggestion of providing training to equip local people to meet the need for counselling services – creating a skill-base in Port Augusta, meeting the gap in services and (eventually) contributing to the much-needed creation of jobs.

Inadequate support for those living independently, lack of help in crisis situations, lack of appropriate counselling, and the need for more Indigenous people to work with children were some of the issues raised.

> *'Need of mental health facility in the region to address needs of people experiencing social well being problems instead of having to go to Adelaide'*

Recommended action

7.12   As a high priority, undertake a comprehensive review of Mental Health services in the area and submit a submission for services to address the need be to the Department of Human Services.

Alcohol and Drug Misuse

The incidence of alcohol and drug use, and the related social and community impact, was discussed in all groups during the consultations. The need for appropriate intervention and rehabilitation programs, for both adults and young people, to supplement the work of the Mobile Assistance Program and the Sobering Up Unit is a high priority.

Considerable work has been undertaken in this area previously and a substantive body of knowledge already exists in relation to substance abuse programs that could be effective in Port Augusta. Any Rehabilitation Service implemented should be part of an overall program aimed at addressing substance misuse by adult and young Aboriginal persons

Many concerns were expressed about the incidence and exposure of young people to alcohol and drug misuse.

> *'Need more drug and alcohol awareness, otherwise we will lose another generation.'*

The need for a review of the impact of Dry Areas and the licensing regulations was also raised.

Recommended action

7.13   As a high priority, research and implement appropriate Drug and Alcohol Abuse Rehabilitation Services for young and adult Aboriginal persons.

7.14   Review the recommendations of the 1992 report ' Review of the Port Augusta Substance Abuse Program'[14] in relation to the establishment of:

- a Community House to provide supported accommodation for Aboriginal people returning from rehabilitation

- a hostel for homeless chronic alcoholics.

7.15   Pika Wiya Health Service co-ordinate the development of appropriate models for the provision of Drug and Alcohol Awareness Programs for young Aboriginal people.

7.16   Education site leaders support the provision of appropriate programs on Drug and Alcohol Awareness for students and parents.

Respite Care

The consultations revealed that there appears to be an urgent need for respite care at all levels, in-home and residential; crisis respite and occasional family respite opportunities for social and recreational purposes.

The need was identified for respite for those supporting family members with disability, those with mental health illness and the elderly.
The need for increased aged care services and day care facilities was also mentioned.

Recommended action

7.17   As a high priority, review the currently available Respite Care, and research strategies to provide the level of Respite Care required for the Port Augusta area. Submit a submission for resources to address the need to the Department of Human Services.

Youth Support

A number of issues were raised in relation to support for young people. Young people roaming the streets, particularly at night, was an issue of concern for many.

Port Augusta appears to be well resourced with Youth Workers; several organisations have dedicated Youth and Recreation Officers. However, in some instances, their efforts appear to be undertaken in isolation with little co-operation or networking between agencies and programs.

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[14] Review of Port Augusta Substance Abuse Progam, Nicholas Clark and Associates, Sydney 1992.

'Youth issues in Port Augusta are not addressed appropriately: youth services need to amalgamate to look at the issues as a whole and not Aboriginal or non-Aboriginal thus encouraging reconciliation.'

'Years ago there were youth workers on the streets working with the young people, so they felt more safe. An elder used to go out in a police car, scheme fell apart.'

The need for more representative levels of Aboriginal cultures in service providers in Port Augusta ie Aboriginal police and youth workers. Providing more support for young people by utilising experienced community volunteers was suggested.

'More Aboriginal parent aids, need people with older children, families who have had experience, we get tired of talking and nothing happens.'

Many young people expressed their interest in alternative outdoor recreation activities, such as camps, being available for all young people not just those receiving Agency support.

'People to take young people away camping, if you are not connected to FAYS you miss out.'

Recommended action

7.18   Undertake an audit of Youth Workers and programs with a view to developing a strategic approach to youth support services and construction of a co-ordinated approach to program delivery.

7.19   Investigate opportunities to utilise the experience of volunteers in

7.20   Youth agencies/programs encourage combined youth activities by having joint planning groups, and joint management of events and activities.

7.21   Youth agencies/programs establish reference group(s) and/or co-organising group(s) composed of young people from all participating groups, for youth activities and events.

Justice System and Policing

A number of the issues raised are currently being addressed by the Crime Prevention Program. Others, such as the establishment of an Aboriginal justice panel, and the reinstatement of a local magistrate, are also under consideration. These efforts are endorsed and supported.

The challenge of policing in Port Augusta was recognised with the expressed need for experienced police staff for duty in Port Augusta.

> *'Many of the police in Port Augusta are young, with no life experience, and not enough experience handling people, arrest is the first resort not the last.'*

A need for ongoing cultural awareness training for police was also expressed. The role of Aboriginal police aides was discussed, as were career paths for Aboriginal police staff.

Many people felt that the police had become *'revenue raisers'* and that there was a need for an active community based police service. Other issues centred on community offenders doing community service sentences; community-based policing; the need for a more visible police presence with suggestions for foot or bicycle patrols.

Some young people had issue with police attitudes:

> *'Don't like the police, we get hassled by the police.'*
> *'They stop and pull you up for nothing and try and blame you for stuff and you've done nothing.'*

A number of concerns were raised in relation to public perceptions of police response to reports of offences. There appears to be a belief that a differential police response exists for reports of offences involving Aboriginal and non-Aboriginal offenders.

The issue of the appropriateness of some current policing policies in relation to juveniles was a major concern for some people. This issue is addressed in the Crime Prevention Program work plan. Those strategies are endorsed.

There were some problems in relation to the prison, centred mainly around the discharge of prisoners; notifying family of release, community attitudes; expectations of the Aboriginal Prisoners and Offenders Support Service and Aboriginal Legal Rights Movement, their roles and what is feasible for these organisations; support for families coming to Port Augusta; community and youth education programs.

The need for a suitable location for discharged prisoners waiting for transport home was identified by the Prison.

Recommended action

7.22   Improved communication and publicity by SA Police to dispel community misconceptions about police treatment of offenders and attitudes to young people.

7.23   Research the need for short term accommodation for discharged prisoners waiting for transport home.

7.24   Endorse the Crime Prevention Committee Work Plan strategies in relation to offences against good order by juveniles and current policing policies in relation to juveniles.

7.25   Endorse and support the establishment of an Aboriginal Justice Panel, and the reinstatement of a local magistrate.

Impact of short term residents

Policy and funding decisions of service providers based on formal population figures do not recognise the number of short-term residents living in Port Augusta at any time. This creates a problem for all service providers as the impact on services of short-term residents, and their mobility, is not recognised in funding arrangements and resource allocations.

Recommended action

7.26   Policy and funding decisions of all levels of Government recognise the impact of short-term residents on service planning and provision.

Transport

Comments were made that there was a need for more public transport, a more frequent and comprehensive bus service.

> *'Bus service around town – not frequent enough and route not comprehensive enough – cabs well used in Port Augusta!'*
> *'Public transport to Davenport – affordable – every day. Buses go to Stirling North – why not Davenport?'*

'We need bus stop signs— no transport on weekends and after hours.'

'Buses—after school it is too late-. By the time you get to the pool you've got to come home again'

The current bus service operates from Monday to noon on Saturday. Specific issues raised were the extension of the current bus services to include Davenport and a service to the Port Augusta Gaol on weekends.

Other suggestions were for an occasional community bus service to Port Pirie/Whyalla; a community bus to help people culturally eg to attend funerals; transport to the prison on weekends and a transport service for the elderly both in Port Augusta and to other places for appointments.

Recommended action

7.27   Undertake a review of the current bus service routes and timetable with a view to provision of a service e no better meets community needs. The review to consider inclusion of Davenport in the service and extension of the service to include Saturday afternoons and Sundays.

8.0   A Community without Fear

Concern about personal safety, and the security of their homes, was a significant issue for many participants throughout the consultations. There is a perception that Port Augusta has a high incidence of crime and, for some, is an unsafe place in which to live.

The concerns expressed about personal and property safety indicate that there is a level of fear in some sections of the community that restricts their enjoyment of life and participation in community activities.

Many participants expressed concerns about safety stating that they no longer felt safe in their own homes — particularly older persons living alone who felt insecure and afraid, who lock their doors and are afraid to go out in the yard after sunset.

> *'Safety on the streets and in our own homes is a major issue' Make it a safer place so people can walk around and enjoy it. Make it so that we don't have to lock ourselves in our own homes – so we can go to bed in peace.'*

The constant visual evidence of vandalism, graffiti and young people wandering the streets particularly at night confirms public opinion that Port Augusta has a high incidence of crime and, for some, is an unsafe place in which to live.

There is fear of street crime and while in some instances young people were reviled for vandalism and anti-social behaviour it was recognised that employment and leisure options are limited particularly for those with no spending power.

There is a general perception that the crime statistics for Port Augusta are higher than other areas and that crime is on the rise. A perception of differential police responses to, and treatment of offenders, accompanied this belief.

Many of the issues raised are not new and are currently addressed in the Crime Prevention Program work plan. These are endorsed and supported. Several of the strategies were implemented on a pilot basis during the summer; some have not yet been implemented for various reasons. In some instances similar strategies are included in this report as recommendations for ongoing implementation or with an expanded focus.

Key Issues

- To feel safe in your own home
- Fears for personal safety
- Lack of community involvement in the management of programs such as Neighbourhood Watch and Safety Houses.
- Public perceptions of offending in Port Augusta, and of police treatment of offenders
- Vandalism and Graffiti
- Young people wandering the streets at night
- Domestic and family violence

To feel safe in your own home

Safer secure housing contributes to living without fear. There is a need to encourage residents to undertake safety audits of their homes through the production and distribution of practical crime prevention advice and information on actions that can be taken to improve safety in and around peoples' homes.

There are a number of personal strategies that can be taught, and mutual support networks that can be established that help reduce fear and increase attention to taking reasonable safety precautions. To have someone to talk to helps ground the fear and the knowledge that there is someone who could come to your assistance if necessary is enormously reassuring. This support might come from neighbourhood networks, and telephone safety networks – so that each individual has at least 2 people they could call when anxious about, for example, noises in the middle of the night.

Personal safety programs, particularly addressing the needs of older people and women living as sole adults in a household, can be delivered though community organisations. Such programs teach strategies that include psychological, emotional, and practical approaches to self-defence in addition to appropriate physical techniques.

These programs could be offered through community and neighbourhood groups such as Neighbourhood Watch, Aged Persons and Pensioners Clubs, Probus Clubs, Bowling Clubs etc.

Recommended action

8.1   Develop and implement a process for a 'do it yourself' safety audit of housing including practical crime prevention advice and actions that can be taken to improve security in and around houses.

8.2   Undertake a safety audit of neighbourhoods to identify and reduce the impact of poor lighting, overhanging trees etc.

8.3   Strengthen neighbourhood mutual support through the establishment of community networks and telephone safety networks.

8.4   Personal Safety programs, particularly addressing the needs of older people and women living as sole adults in a household, be developed and delivered to support individuals in forming their own strategies for dealing with fear.

8.5   Support the Crime Prevention Program Neighbour Mediation Program.

Community involvement in the management of programs such as Neighbourhood Watch and Safety Houses of SA programs

Both the Neighbourhood Watch and Safety House programs are experiencing difficulty finding people prepared to take a role in the management committees. A number of Neighbourhood Watch areas have ceased to function and whilst there are almost fifty Safety Houses in Port Augusta the organisation has experienced difficulties in establishing a long term and reliable local community committee.

Recommended action

8.6   Development and implementation of a program to encourage and train community volunteers to participate in the management committees and activities of Neighbourhood Watch and the Safety House Association of South Australia.

8.7   Support the Crime Prevention Program volunteer recruitment and development strategy to build a Crime Prevention Partnership volunteer base.

Public perceptions of offending in Port Augusta, and of police treatment of offenders

There is a general perception that crime is on the rise in Port Augusta, with statements such as 'highest crime rate outside the metropolitan area' being made. Much of the fear in relation to personal safety is related to this perception. Factual material to inform and educate the public about the patterns of offending and of policing in the community could help people to manage this issue.

The information should include comparisons to other areas, information for residents about policing responses, and regular reports of progress from the Crime Prevention Program. Recognised avenues of information such

community newspapers, community radio, speaking to community groups, should be utilised to reach those groups particularly concerned about these issues.

A number of issues were raised in relation to public perceptions of police response to offences. There appears to be a belief that a differential police response exists for reports of offences involving Aboriginal and non-Aboriginal offenders. A second issue related to the community perception of the treatment of offenders and attitudes of the Police is illustrated by comments such as:

> *'All people should be treated equally, not some getting a slap on the wrist and others locked up overnight and have to go to court the next day. '*

Recommended action

8.8   Improved communication and publicity by SA Police to dispel community misconceptions about police treatment of offenders.

8.9   Public information programs to inform and educate residents about the patterns of criminal offending in Port Augusta. The information to include comparisons to other areas; and information for residents about policing responses and strategies , and regular reports of progress from the Crime Prevention Program.

Vandalism and Graffiti

The constant visual evidence of vandalism and graffiti was an issue of concern from all groups. Some participants had experienced repeated attacks on their property whilst others regarded the constant visual evidence contributed to the general air of untidiness and lack of care that resulted in the poor image of Port Augusta shared by residents and visitors.

The Crime Prevention Program contains a number of strategies to reduce vandalism and breaking and entering offences; these are supported. A number of these strategies include opportunities for community involvement.

Young people as well as older people expressed their concerns at the level of graffiti suggesting alternative methods of addressing the issue such as:

> *'Graffiti walls'[this was a high favourite with young people'*
> *'Paint it out as soon as it happens'*
> *'Clean up crime, if busted for graffiti make them clean it up'*

Experience has shown that the rapid removal of graffiti tends to lower the incidence in some circumstances.

Recommended action

8.10   Support the Crime Prevention Committee strategies to reduce the incidence of vandalism and 'break and enter' offences.

8.11   Investigate the feasibility of establishing a quick response unit to repair damage from vandalism in public places.

8.12   Support the Crime Prevention 'Peer Policing' strategies to reduce property damage at schools.

8.13   Establish a quick response 'graffiti busters' unit to paint out graffiti as soon as it happens. Consideration could also be given to supplying paint to residents/organisations in the near vicinity of graffiti 'hot spots'.

8.14   Research the effectiveness of 'legal' graffiti walls as an effective deterrent for graffiti with a view to the establishment of walls in appropriate locations.

Young people wandering the streets particularly at night

It is recognised that the high incidence of young people wandering the streets, particularly at night, can linked to the underlying causes of unemployment and poverty and the lack of leisure options for young people particularly for those with limited spending power.

The need for a Youth Centre to provide activities and a place to 'hang out' was raised in a number of consultations.

The Crime Prevention Committee has piloted a number of strategies over the summer in an attempt to reduce the number of young people wandering the streets at night. These activities are endorsed. Recreation activities for young people with little spending power are discussed further in Chapter 10.

The issue of the number of school age young people wandering the streets during that day is an ongoing concern currently being addressed by the DETE Site leaders and the Crime Prevention Committee.

Recommended action

8.15   Support the Port Augusta DETE Site Leaders programs and strategies aimed at monitoring and managing student attendance and reducing truancy..

8.16   Support the Crime Prevention Program strategies to reduce the incidence of conflict between users of the CBD and encourage positive behaviours in the CBD.

Domestic and family violence

The incidence and impact of domestic violence, and in some circumstances the fear felt by neighbours witnessing or hearing incidents, were raised as issues of concern.

The Crime Prevention Committee Work Plan contains a number of strategies to reduce the incidence and impact of domestic violence in the community. The establishment of community networks [discussed previously] could be utilised to reduce the fear and apprehension of neighbours witnessing or hearing incidents.

Recommended action

8.17 Endorse the Crime Prevention Committee Work Plan strategies to reduce the incidence and impact of domestic violence in the community.

9.0   Education and Training to Suit Community Needs

Education and Training providers have a double capacity to be significant generators of social capital; they can create social wellbeing just by providing education services to students and their families/communities, and they can enhance their contribution by selecting *how* they go about providing the services. How they teach, and what they choose to teach, can have enormous impact on how well they develop in their students the skills, knowledge and attitudes which increase social connection and wellbeing.

For Port Augusta this means educators and educational institutions taking a community leadership role, by consciously and deliberately aiming to contribute to social wellbeing, whilst also meeting other educational goals. At its most simple that might mean adopting a group learning process in a literacy program in order to improve both literacy and social wellbeing, rather than an equally effective 1-1 literacy learning process.

In the consultations, it was obvious that people were strongly committed to the provision of education and learning opportunities for all, particularly those related to future employment and employability in Port Augusta.

Concerns were expressed as to whether the Port Augusta Campus of the Spencer Institute of TAFE is adequately resourced and positioned to provide the range and types of courses required to address the needs of the community. Identifying the training needs and delivering employment-relevant training specific to local employment opportunities is seen as important, as is the need for life-long learning opportunities for the general community. The cost of private provision of training is seen to be a barrier to access for many people.

Educational facilities are also viewed as resources to be utilised better by enabling community access.

Adequate resourcing of schools with staff with the skills, attitudes and responsibilities to support all students appropriately is seen as essential. There is some dissatisfaction with the split campus high schools[15] which is seen as limiting the choice of schooling, the subject choice for students and the role modelling for those in the junior school. And there are concerns about those children who are not attending school.

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[15]   The two campuses of the Port Augusta Secondary School are treated as two schools within the bureaucracy although there is one Principal for both. The general community however tends to see them as one school since they offer no alternatives in terms of curriculum or access as they are split junior/senior year levels.

During the consultation many comments were made in relation to specific education issues. It is not possible to address all of these ideas and suggestions in detail in this report. As a general recommendation, decision makers and stakeholders in the Port Augusta schools and early childhood centres, and the Spencer Institute of TAFE [Port Augusta Campus], should read 'what the people said' [refer to Volume II] and assess their current activities in view of the opinions and suggestions expressed.

Stakeholders in the Port Augusta schools and the Spencer Institute of TAFE [Port Augusta Campus] include:

- The Director, Council, Port Augusta Regional Campus Educational Manager, staff and students of Spencer Institute of TAFE Port Augusta Campus
- Site Leaders, Councils/Management Committees, staff, and parents of all schools and pre-schools in Port Augusta
- Port Augusta Site Leaders
- South Australian Department of Education, Training and Employment
- South Australian Catholic Education Office
- Aboriginal Education Unit of DETE
- Aboriginal Education School of the Spencer Institute of TAFE Port Augusta Campus

Further Education and Adult & Community Education Sector

Further Education consists of two sectors. The Vocational Education and Training sector (VET) which focuses on training for the workplace and the Higher Education sector (HE) which is the University sector. Adult and Community Education is the non-accredited education which allows for informal ongoing life-long learning.

Key Issues

- Providing community leadership by building social wellbeing through community and vocational training

- Access to further education

- Training options — reduced provision, flexibility and relevance

- Insufficient information in community about the training that is available.

Providing community leadership by building social wellbeing through community and vocational training

In a large community, the adult education and training opportunities are diverse with a wide range of providers testing the market by advertising a wide range of products. Port Augusta is too small a community for this

process to be take place; it is a community which needs someone or some group to maintain an overview of adult training and education needs of the city, and to take some initiatives regarding gaining funds and grant moneys for programs.

As there are relatively few private training providers in the city, and they tend to have very specialised focus, it might not be possible to find a private person or association to take on this role.

There is concern that there are not enough opportunities for incidental adult learning in Port Augusta. There is interest in options such as:

> *'Non-accredited option's*
>
> *'Young adults wanting to go back to school to learn to read and write'*
>
> *'Education to support employment'*

Concerns were expressed about resource levels, the cost of call out fees restricting after hours use of the Port Augusta TAFE Campus, and the pressures to recover costs in courses.

Recommended Action

9.1   Spencer Institute of TAFE [Port Augusta Campus] initiate a broadly-based Training Forum which includes community organisations and business associations as well as training providers to:

- identify the training and education needs of the Port Augusta community

- access ACE funding to reduce costs to community members of training

- support the delivery of identified programs.

Access to further education

Residents of Port Augusta can access further education by attending the Spencer Institute of TAFE campus in their city, by commuting or moving to Whyalla for University of South Australia courses, by moving to Adelaide for all three Universities there, or by distance education mode through online delivery. However, for many people, the only practical option is to attend TAFE since the costs and difficulties of travel related to Whyalla and Adelaide make these options impractical. The loss to Port Augusta of all the young people who do attend University, and the loss to individuals who are unable to access a more suitable program cannot be quantified.

> *'Transport available to go to further education classes eg Uni in Whyalla, to make it more accessible to more people'*
>
> *'Dismayed that children had to leave town to get work – had to leave to go to further study.'*

> *'We must address the problem of our young people having to leave the town to do tertiary study.'*
>
> *'A lot of people come to TAFE because it's the only option.'*

Recommended Actions

9.2   Spencer Institute of TAFE [Port Augusta Campus] initiates a cross-sector forum to examine ways of:

- broadening the provision of tertiary education in Port Augusta

- establishing study support systems for students studying by distance education mode from universities in Adelaide and other states and territories

- establishing reciprocal arrangements with institutions providing distance education to residents, regarding access to library facilities and tutorials.

9.3   Establish a 'car pooling service' by creating a data base of people commuting to and from Whyalla for work and study, as a way of supporting more students to participate in the courses offered by the University of South Australia at Whyalla.

Training options — provision, flexibility and relevance

National and state priorities regarding VET sector expenditure influence significantly what training can be offered.   Whilst there is scope in all national courses for local 'customisation', the national agenda can appear to be inflexible and unresponsive in the Port Augusta commercial situation.

There is need for programs which support residents' transition to a different work culture[16] and which can be seen to directly benefit Port Augusta.

Participants' suggestions included:

> *'The change of the economy of Port Augusta from public to private sector, from industry-based to service focussed requires a new outlook and new skills. Learning and training must recognise these fundamental changes.'*
>
> *'Working with a national curriculum not recognising local needs— big gap.'*
>
> *'Port Augusta seems to be falling behind in IT business.'*
>
> *'More variety of subjects offered …. to increase employment opportunities for kids and enable r people to improve their skills/knowledge.'*
>
> *'Mechanisms needed to explore 'learning and training needs' for persons working in arenas that require further development.'*
>
> *'Need more flexibility, distance; does not always meet the needs of people with low literacy skills.'*

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[16]   Discussed in Chapter 6 *A productive economic base*

Recommended Actions

9.4   Spencer Institute of TAFE Port Augusta Campus work collaboratively with Business Associations to design private sector management and business certificates which address cross-cultural management and communication, and inducting young people into the workplace and the work ethic.

9.5   Spencer Institute of TAFE Port Augusta Campus develop study support mechanisms for students with low literacy skills who are studying by distance education.

9.6   Spencer Institute of TAFE Port Augusta Campus recognises the benefits to social wellbeing of the customisation of courses which takes, and is seen to take account of local needs and concerns.

Insufficient information in the community about the training that is available

Training opportunities in Port Augusta are not as widely known as they need to be.

> *'TAFE needs to get their course guide information out to people—wider distribution so people are aware of it. [Chamber and Council]'*

Recommended Action

9.7   The Training Forum develop mechanisms for wide and frequent advertising of training opportunities.

The Schooling sector

The schooling sector plays a major role in socialising children, alongside their families, social networks, church, organisations, clubs and the broad community. Schools and Child-Care centres, can be places where children can learn to trust, to cooperate and network, and to respond with enjoyment and appreciation to diversity and difference. Their programs can open children's eyes to possibilities and options, and can teach them skills of a more comprehensive nature than their closer networks are usually able to do.

However, schools cannot make up for society. Schools alone cannot eliminate racism and stereotyping, when the children and students encounter them elsewhere on a daily basis. Nonetheless schools and Child-Care centres can make a significant difference.

A vital outcome from schooling can be children who value social relationships and who have the social skills to make quality relationships, integrated with the enterprise skills necessary to compete in the job market.

Key Issues

Key Issues emerging from the consultations were:

- Providing community leadership by building social wellbeing in schools and early childhood centres
- Delivery of education
- Staff skills, responsibilities & attitudes
- Delivery of education to Aboriginal students
- Education for employment.

Schools and Child-Care centres are already addressing many of these issues and their efforts are acknowledged and endorsed. We have however included them in this report, as a means of reflecting fairly the issues raised during the consultations, and as a way of 'underlining' the issue so as to support efforts being made currently. In particular:

- the whole of city collaborative programs developed during the past three years by the site leaders cluster in teacher recruitment and induction, behaviour management, futures of schooling, attendance & transition
- initiatives such as the whole of city peer mediation training and Anti-Bullying Council
- the learning to learn professional development program for teachers across all sites.

These programs are designed to address long-term development.
Apart from local initiatives, the context for the schooling sector is volatile at the moment with:

- the acceptance by some schools of *Partnerships 21* (which changes significantly the context of funding, decision-making and school management at the local level)
- the development of strategic asset management plans for all sites
- a forthcoming state-wide curriculum framework being trialed in 2000, and implemented in 2001
- the recent review and redrafting of the Education Act and the Children's Services Act which will have implications for schooling in the future.

Providing community leadership by building social wellbeing in schools and early childhood centres

Schools and Child-Care centres can contribute to the social wellbeing of Port Augusta by how much emphasis they place upon social wellbeing in:

- what they teach students

- how they teach students

- how they manage relationship with parents and the wider community

- the degree of involvement of the community.

Working within the state-wide curriculum framework, sites can, and do, find ways of emphasising trust and reciprocity.

Recommended Actions

9.8   Sites audit their current curricula, methodology and structures to maximise the opportunities for students to work collaboratively, to develop social relationships, to experience reciprocity and mutual responsibility, and to learn about caring for community.

9.9   Cultural awareness and education programs are provided across all curricula and at all Year levels of such quality that they make a difference to how students deal with each other.

9.10   Sites audit their current practices to maximise the opportunities for students to work across age and ability groups, with a diverse range of community members, and in a diverse range of community settings.

Delivery of education

Questions arise about the delivery of education in Port Augusta generally and the deployment of resources across the city. Participants expressed concerns regarding physical resources for schools, and staffing levels. Ancillary and student support staff are seen to be greatly needed, as much as teachers, to provide for the learning of all students. Keeping good staff and maintaining stability and continuity in a school is seen as important.

The split campus of the Port Augusta Secondary School is seen to be problematic by some in relation subject choice, and for others as contributing to problems of retention of students because older students are not visible to younger ones to act as role models and mentors. The Carlton Project[17] was seen to be contributing significantly.

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[17]   The Carlton Project (1998-2000) was established at Carlton Primary to address the drop-out rate of Aboriginal students at Year 8 by providing Year 8 and 9 classes. Considerable success in improved attendance and retention rates has been achieved. It is currently under review.

'More modern resources in schools.'

'Better choices for secondary students. Often cannot do subjects….'

'More support/resources/funding for gifted and talented kids; also for kids with learning difficulties'.

'Schools need more ancillary staff – behaviour problems, parenting problems'

'How to keep good teachers here and how to get good teachers…'

Recommended Actions

9.11   Review the structure for the provision of education in Port Augusta, including consideration of:

- what is delivered, how it is delivered and where it is delivered

- existing site structures and alternative ways of setting up sites and the effectiveness of various ways of grouping students in schools

- the retention of Aboriginal students

- transition to primary school and to secondary school

- the impact of IT and the access to and support for IT in schools

- staffing arrangements including:

- identifying ways of attracting and retaining staff

- providing appropriate levels of ongoing professional development opportunities for existing staff

- flexible management of the country incentives scheme to allow for mobility, and the capacity to undertake (short-term) leadership roles in various schools in Port Augusta

- streamlining and improving relocation support for contract and relief teachers to make positions in Port Augusta more attractive in the short and medium term

- appropriate resourcing levels taking into account the transience of school population[18,] the commercial needs of Port Augusta, the current lack of continuity of staff, commitment across all sites to Aboriginal education, the need for a curriculum appropriate to the demographics of Port Augusta

9.12   Support School Councils in negotiations to increase resource levels, and deal with resource deficits.

9.13   School Councils and Site leaders establish adequate resourcing levels for ancillary and support staff.

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[18]   Port Augusta experiences a very high level of transience with many schools having a high % of their students being enrolled for relatively short times; the staffing allocations to the schools does not allow for this pattern.

Delivery of education to Aboriginal students

Aboriginal students make up a significant proportion of the school-age population but achieve success at Years 11 & 12 at very low rates. Despite the extra resources already put into schools in Port Augusta and the considerable effort of staff, Port Augusta schools appear to be failing their Aboriginal students by the criteria of retention to Year 12 and achievement at Year 12. This is a nation-wide problem.

> *'Students being pushed through system.'*
>
> *'Vision — more Aboriginal students going on to Year 12 and obtaining their High School Certificate.'*
>
> *'Lack of commitment by our local education Department to address the high number of Aboriginal Primary and Secondary students who drop out of school, and truant from school.'*
>
> *'Needs our local education system to develop strategies to work towards having a higher number of students, completing successfully their primary and secondary education.'*
>
> *'We parents had a successful Homework centre but the rules changed.'*

Many of the concerns raised in relation to Aboriginal Education are addressed in the Aboriginal Education Action Plan 2000—2003 which all sites are required to address.[19]

Recommended Actions

9.14   Endorse the implementation of the Aboriginal Education Action Plan 2000—2003 in all DETE sites.

9.15   Sites audit their current curricula and methodology to maximise their appropriateness for Aboriginal students.

9.16   The Aboriginal Education Unit of DETE identify ways of supporting ASSPA committees to organise funding to operate Homework Centres for the whole of the school year.

9.17   Sites research models for coaching and mentoring Aboriginal students to encourage more students to continue with their studies to Year 12 level.

9.18   Sites work with ASSPA committees to increase the involvement of Aboriginal parents in the education of their children.

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[19]   Note: this requires all sites to address Aboriginal education regardless of the number of Aboriginal students at the site.

9.19   Information sessions are held for Aboriginal students and their
        parents from Year 6 onwards about employment, and training and
        further education options and opportunities.

Non-Attendance and Truancy

There is a recognised problem of students roaming the streets during
school hours and the community made it clear that it wants to know *Why
are they not at school?.* Regional resource staff, such as behaviour
management and attendance specialists, are not always easily available in
Port Augusta to the degree required by some schools. And Port Augusta
has no behaviour units, such as they do in the metropolitan area, where
students with severe behaviour problems can be located, supervised and
assisted. In fact Port Augusta schools exclude students at a relatively low
rate because there are no options in the city.

> *'Non-attendance – support for parents and school [one attendance
> officer for the North of the State] -more policing-positive approach'*
>
> *'Children should be at school, not playing in the main street in
> school hours'*
>
> *'When kids are suspended from school they need some location
> not just wandering around; should have a special room for
> detention so they can be getting on with their school-work, not
> being on the street.'*

Recommended actions

9.20   The Site leaders continue to research and implement programs
        that monitor and manage student attendance.

9.21   The Site leaders research and implement models of supervised
        suspension and management of students being disciplined, and
        identify alternatives to suspension in their behaviour management
        practices.

Education to support employment

The need for adequate provision of education and learning opportunities
related to future employment, was voiced in all consultation meetings.
The need to identify the training needs specific to local employment
opportunities, and ensure that employment-relevant training is provided is
seen as important, as is the provision of training of relevance to those
groups most likely to be unemployed. Particular areas identified were
those related to service-based occupations, information technology and
trades.

There is a need to support youth in the transition from school to
employment with more realistic work experience and mentoring programs
tailored for young people gaining work experience and entering the work
force.

There is a need for closer relationships between Schools, TAFE and potential employers to ensure that the work experience programs are worthwhile and satisfactory for all parties involved.

Targeting placements in work experience programs to those who are most likely to be involved in that industry in the future and not those who will leave for further education. Building links with community service groups such as the CFS, Red Cross, etc, to utilise the opportunities to develop skills and experiences in voluntary capacity as step to becoming employed/employable.

Recommended action

9.22   Formal liaison between all Education and Training Providers and Employers to ensure curricula that relates to future employment opportunities.

9.23   Closer liaison between school and employers in the development of meaningful work experience programs.

9.24   Build links with community service groups to utilise the opportunities to develop skills and experiences in a volunteer role as a step to becoming employed/employable.[Ref. recommendations on Volunteers]

10.0   Recreation, Sport and Leisure Options

One of the building blocks of social wellbeing is the relationships and connections formed by participating in groups, associations, community activities and events. And for many, this participation comes through their recreational, leisure and cultural interests.

A first glance at the Port Augusta Community Directory shows an almost overwhelming array of sports and leisure clubs, recreational activities, and service groups. First impressions suggest a city blessed with options and opportunities for leisure, sport and recreation. But the picture, which emerged from the consultations, was of some discontent with what was available, and a strong awareness that the young people of Port Augusta are inadequately served by the resources of the city. Concern was expressed that some of the recreation and leisure options failed to cater satisfactorily for people of all ages and for those with limited spending power.

Access to the foreshore for swimming, more pools and facilities for sport, and a multi-purpose entertainment centre were highlighted as providing Port Augusta with the recreation options both appropriate for a city of its size, and comparable with Port Pirie and Whyalla. An awareness of the problems some sporting clubs were having in maintaining numbers was acknowledged and amalgamations proposed.

The cost and convenience of access to existing and proposed facilities was recognised, and transport and subsidies suggested.

Across all groups, there was a generous spirited acknowledgment that young people were inadequately provided for and that boredom, coupled with unemployment, was at the root of much of the negative behaviour that worried so many people. A Youth Centre was proposed in a range of consultations, along with suggestions of greater involvement of young people in determining what recreation facilities should be provided for youth in Port Augusta. The young people themselves indicated significant interest in the emerging non-team sports gaining popularity around the world eg skate boarding and bicycle-based sports.

A general theme was the lack of facilities to attract 'shows' and the desire for more entertainment and events to be held in Port Augusta. (Again comparison was made with Port Pirie and Whyalla).

Community celebrations, festivals and other events were mentioned as something that used to happen with comments such as:

> *'Country music festivals, there used to be a big one in the 80s we all looked forward to it'*
>
> *'Remember the Poinsettia Festival?'*

During the consultation many issues were raised in relation to specific recreation and leisure activities and facilities. Some referred to more commercial activities such as ten pin bowling and ice skating rinks, others to provision of additional facilities at public venues, such as the Aquatic Centre and some referred to Sporting Clubs and individual activities.

It is not possible to address all the ideas and suggestions in detail in this report. As a general recommendation decision makers, venue operators, sporting clubs and facility providers should read 'what the people said' [refer to Volume II] in relation to their own ventures and assess their current activities in view of the opinions and suggestions expressed.

Key Issues

- Redevelopment of the foreshore
- Facilities/Venues
- Youth Centre
- Inadequate social and recreational opportunities for young people
- Celebrations and festivals

Redevelopment of the foreshore

Redevelopment of the foreshore was seen as a key requirement with upgraded facilities for swimming, boating, and opportunities for a range of low cost and family oriented leisure activities. Recommendations in relation to the redevelopment of the foreshore are discussed in Chapter 11.

More venues in Port Augusta

Frequently expressed was the need for more venues to encourage events in Port Augusta. Suggestions were made for a (concert-) theatre / entertainment centre for Port Augusta, and for a facility including a large auditorium, conference or banquet area to encourage larger conferences and events without the need to improvise facilities. This interest arose partly from the awareness that both Port Pirie and Whyalla have such venues and appear to attract more events and performances.
Another reason for wanting a venue was related to the cost of transport to other locations to attend events.

> *'No suitable venue for travelling shows – PA not in the 'network' for country arts trust/cultural north-west'*

Recommended action

10.1   Investigate the feasibility of provision of a multi purpose performing arts venue.

10.2   Investigate the feasibility of developing a multi purpose convention centre in conjunction with an existing facility.

Youth Centre

A Youth Centre was proposed in a range of consultations although the perceptions of what a Youth Centre is varied from a drop-in centre to a venue providing recreation and cultural activities or a gymnasium.

> *'Youth centre—has youth workers—drop in, pool tables, bands, weights—might reduce crime— ask young people about it.'*
> *'Somewhere where kids can go in Port Augusta that is safe but no parents watching'*

Young people identified a need for *'a place to meet and talk that is not linked to alcohol and gambling'*, for young people and for non-drinking older youth

10.3   Undertake research into the feasibility of establishing a Youth Centre. Such a study would investigate the options for a facility, the range of activities and include a cost analysis.

Inadequate social and recreational opportunities for young people

The lack of leisure options and the cost of participation e.g. entry to the pool and the cost of uniforms and fees for team sports for young people, particularly those with limited spending power, was expressed as a major concern from all groups.

Suggestions were made to subsidise a bus for transporting children/teams across town to different sporting and cultural events, and to outside cultural events and sporting activities.

It was recognised that the high incidence of young people wandering the streets, particularly at night, is linked to a number of underlying causes one of which the lack of leisure options for young with limited or no spending power. A pilot program of free Friday night discos undertaken by the Crime Prevention Committee during the summer attracted huge numbers of young people indicating an ongoing need for similar activities.

The rise in popularity of individual non team activities such as bicycle and skate related recreation among young people gives rise to the need for appropriate facilities for people to pursue these activities.

Young people are keen for the provision of purpose built bicycle and skate facilities, incorporating appropriate structures. The opportunity exists for Port Augusta to harness the enthusiasm of these young people and to develop a reputation as a venue for bicycle and skate related activities.

Consideration should be given to capturing the growing popularity of these recreational pursuits by developing facilities in Port Augusta and hosting events to attract participants from a State and National level.

There was strong acknowledgment that young people's options for employment and recreation are limited, and a genuine concern expressed about the impact of this situation on their lives. There is great need for youth cultures to have recognition and for young people to be provided with a wide range of opportunities; there is also great need for older residents to learn about young people's perspective and interests.

Recommended action

10.4   Review the provision of recreational activities, for young people with limited or no spending powers.

10.5   Provide free Friday night discos through out the year based on the model piloted by the Crime Prevention Committee in February 2000. Financial support to defray costs to be sought through a sponsorship relationship with national commercial organisations with significant business presence in the town such as: Mobil, BP, Shell, Woolworths and McDonalds.

10.6   Support the revival of Blue Light activities.

10.7   Pilot free night basketball, 10pm to 1 am at the indoor courts, with a ride home afterwards, utilising commercial sponsorship to defray the costs of this program.

10.8   Subsidies/sponsorship/scholarships to help young disadvantaged people participate in organised sport.

10.9   Consult with young people in relation to the design and provision of appropriate facilities for individual pursuits such as skate and bicycle related recreation.

10.10 Youth cultures be encouraged in their expression, in the media and through inclusion in community events, in ways which allow older people to come to understand more about youth cultures, and which affirm young people.

Celebrations and festivals

'more music, dance and theatre'
'promotion of arts and culture for all walks of life'
'I would like to see a much-needed lift in the Arts area within this community.'
'When your local brass band closes down after over 100 years of service, maybe some one should be paid to get it up and running again.'

These are a small sample of the many comments from the community. As previously discussed the participation in community events is an indicator of the social well bring of a community. It became clear from the consultations that many of the cultural activities and community celebrations that had occurred in the past no longer happened, with suggestions that they be revived in current day forms. Others were keen to explore the richness of multicultural opportunities in Port Augusta.

'If you are a multicultural community the arts is a worthy consideration to improve things in this area.'

There was recognition of the need for paid organisation for larger events while others simply wanted more support and resources for local groups doing small things.

There are several major celebrations planned for Port Augusta in the next two years.

- *Community in Action*, a Centenary of Federation project in July 2001 being proposed by the Northern and Far Western Regional Health Service culminating in a youth festival in Port Augusta celebrating the new century's themes of diversity and reconciliation through art sport, music and theatre.

- The East West Railway Centenary Commemoration in October 2001.

- *Encounter 2002*, a re-enactment and celebration of the journey of Mathew Flinders in South Australia.

Each of these events, together with NAIDOC week provide an opportunity for the Port Augusta community to come together and work together in celebration of the culture and heritage of the area.

Recommended action

10.11   Utilise the opportunities for community-wide celebration of the cultural diversity and history of Port Augusta offered by events such as NAIDOC week, the proposed Community in Action festival, The East West Railway Centenary Commemoration and Encounter 2002.

10.12   Publicise the Community Arts Officer's role and availability to support local organisations.

10.13   Opportunities for community participation in major celebrations and festivals advertised and encouraged.

10.14   Support the Crime Prevention Program strategy 'Music, Murals and Multimedia'.

10.15   Develop sponsorship/funding strategies to remunerate those organising large community wide events and to support the endeavours of local groups.

11.0   A Healthy Built Natural and Living Environment

Creating, and maintaining, welcoming and people-friendly urban environments contributes considerably to increasing social wellbeing enabling the social interactions that can build social capital and trust. Parks and areas in the city that invite use provide the common meeting places where people become acquainted with others in the low key ways that come from sharing space. These common spaces are the shared resources of a community, owned by no one but used by all.

A city's visual image with well maintained built form, pleasant steetscapes and beautiful public places encourages civic pride. The participants in these consultations were both very appreciative of the redevelopment of Commercial Street and Gladstone Square and asking that more be done to clean up and beautify the city and improve the visual image of the entrances to the Port Augusta.

The poor visual image of Port Augusta was an issue raised constantly through out the consultations. It was felt by many that this contributed to poor impressions of the town by visitors and locals. There were comments that there was a need to redevelop the city, to clean it up and give it a 'facelift'. The term 'clean up' was used frequently.

> *'Clean up—unsightly areas, public toilets, —the eyesore along Tassie Street—the Westside beaches etc '*

The approaches to a town set a lasting image and the poor visual image of the entrances to the City, from all directions, is considered a negative for Port Augusta. The view was expressed by many that there was a need to improve the entrances to Port Augusta to make them more attractive and welcoming,

> *'first impression is very important to a newcomer; sadly from whatever direction your arrive in Port Augusta the image is not good.'*

Redevelopment of the foreshore and wharf area to provide an attractive recreational facility for residents and visitors was one of the most frequently mentioned issues throughout the consultations.

There was widespread feeling that the lack of maintenance and the obvious presence of unused and dilapidated buildings brought down the image of the whole area. Suggestions for alternative uses for buildings in the central city particularly those of historic interest were made.
The old bridge was a positive for some and a negative for others, with comments varying from suggestions for lights and incorporation in a recreational walking/cycle trail to calls for those responsible to remove it.

More recreational use of the city's parks, gardens and natural environment, and extending the existing planting appropriately were suggested.

Concerns were expressed about street lighting, footpaths, and cycle-paths, with a number of specific suggestions for improving roads and road safety.

The need to 'clean-up' the city and deal with rubbish and litter was mentioned by nearly all groups particularly younger people.
The constant visual evidence of vandalism and graffiti was seen as contributing to a general air of neglect. [this issue is addressed in Chapter 8.] Other suggestions were for services that assist residents to maintain their own properties.

> *'More clean up days'*
> *'Tidy up vacant land'*
> *'The graffiti is making the place look untidy and messy'*

For some participants issues about the management and availability of water, and pollution arising from the road train traffic and the power house were of great concern, as was the proposed storage facility for radioactive waste in the north of the State.

Key Issues

- The visual image of the City
- Redevelopment of the foreshore and wharf area
- Footpaths, Walking and Cycle tracks
- Public amenities
- Environmental issues

The visual image of the City

The image of Port Augusta in the minds of residents and travellers is closely linked with the way it presents to the world. Many people felt that the poor first impressions gained from the town entrance by road from all directions contributed to the negative perception of the town by visitors and locals.

The upgrading of Commercial Road was seen as a very positive first step towards improving the visual image of the city that many residents would like to see extended beyond the CBD. Suggestions were made that landscaping requirements should be part of building and planning approvals for major commercial and industrial development in the future to ensure that developers contribute to the visual image of the City.

> *'The main street, Gladstone Square, Lions Park are all looking beautiful'*

'Outside of centre is a disgrace.'

'More murals like the one on the side of the Catholic Church'

The was much enthusiasm during the consultation for more greening of the city and ongoing development of the city's parks, gardens and open space active and passive recreation areas. Suggestions were made of the need for a city and suburbs landscaping plan.

> *'The Arid Lands Botanic Garden is promoted extensively by Port Augusta; the theme of the arid and semi-arid land horticulture could be continued throughout the city, making Port Augusta unique and attractive.'*
>
> *'More trees so we have lots of shade and cleaner air and more oxygen'*

Other suggestions to improve the visual image were to support and encourage schools, community organisations, businesses and residents to take ownership of their areas/streets to maintain their own verges and streetscapes.

There was widespread feeling that the lack of maintenance and the presence of so many unused and dilapidated buildings brought down the image of the whole area.

There is an urgent need to clean up unsightly areas of unused and dilapidated buildings, especially the old round house, and to clean up the eye sore along Tassie Street and get rid of the disused rolling stock and associated rubbish. Empty shop fronts in the CBD were also seen as contributors to a negative image and general air of neglect.

Recommended action

11.1   The Port Augusta City Council put in place a program to upgrade the road entrances to the City with the southern entrance and the Whyalla Road as a high priority.

11.2   The Port Augusta City Council continue to negotiate and work co-operatively with the Transport SA to beautify the environs of the Highway within the City limits.

11.3   The Port Augusta City Council undertake an audit of all dilapidated and unused buildings in the City with a view to requiring the owners to either upgrade the sites for alternatives uses, or remove the structures and rehabilitate the sites.

11.4   The Port Augusta City Council explore opportunities for alternative uses for disused historic buildings.

11.5   Port Augusta Focus develop a program for positive utilisation of empty shop fronts in the CBD.

11.6   Establish a KESAB Local Committee to encourage increased community involvement in the KESAB Tidy Towns Competition.

11.7   The Port Augusta City Council develop a city and suburbs landscaping plan for streets, playgrounds, parks and reserves that incorporate opportunities for community participation in the development and ongoing maintenance of the areas.

11.8   Instigate an 'adopt a…..' scheme to provide opportunities for schools, community organisations, businesses and residents to take ownership of the development and maintenance of specific areas.

11.9   Inclusion in the Port Augusta Plan Amendment Report of a landscaping requirement as part of Development Approval for all commercial and industrial development Report.

11.10   Investigate the feasibility of a Port Augusta Garden Competition.

11.11   A plant and shrub give away twice a year as a joint venture of the Port Augusta City Council and South Australian Housing Trust.

11.12   Investigate models of Home Assist/ Home Handyman Schemes with a view to establishing such a service in Port Augusta.

Redevelopment of the foreshore and wharf area

Many participants in the consultations felt that the redevelopment of the foreshore had huge potential to 'lift' the image of Port Augusta as well as providing recreational space for residents and locals, and significant tourist potential.

> *'Look at Gladstone Square – a couple of years ago it was seem as unsafe and unsightly – a lot of work has been done to change its old image – we need to do the same with the foreshore.'*
> *'Council plan is magnificent, should decide what is do able and do it. The vision is good but the reality on the ground is poor.'*

In addition the redevelopment process was seen as an opportunity to create employment opportunities and for interested groups and individuals in the community to contribute their special interests and skills to the project.

Suggestions were made that the redevelopment of the foreshore presents an opportunity for community involvement through fundraising and volunteer effort as had happened in the past.

Recommended action

11.13   The Port Augusta City Council and Transport SA undertake the redevelopment of the foreshore and wharf area as a high priority. That the redevelopment be a whole of community effort with opportunities provided for groups and organisations in the community to contribute to the process.

Footpaths, Walking and Cycle tracks

The issue of provision of footpaths and the safety of existing footpaths was an issue of concern for many residents. There was also strong support for recreational walking and cycle paths with many participants, old and young, seeing this as a way to encourage and support low cost family recreation and as a contribution to a healthy life style.

Recommended action

11.14   Clean up existing footpaths and commence a long-term program for safe and useable footpaths on all streets.

11.15   The Port Augusta City Council develop a plan for the provision of a network of recreational walking paths and cycle tracks throughout the city.

Public amenities

The need for provision of public toilets and a parenting facility in the CBD for use by residents and visitors to the town was a high priority. The lack of public toilets in Gladstone Square was also as issue in view of the attractiveness of the location and the increasing use of the area. Provision for secure caravan parking near the CBD was seen as a strategy to encourage tourists to stop rather than drive straight through, and as a positive step towards dispelling negative publicity about the vulnerability of property in Port Augusta.

Recommended action

11.16   Provision of public toilets and a parenting facility in the CBD.

11.17   Investigate the need for public toilet facilities in Gladstone Park.

11.18   Provision of user pays, secure caravan parking near the CBD.

Environmental issues

Water usage and management, air pollution, alternative power sources and proposed storage facility for radioactive waste in the north of the State were among the issues raised. Suggestions for improving environmental awareness in the community and strategies in relation to the management and conservation of water were also made.

A number of issues were raised in relation to storm water management and the issue of water usage and water allowance in general with suggestions such as:

> *More rainwater tanks to conserve what water we get.*
> *Tanks on all houses to be compulsory.*
> *Better storm water management and better use of waste water.*

Other issues were:

- Air pollution with emissions from the power house and the unrealised threat to clean air from the passage of road trains through the town.

- Opposition to proposals for a nuclear rubbish dump in the north of the State with nuclear waste being carried through Port Augusta.

- The need for more emphasis on solar power, information for residents about the options and grants and subsidies available.

- Incentives to householders to become environmentally aware particularly in relation to water management and solar power.

- Stormwater management, and greater use made of rainwater run off from roads

Suggestions were made of ways in which the community could participate in positive environmental management activities at the local level such as each school to form environment group to focus on one aspect of the environment, with local environmental groups supported by Council preferably by appointed environmental officer.

Recommended action

11.19   Ongoing monitoring of the air pollution impact of the passage of road trains through the City.

11.20   Ongoing monitoring of the air pollution impact of the Powerhouse.

11.21   Positive promotion and education programs by the Port Augusta City Council on the use of rain water tanks and investigation of incentive to encourage residents to install tanks.

11.22   Review storm water management throughout the City.

11.23 Positive promotion and education programs by the Port Augusta City Council on the use of solar power and investigation of incentives available to encourage residents to install solar power.

11.24 Encouragement and support for environment groups undertaking local environmental management projects.

11.25 The Port Augusta City Council canvass community support for the development of a Local Agenda 21[20] program in Port Augusta.

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[20] Local Agenda 21 is a network of Local Governments dedicated to the prevention and solution of environmental problems through local action.

12.0   A Recommended Action Plan

The following action plan has been derived from the key issues and recommendations contained in this report. It is provided as a starting point from which the Committee will develop a more detailed action plan.

The actions focus on a whole of community effort to achieve the Social Vision.   The implementation of some actions will be solely the responsibility of the committee, for others actions the responsibility is with other agencies. In some areas the action is for the committee to support and endorse the strategic direction and actions of other organisations.

The successful achievement of the Social Vision will be a partnership of effort from individuals and groups in the community and governments.

Implementation and ongoing management

The Social Policy Co-ordination Committee established as a committee of the Port Augusta City Council, and known as the Community Development Committee.

The composition of the committee be reviewed. Membership to include representatives of the Council, key Service Providers and Agencies, Economic Development, Education and Community Arts.

The Community Development Committee establish appropriate sub-committees or task teams to undertake the ongoing planning and implementation of actions to achieve the Social Vision.

Establish an Aboriginal Community Advisory Committee as a committee of the Port Augusta City Council.

The Port Augusta City Council employ a Community Development Manager.

The Port Augusta City Council employ an Aboriginal Community Development Officer.

A community where people live co-operatively

Build relationships to increase trust, interaction and connection

Examine the initiatives undertaken under the auspices of the Australian Local Government Association towards building cultural awareness and connection, and develop programs and actions that are appropriate to local circumstances.

Government Agencies operating in Port Augusta give priority to building cultural awareness and connection by:

- acknowledging that systemic racism exists, and devising strategies for its elimination from the agency's culture and practices.

- auditing their systems and practices for systemic racism

- ensuring staff are adequately trained in cross-cultural communication

Local Business Associations sponsor activities and events, contribute to leadership, and set up programs which advance the process of building cultural awareness and connection.

Implement cultural awareness training programs throughout Port Augusta, for City Council elected members and staff, clubs and organisations, Government Agencies, service providers, community members, and business people.

Provide training for Aboriginal and non-Aboriginal people to become trainers so that there is a register of people able to take on such a role when organisations and individuals request the training.

Celebrate the cultural diversity of Port Augusta

Facilitate the establishment of a representative multi-cultural group to review cultural representation within Port Augusta.

The representative multi-cultural group develop ways to celebrate significant events and times in the cultures of Port Augusta.
Potential partners: Port Augusta City Council, Country Arts SA, all community groups and organisations

Recognise that the Aboriginal communities are culturally diverse

The Port Augusta City Council and Government Agencies recognise diversity in how they set up and manage consultations and advisory processes with Aboriginal people, deliberately setting out to access the range of perspectives from amongst all Aboriginal residents.

The diversity within Aboriginal communities is included in the content of cultural awareness training for service providers and Port Augusta City Council staff and elected members.

Aboriginal families and clans collectively support the representation on, and composition of, any Aboriginal Consultative/Advisory Committee that is formed in Port Augusta by service agencies and the Port Augusta City Council.

Potential partners: Port Augusta City Council and Government Agencies, Aboriginal Organisations

A community which is well managed and well led

Increase participation in formal community governance and leadership

Port Augusta City Council create opportunities for residents to undertake a greater role in formal leadership by:

- Undertaking a review of its electoral composition with a view to abolishing wards.

- Utilising the opportunities provided by the Local Government Act 1999 to broaden the composition of Council committees to include community members in order to provide opportunities for non-elected members to contribute to the decision making process the particular skills and expertise at their chosen level.

- Creating greater opportunities for community involvement in decision making through consultations, forums and search conferences on community issues.

- Deliberate inclusion of groups disadvantaged by mainstream processes in consultations.

- Provision of training for councillors and officers in community leadership and governance.

- Prior to any supplementary or periodic election undertake a comprehensive 'So You Want to be a Councillor' Program to encourage more people to consider participation in local government.

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Further useful sources

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Cox, Eva, 1998, *Measuring Social Capital as Part of Progress and Well-bei*ng, In *Measuring Progress: is life getting better?,* R.Eckersley ed. CSIRO Publishing, Collingwood, Vic, 1998, pp157-167

Herbert J. & Smith, B., 1997, *Improving Living Standards through Social Capital – a role for community-based initiatives*, Social Security Journal Dec 1997, pp33-60

The following site provides useful information on mentoring programs
http://www.mentors.ca/mentorprograms.html
The Australian Local Government Association Website
[http://www.alga.com.au/] contains details of, and contacts for, many Local Government initiatives.

The site for the National Office of Local Government posts outlines of projects put forward for the National Awards for Innovation in Local Government and is a potential source of ideas and useful contacts.
http://www.dotrs.gov.au/nolg/nailg

A useful site for social capital resources and information is the World Bank's Social Capital for Development Home Page
http://www.worldbank.org/poverty/scapital/index.htm

The two abstracts presented below were accessed through the library on this site as examples of the material available from this source.

The Social Networks of Leaders in More or Less Viable Communities Six Years Later: A Research Note
O'Brien David J,. Andrew Raedeke & Edward W. Hassinger, (1998), *Rural Sociology* pp109-127

Abstract: *The viability of communities is related to community leaders working with one another on community projects. This study confirms that horizontal linkages of community leaders is essential for community viability. The study also found that differences in the demographic profiles of leaders suggests that education is not a predictor of the ability to form ties.*
Rural communities are seen to be facing two essential development problems - the need to develop vertical linkages that access external resources and to develop horizontal linkages that mobilize internal resources for collective action. Community development theory is presented which suggests an association between the social networks of communities and the viability of their communities. The authors place this formulation within social capital theory by drawing on the works of both James Coleman and Robert Putnam to derive their principle hypothesis: 'rural communities with higher levels of social capital, as reflected in their leaders having more horizontal linkages with other leaders, will continue to have an advantage over other communities.' The authors test this hypothesis by reexamining the association between social networks of leaders and the vitality of their community found to exist in a study of five rural Missouri communities performed in 1989. The key finding of that research was that 'leaders in the more 'viable' communities were more likely than leaders in the less viable places to have worked with one another on community projects', confirming the importance of Putnam's concepts of the role of 'dense social networks of interactions'. The current study attempted to examine any continuity in the relationship between leaders' social networks and community viability. Social networks were measured by a leader's average number of connections with other leaders and mean number of memberships in community development organizations. Five indicators were used to rank community viability defined in terms of a community's ability to function as a trade and service center. Results found that the relationship found between leaders'

horizontal linkages and community viability has remained the same between the two research projects, even though some two-thirds of the identified leaders surveyed were different. Leaders of more viable communities were found to have stronger ties with other community leaders, as well as be more likely to hold memberships in community development organizations, than leaders in the less viable communities. These findings suggest that high levels of participation, identified as 'one essential condition of democracy', is associated with community viability. Differences in the demographic profiles of both individual leaders and communities suggest as well that education is not a predictor of the ability to form ties with others, and that such linkages are not necessarily based on informal ties.

Entrepreneurship and Job Creation
Arzeni Sergio, Dec. 1997/ Jan. 1998 18-20 The OECD Observer, Issue 209

Abstract: *The role of entrepreneurs in creating new jobs and how government policies affect them is explored. Governments have roles to play in cultivating and promoting entrepreneurs. Removing taxation and regulation barriers is seen as a first step. Valuing entrepreneurship in a growing changing economy is the key to expanding this engine of growth and employment which depends on social capital.*

With reduced opportunities for employment in larger companies and government, attention has turned to self-employment and small firms as important sources of new jobs. Entrepreneurship has a vital role to play in creating them. This article discusses the role of entrepreneurs in creating new jobs in a changing economy and how government policies could affect entrepreneurship and its development. Entrepreneurs are essential agents of change in a market economy, fuelling the drive for the increasingly efficient use of resources and facilitating trade between parties with different preferences and endowments. Entrepreneurial behavior is likewise a key to accelerating the generation, dissemination and application of innovative ideas. In societies undergoing rapid economic change, a high degree of entrepreneurship will help to cushion adverse social impacts by facilitating the creation of new employment opportunities as old ones decline. The entrepreneurial function will affect both the rate at which new firms are created and their chances of survival and growth as well as the fate of already existing firms. But for a number of reasons a statistical line between entrepreneurship and employment is difficult to establish. Entrepreneurship cannot be measured directly. It is often latent, its presence manifested in behaviour which can be taken only as proxies of entrepreneurship. And how entrepreneurship manifests itself changes continuously. Even if observers were privileged with a direct measure of entrepreneurship, other problems would remain in establishing the link to employment. One approach governments are using to stimulate entrepreneurship is to target policies geographically. Moving from a sectional to a geographical approach. Self-employment and enterprise-

creation can help turn around a local economy that is badly affected by economic decline, from the closure of industrial plants or military bases or other adverse social and economic developments. In some countries, such as Canada, an important proportion of all new employment growth in the first five years of the 1990s came from self-employment and micro-enterprises. In the United States, the smallest firms - those with between one and four employees - created 450,000 jobs in 1995, or 35% of the jobs created in that year. Hardly surprisingly, governments have been keen to help such firms prosper, and a number of schemes have emerged to this end. Governments have a variety of roles to play in supporting entrepreneurship. A first step is not to do, but to undo. The classic tools of government - taxation and regulation - clearly affect entrepreneurship activity. When taxation is too burdensome and reporting requirements too complex, entrepreneurs take refuge from the fiscal system, expanding the underground economy and the illegal labor market. Development agencies can promote local initiatives through new forms of public-private partnerships. In Ireland, the establishment of 35 area-based partnerships has helped bring about some outstanding achievements in promoting entrepreneurship and reducing unemployment. Business incubators are a popular instrument for stimulating entrepreneurship and local job creation by providing managed workspace for start-ups, pooling resources in terms of services, facilities and equipment, and concentrating the supply of utilities geographically. Policies to stimulate entrepreneurship differ from traditional public job-creation schemes in that they aim to create new activities rather than assist existing concerns. And they differed from the support measures directed at small and medium-sized enterprises (SMEs) because they focus on the infant stage of new firms. They recognize that not all SMEs are innovative and not all are bound to grow- many small firms may prosper by staying small. Furthermore, since they involve a broader view of what an enterprise is, they suggest that an entrepreneurial culture can exist in a much wider part of the population than was historically the case. Governments can usefully, therefore, not only provide practical tools but more generally promote a culture of entrepreneurship in the education system and society as a whole. They can reduce waste by bringing down the mortality rate of new and small firms at low cost, as well as ensuring the survival of firms in the passing of enterprises from one generation to another, which is particularly important in a period of aging populations. Entrepreneurship is a discipline that can be taught and learnt through experience and the sharing of it. However, promoting entrepreneurship is not easy. Most of its determinant characteristics, such as the capacity to seize new opportunities or to build trust, networks and projects, are intangible and not always easily understood and translated into policy recommendations. However, increasingly, tomorrow's enterprises, and thus tomorrow's jobs, will be based on flexible networks interconnected through the mechanisms of loyalty and trust - social capital-that are characteristic of entrepreneurship.