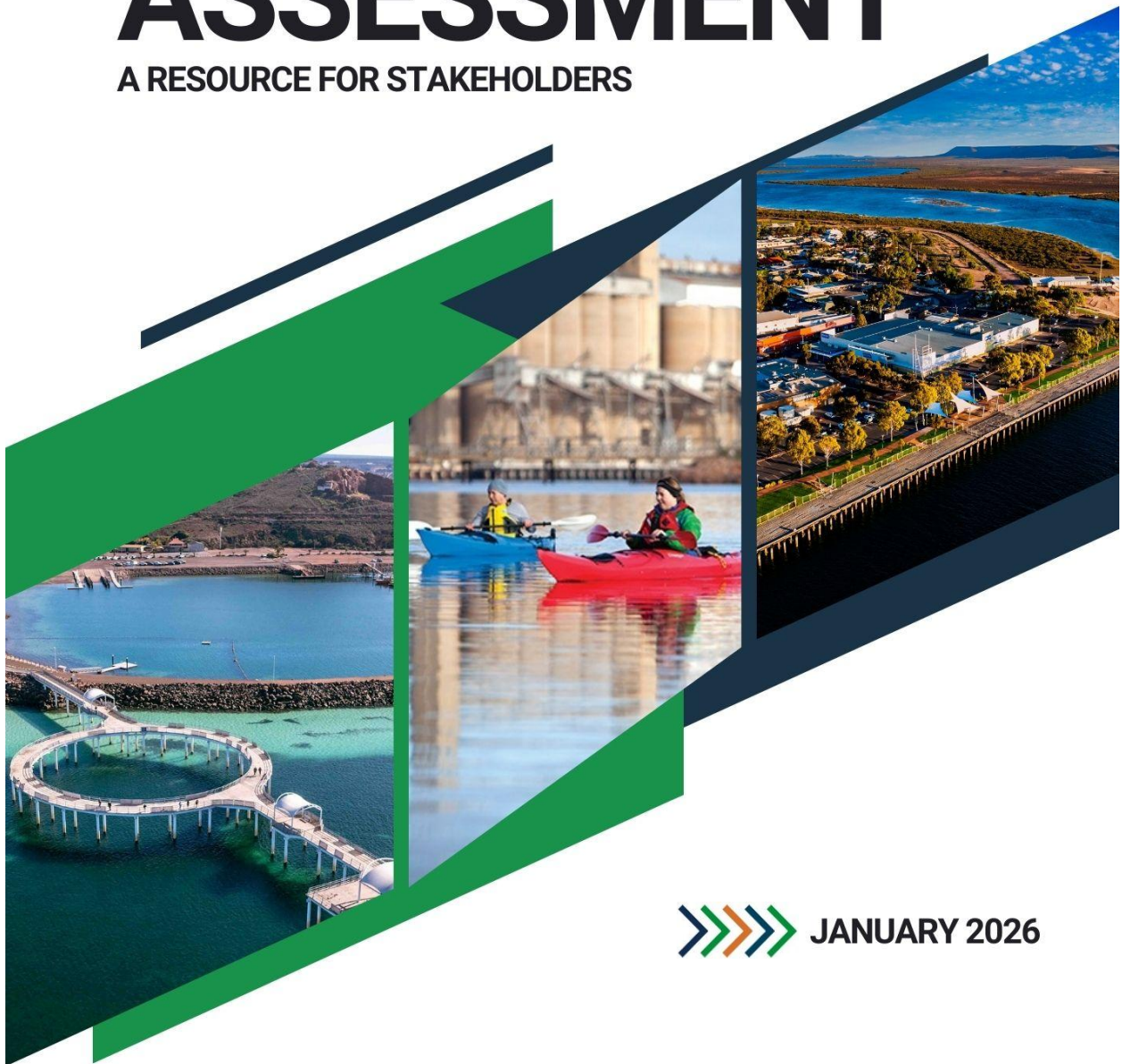




UPPER SPENCER GULF

SOCIAL IMPACT ASSESSMENT

A RESOURCE FOR STAKEHOLDERS



 JANUARY 2026



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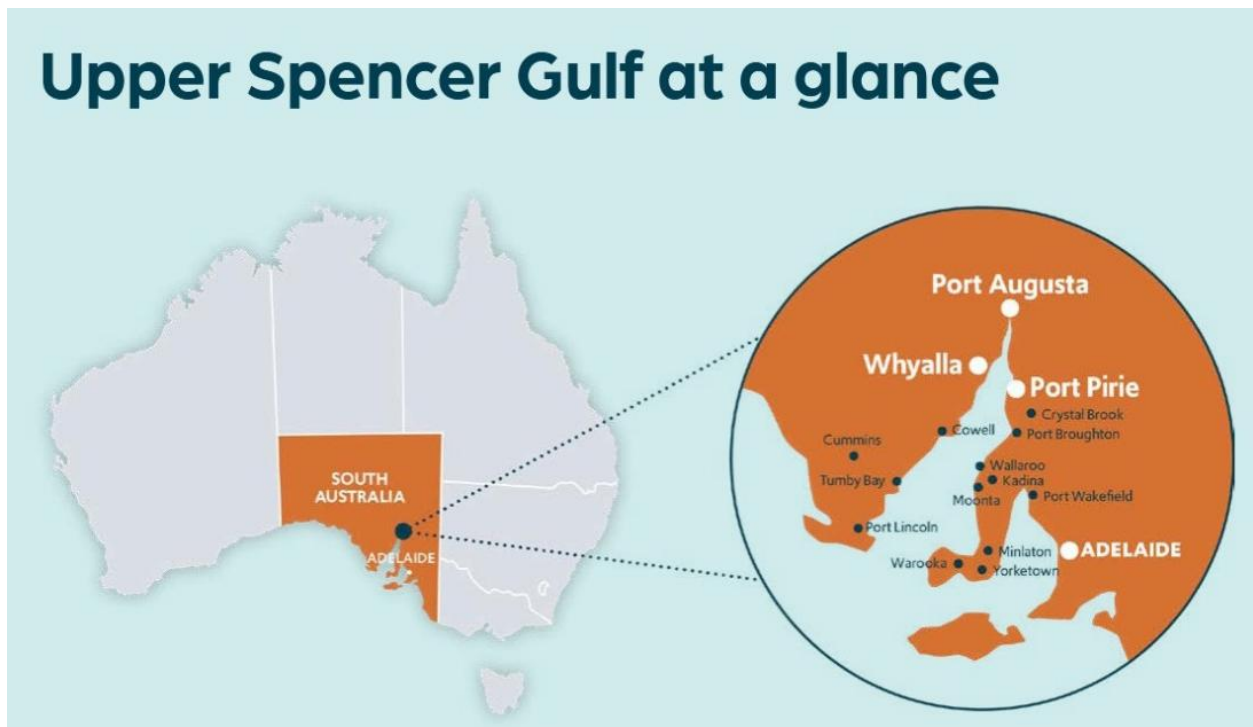


Acknowledgement of Country

We pay our respects to the traditional custodians of the land on which we live and work. We acknowledge their ancestors and their sharing of country. We pay respect to the many Aboriginal groups and cultures that work, walk and live in the Upper Spencer Gulf region.

The development of this checklist has been supported by funding from the SA Local Government Association's Regional Capacity Building Fund.

Upper Spencer Gulf at a glance



Introduction

The Spencer Gulf Cites (SGC) comprising the Port Pirie Regional Council, City of Port Augusta and Whyalla City Council, have a keen interest in ensuring that when changes are proposed by governments or other stakeholders, the social impact and liveability issues in the communities that are likely to be affected are considered and addressed prior to implementing changes.

It has been identified by the SGC that there is, among the various stakeholders, a lack of a clear understanding or defined scope of what areas or issues encompass social impact and liveability in communities. This lack of shared understanding has been recognised as likely to lead to inconsistent responses, inefficient use of resources and could prevent timely responses to community needs.

As a strategic response to this concern, SGC has received funding from the LGA's Regional Capacity Building Fund to prepare a resource for stakeholders that identifies the scope of areas that are likely required to be considered.

In developing this resource document consultations occurred with Councils in the region, State and Federal Government agencies, community-based organisations, businesses and industry and the individual SGC communities.

In broad terms this resource includes a checklist that considers matters such as:

- Way of Life: how people live, how they get around, how they work, how they play, and how they interact each day;
- Community: composition, cohesion, character, how the community functions, resilience, and people's sense of place;
- Accessibility: how people access and use infrastructure, services and facilities, whether provided by a public, private, or not-for-profit organisation;
- Culture: shared beliefs, customs, practices, obligations, values and stories, and connections to Country, land, waterways, places and buildings;
- Social exclusion or substantial change, psychological stress resulting from financial or other pressures, access to open space and effects on public health;
- Surroundings: ecosystem services such as shade, pollution control, erosion control, public safety and security, access to and use of the natural and built environment, and aesthetic value and amenity;
- Livelihoods: people's capacity to sustain themselves through employment or business;
- Decision-making Systems: the extent to which people can have a say in decisions that affect their lives, and have access to complaint, remedy and grievance mechanisms.



What is Social Impact Assessment

Traditionally, Social Impact Assessment (SIA) is a process that seeks to identify, evaluate, and manage the social consequences of planned interventions - such as policies, programs, plans, or projects - as well as any social changes brought about by those interventions.

The primary objective of SIA is to ensure that potential benefits are maximised while negative impacts on individuals, communities, and societies are minimised. As societal values shift toward greater inclusivity, sustainability, and accountability, SIA has become increasingly important in both the public and private sectors.

At its core, SIA is a methodology used to analyse the effects of a proposed action on the social fabric of a community or population. "Social impacts" refer to changes that affect the way in which people live, work, relate to one another, organize to meet their needs, and generally cope as members of society. These changes can be tangible (such as access to health care, housing, or employment) or intangible (such as cultural identity, sense of place, or community cohesion).

The process of SIA is both predictive and participatory. It aims to anticipate how actions may modify existing social arrangements and encourages the involvement of affected stakeholders in the decision-making process. SIA is not a one-time activity but rather an ongoing process that may begin in the earliest stages of the concept for a project or proposed change and continue throughout implementation and post-completion monitoring and evaluation.

Key Principles of Social Impact Assessment

SIA is guided by a set of principles and best practices, many of which have been codified by professional and regulatory bodies. These principles include:

INCLUSIVITY	SIA should involve all stakeholders whose lives may be affected by a proposed action. This means engaging with marginalised or vulnerable groups to ensure their voices are heard.
TRANSPARENCY	The process and outcomes of the assessment should be open and accessible to all interested parties. Clear communication fosters trust and understanding among stakeholders.
ACCOUNTABILITY	Proponents of the intervention must be responsible for mitigating adverse effects and enhancing positive outcomes and where appropriate partners have been identified and complimentary roles are clearly articulated.
EQUITY	Special attention should be paid to how impacts may be distributed across different groups, especially those who are at risk of facing disproportionate negative effects.
SUSTAINABILITY	SIA should consider the long-term consequences of interventions, ensuring that social development is compatible with environmental stewardship and economic viability.
ADAPTABILITY	The methodology and focus of SIA should be flexible to reflect the unique context of each project or policy or change proposed.



The Upper Spencer Gulf

As a region the Upper Spencer Gulf (USG) spans the cities of Port Augusta, Whyalla and Port Pirie. The region is historically shaped by heavy industry and mineral resource extraction, it faces a complex interplay of social, demographic, economic, and environmental factors. Looking to 2035, the region's trajectory will be influenced by the global transition to clean energy, demographic shifts, technological advancements, and broader industrial and environmental pressures.

The following issues are fundamental to the region tackling industrial restructuring and changes influenced within the State, Australia and on a global scale:

ACCESS TO SERVICES	Residents in smaller towns and rural areas experience limited access to quality healthcare, mental health services, education, and public transport. This has contributed to health disparities compared to metropolitan Adelaide.
SOCIAL COHESION AND INCLUSION	The region is culturally diverse, with a legacy of migration for industrial jobs. However, social inclusion remains a challenge for new arrivals, Aboriginal communities, and those affected by unemployment.
EDUCATION AND YOUTH	Educational attainment falls behind state averages, with fewer young people completing Year 12. Youth outmigration in search of employment or higher education opportunities is a persistent issue.
HEALTH OUTCOMES	Higher rates of chronic disease, mental health problems, and substance misuse are observed than elsewhere in South Australia, partly due to socio-economic disadvantage and lack of access to timely and comprehensive health services.
POPULATION SIZE	The Upper Spencer Gulf region's population in 2025 is relatively stable but stagnant, with small population declines in some areas due to outmigration.
AGE STRUCTURE	A higher median age than the rest of South Australia, with a growing proportion of residents over 65.
MIGRATION PATTERNS	Youth and skilled-worker outmigration have affected the region's demographic balance, while some overseas migration has offset losses, particularly in Whyalla and Port Pirie.
ABORIGINAL POPULATION	Aboriginal communities form a significant part of the demographic landscape, with higher birth rates than the non-Aboriginal population.

The region's economic identity in 2025 is one of transition.



EMPLOYMENT	Traditional heavy industries (steel in Whyalla, smelting in Port Pirie, power generation in Port Augusta) are shrinking or transforming. Unemployment remains higher than state averages, especially for youth and long-term jobseekers.
ECONOMIC DIVERSIFICATION	Emerging sectors include renewable energy (solar, wind, hydrogen), advanced manufacturing, defence, agribusiness, and tourism.

However, these sectors are not yet robust enough to fully offset the decline in traditional industries.

SKILLS GAP	There is a mismatch between the skills of the existing workforce and the requirements of emerging industries. TAFE and university campuses are working to bridge this gap, but access and participation remain issues.
INVESTMENT AND INFRASTRUCTURE	Significant infrastructure investment is needed, including transport, digital connectivity, and housing, to support diversification and industrial growth.
COST OF LIVING	While housing is more affordable than in Adelaide, cost of living pressure arises from transport costs, energy prices, and limited retail competition.
INDUSTRIAL LEGACY	Historic emissions from smelting, steelmaking, and power generation have caused air, soil, and water pollution, with ongoing remediation efforts in Whyalla and Port Pirie.
UPPER SPENCER GULF'S UNIQUE ENVIRONMENT	Arid lands, saltbush plains, and a critical marine ecosystem, which faces multiple pressures.
MARINE AND COASTAL HEALTH	The Gulf's marine environment is vulnerable to industrial discharges, overfishing, invasive species, and climate change impacts, including ocean warming and acidification. (e.g. the current algal bloom impacting on the SA coastline is a practical example of the impact of climate change on marine and coastal health).
BIODIVERSITY	Pressure on threatened species - such as the giant Australian cuttlefish - remains from development and ecosystem changes.
CLIMATE CHANGE	The region is already experiencing rising temperatures, reduced rainfall, and more frequent extreme weather. Water availability is a pressing concern for both communities and industry.
RENEWABLE ENERGY TRANSITION	Large-scale wind and solar projects are changing the landscape and may cause land use conflicts or impact local biodiversity if not managed carefully.

In 2025, the Upper Spencer Gulf stands at a crossroads.

The region's future prosperity, sustainability, and social cohesion will depend on how it negotiates the transition away from reliance on heavy industry to embrace new economies, manage demographic change, and protect its unique environment.

The decade to 2035 will be pivotal.



Proactive approaches that foster inclusiveness, support workforce transition, deliver essential services, and stewardship of the environment will be the cornerstone of a resilient and thriving Upper Spencer Gulf.

Some of the key indicators for the next decade are set out below.

POPULATION AGEING	The population is expected to continue ageing, increasing pressure on health and aged care services.
ATTRACTING AND RETAINING RESIDENTS	The success of new industries and investment in education and lifestyle amenities could help retain youth and attract skilled migrants, but only if housing, infrastructure, and services are improved.
COMMUNITY IDENTITY	As the region transitions to renewable energy and advanced manufacturing, community identity may shift away from traditional heavy industry, requiring new approaches to social cohesion and pride.
CONTINUED AGEING	The over-65 population will likely constitute a larger share, increasing demand for health and aged care services and potentially reducing workforce participation rates.
POTENTIAL GROWTH	If renewable energy, green hydrogen, and advanced manufacturing investments materialise, a modest population increase could occur, particularly if accompanied by skilled migration programs.
DIVERSITY	An increase in cultural and linguistic diversity may result from targeted migration policies and new industries, but integration support will be crucial.
RENEWABLES BOOM	The Upper Spencer Gulf could become a hub for renewable energy generation, hydrogen export, and associated industries if current investments are realised. This would create skilled jobs and attract new residents.
WORKFORCE DEVELOPMENT	The workforce will need to continually upskill and adapt, requiring expanded training, education, and lifelong learning initiatives.
RISK OF INEQUALITY	Without inclusive policies, economic benefits may be unevenly distributed, risking a dual-speed economy between those with in-demand skills and those left behind.
ENTREPRENEURSHIP AND INNOVATION	Support for start-ups and small business development will be critical to encourage homegrown innovation and resilience against global shocks.
CLIMATE ADAPTATION	Water scarcity, heatwaves, and changing rainfall patterns will require robust adaptation strategies for agriculture, industry, and urban areas.
RENEWABLES AND CONSERVATION	Balancing renewable energy development with ecological conservation will be critical, including careful site selection, monitoring, and habitat restoration.
RESTORATION AND RESILIENCE	Ongoing remediation of industrial sites, investment in green infrastructure, and programs to restore native vegetation and marine habitats will be essential.
COMMUNITY ENGAGEMENT	Empowering local communities, including Aboriginal land managers, to lead environmental stewardship will support both sustainability and cultural connection to Country.



Stakeholder Engagement and Consultation

Stakeholder engagement processes and approaches are critical to the success of exploring and implementing change.

The Various Stages/Phases

A proposal for change needs to go through various stages such as:

- Formulating a proposal for change
- Exploring those persons, services, infrastructure, funding etc that is impacted either directly or indirectly
- Determining what data is required (desired but not available) to support consideration of the potential and varying impacts
- Engaging those affected – directly or indirectly
- Assessing what's been heard/identified during consultation and research and checking the understanding of those involved and contributing
- Identifying adjustments as a result of engagement
- Adjusting proposals to reflect new issues identified
- Consulting on the changes proposed
- Decision making going forward and who is part of this process
- Planning for implementation
- Implementing the change
- Reviewing and evaluating progress at various key stages and what stakeholders are involved in this aspect
- Making adjustments as necessary
- Keeping the community and those directly involved in the delivery updated and engaged

Identifying Stakeholders

Identifying who and how to engage with stakeholders and affected parties will be a key issue. Local and regional intelligence will be an important and critical factor.

The local council, community based organisations, industry/businesses, sporting groups, cultural groups etc will be essential, especially for governments where decision makers are generally Adelaide based.

Potential Constraints

Other key issues to consider are the potential constraints to the exploration and implementation of proposals and how these will be considered and managed during the process. Some of these constraints might be:

- **Regional boundaries for government decision making** that have:
 - either very broad areas to cover and/or cross over the regional communities impacted;
 - multiple regional decision-making structures present;
 - different boundaries for different issues (regional plans for land use, health, education, landscape boards, etc)



- **Budget cycles** that may cause delays or move projects more quickly due to departments seeking to spend funds before they are potentially lost;
- **Funding programs and/or grants** with very specific guidelines or conditions that may prove inflexible;
- **Across government engagement** as social impact assessment and liveability requires multiple engagements, determining a "lead agency or department" needs to be carefully considered;
- **Legislation** that will need to be observed and can be supportive or restrictive to engagement and final decision making, including the need for legislative or regulatory changes;
- **Government policies, strategies** etc that don't fit with the changes desired – Federal, State and Local;
- **Community groups or organisations** that may not share a common understanding and/or have different views about how issues should be addressed,

to just name a few.

Engagement

Success of a change process will depend upon the level and nature of engagement that occurs with the communities impacted (residents, businesses, community groups etc). It is likely that the nature of involvement will change as a proposal moves through the various stages from inception to implementation, monitoring and evaluation.

Informal and formal structures may also be identified and put in place for defined periods to assist in the analysis of feedback and data gathering (often from different organisations or government agencies) that will be critical to the refinement of proposals.

Various tools for engagement will need to be carefully selected and implemented and be "fit for purpose". These tools are likely to be all or some of the following:

- Surveys – targeted and/or general
- Workshops – general and/or targeted
- Social Media – various options
- Dedicated website for information to be sourced in one place
- Formation of Reference Groups or Task Forces at various stages

Partnerships and co-design arrangements will also be valuable approaches and lines of communication, extent of authority for decision making etc needs to be carefully articulated and recorded.

Cultural sensitivity to processes and methodologies will be critical.

Included as Attachment 1 to this Resource is a template for a potential plan that could be used to identify the approaches required for consultation and engagement.



How to Use this Resource

The information and checklist included in this document contains a range of areas and issues that may impact a community, or a segment of the community should:

- Governments seek to introduce new legislation, amend current legislation, create or amend current policy, plans or programs;
- A business (or business group/industry body) seeking to change approaches to service delivery or products either of their own accord or through responding to legislation or regulatory changes proposed by governments;
- New and/or additional investment in existing and/or new businesses and industry occurs;
- Communities (or segments of communities) seek to create change or adjust current approaches to meeting their needs, which are impacted by government decisions or those of other parties.

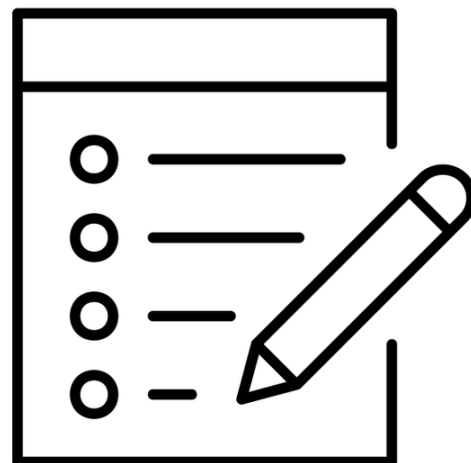
The checklist allows the users to consider a range of potential areas of impact of a change or disruption and select those areas that they consider to be important to take into consideration.

It is a guiding resource for stakeholders whether they are involved in:

- proposing a change;
- gathering data and information about the likely impacts of the change;
- consulting, or being consulted about the change;
- planning for the implementation of the change or being consulted or engaged about these aspects;
- monitoring and evaluating the impacts of the change and proposing corrective actions or being consulted or engaged in these aspects.

In essence, the checklist, is proposed to assist the affected parties to “get on the same page” about those issues that require consideration when change is proposed.

It should be recognised that changes in the way a community is supported or serviced will not always have impacts on all the areas identified in the checklist and there might be areas that have not been identified that users will wish to address. The areas covered are not considered to be an exhaustive list but rather a good starting point.



Areas For Assessment

Following workshops conducted with Councils, businesses, and community sessions in each city and with State and Federal Government agencies operating in the Upper Spencer Gulf region, the following Social Impact Assessment areas have been identified. There are primary areas and sub-areas identified. As mentioned previously, these are not considered to be an exhaustive list and there may well be other areas identified by stakeholders. The areas are summarised in the diagram below.



Infrastructure & Land Use Planning



Land Use

To design and determine the nature of development that is required in communities, in a regional setting, to provide for a framework for approval of developments and associated infrastructure and for other purposes.

❖ Schools	❖ Aboriginal Heritage & Lands Titles identified	❖ Stormwater, Potable Water and Sewer services planned for growth ❖ Support Water Quality and Security
❖ Hospitals	❖ Retail Service Centres	❖ Electricity & Gas supplies secure
❖ Transport Corridors	❖ Recreation Facilities ❖ Arts & Culture ❖ Green Spaces ❖ Tourism, including support for travellers e.g. waste management disposal sites	❖ Population growth/decline
❖ Industrial Areas - mixed uses i.e. light, heavy or significant	❖ Telecommunications & Digital & Broadband/Internet Connectivity	❖ Town plans, precinct plans, master plans and structure plans to support growth needs
❖ Housing – enables various housing types relevant to need and demographic	❖ Airports & Runway Capacity	❖ Waste Management and Litter Control - circular economy
❖ Ports – infrastructure, access, freight	❖ Environmental Management – dust control, coast and marine	❖ High risk emergency service areas identified

Housing

Enable access to housing commensurate with ability to buy, rent, build and suited to the demographic of the person(s) being housed.

❖ Housing type – suits demographic mix	❖ Emergency Housing	❖ Rental Availability and affordable
❖ Social Housing	❖ Youth Housing	❖ Grants, Incentives, Rate Rebates, Leasing commitments (State Government) etc.
❖ Affordable Housing	❖ Temporary Housing - workers	❖ Developments - sensitive urban design
❖ Community Housing	❖ Homelessness Support and for those sleeping rough	❖ Enabling Infrastructure - paths, stormwater, sewer, lighting, streetscapes
❖ SA Housing Trust	❖ Disability access/design	❖ Sufficient Local Housing Builders and Associated Trades
❖ Retirement Villages and Aged Care Facilities	❖ Cultural sensitivity in housing design	❖ Developers collaborating with State Government and tendering for projects



Transport

Transport systems, infrastructure and services are affordable. Intrastate and interstate travel reflects community needs and aspirations and are affordable.

❖ Streets, Footpaths, Roads and Bicycle Lanes	❖ Walking Trail and Bicycle Trail to Connect Spencer Gulf Cities	❖ Bus Services - affordable local/regional
❖ Highways - support freight routes & cycled overtaking lanes	❖ Maintenance and Upgrades - planned and funded	❖ Affordable Transport Costs - medical appointments
❖ Ports - infrastructure, access, freight	❖ Disability Access to Transport Services	❖ Federal Government Subsidies in Region for infrastructure and to offset travel costs
❖ Airports - regional, affordable fares	❖ Taxi Services – local/regional/Uber	

Community Wellbeing



Families, Children & Youth

Children and youth and their families participate in the community and receive support and services to enable them to grow and develop and feel part of the community.

❖ Activities Developed in Conjunction with Children and Youth	❖ Promote and Support Volunteering and its Benefits	❖ Refuge and Emergency Housing - available for victims of domestic violence and their families
❖ Youth to Identify "places to hang out"	❖ Disability access and service support	❖ Anti-Bullying programs and support
❖ Safe Places for Young People and Children at Risk	❖ Family Relationship and Financial Counselling	❖ Digital awareness programs and support
❖ Youth Centre's - targeted at key age groups and programs	❖ Childcare Centre's, After School Hours Care and Holiday Programs - meeting demands	❖ Using Social Media - impacts and appropriate use
❖ Youth Advisory Activities: Parliament and Councils - financially and operationally supported	❖ Childcare Centre's Adopt Appropriate Practices – screened, trained and appropriately paid	❖ Gambling support services
❖ Leadership Programs for Regional Youth - developed in consultation with them	❖ Community Centre's for Families - community engagement in design and delivery	❖ LGBTIQ+ inclusion
❖ Foster Care Programs and Support Services	❖ Support for Families to Build Community Connections	❖ Not-for-profit organisations engaged in service delivery and appropriately funded
❖ Sports, Recreation, Arts, Culture Playgrounds and Open Spaces	❖ Promotions of Programs and Access	



Aged Care

Aged care services and facilities are available within communities and accessible to various cultural groups and delivered in a culturally sensitive manner.

❖ Nursing Homes	❖ Ratings and accreditations of facilities to meet standards with corrective actions taken	❖ Linkages between Health Care Networks and Aged Care Facilities
❖ Retirement and Lifestyle Villages	❖ Building Access - ramps, lifts, etc.	❖ Connect with Youth - through schools and volunteering
❖ Transition to Retirement Programs	❖ Recreation and Other Facilities - programs specific to an ageing population	❖ Men's Sheds and Other Social Programs are Available
❖ Qualified Staff and Carer/Patient Ratio to Meet Standards	❖ Disability Services Available	❖ Grant programs and rate relief for new builds and/or upgrades
❖ Appropriately Skilled, Qualified workers and professionals	❖ Access to Health Services Specific to Aged Care Needs	

Health & Support Services

Health infrastructure and services are available with commensurate workers and professionals available to deliver critical services.

❖ Hospitals and Associated Infrastructure and Services are Available	❖ Health Advisory Committees and Other Governance Structures - operating effectively to meet needs	❖ Transport Services for Patients - Adelaide and Other Regional Services
❖ Mental Health; Drug and Alcohol; Sexual Health; DV Support etc - offered via clinics	❖ Ambulance Services are Timely and volunteers encouraged and trained	❖ Promotion of Health and Care Sector Work Opportunities in Region
❖ Pharmacies Accessible	❖ Access to Specialists - physio, dental, psychology etc	❖ Training and Education Infrastructure Available in Region to grow workers
❖ Clinics Offering Support and Direct Services Available in Area/Region	❖ GP and Other Regional Placements are Encouraged	❖ Public Health Plans are Region Specific, Reflect Demographic Changes, Health Needs, Funded
❖ Allied Health Services and Facilities Available and Accessible	❖ Aboriginal Health Services available	



Community Safety

Communities, stakeholders and visitors feel protected and safe as they work, live and visit the area. Emergency services are clearly identified and resourced, and volunteers are engaged, trained and supported.

❖ Reduction in Crime Rates - monitored and evaluated	❖ Emergency Services: Bushfire, Flood, Drought etc. – preparedness and response and locations for gathering	❖ Image and Livability promotion and programs - encouraging proud communities
❖ CCTV in Key Community Locations	❖ Safe Houses and domestic violence support services	❖ Drug and Alcohol Services - sobering up areas; rehabilitation
❖ Neighborhood Watch Programs	❖ Volunteers Trained and Supported	❖ Disability Support Services
❖ Community Lighting	❖ Information - feeling safe	❖ Youth Services available in a range of areas
❖ Police and Security Presence	❖ Dog Parks available and regulated	❖ Suicide Prevention Programs available
❖ Sleeping Rough Services and Counselling/Support	❖ Essential Services - adequately staffed	❖ LGBTIQ+ Sensitive Program Delivery and Promotion of Services and Support
❖ Culturally Appropriate Service Models adopted - developed through engagement with Aboriginal and Multi-Cultural Groups	❖ Justice Services: Detention; Corrections; Youth Court; Programs for Offenders	

Cost of Living

Identify and respond to the various impacts of cost of living on all sectors of the community.

❖ Energy Cost Relief	❖ Property Valuations and Costs of Building - access to finance	❖ Inflation levels held reasonably through government fees, services and support
❖ Information and support services from utilities for affordable payment systems	❖ Pensioner and other concessions available, including initiatives encouraged by the private sector	❖ Promotion to buy and support local produce, services etc
❖ Financial Counselling Services Available and Accessible	❖ Service Cost Increases - minimised and appropriate to "ability to pay"	



Education, Skills & Employment



Education		
Children, young people and adults have access to education and training programs during school years and through adult education to continue skills development.		
❖ Early Learning - 3-year-old Access and Childcare	❖ Access and Equity - among age and cultural groups	❖ Resources - specialist skills and infrastructure
❖ After School Care Programs	❖ Transition from School to Work	❖ Recognition of Prior Learning
❖ Regional Access and Retention Strategies to Retain Teachers in Region	❖ School of the Air for Remote Learning - school years	❖ Colleges/Technical Colleges offering courses in key need areas
❖ Primary schools – accessible, teacher to student ratios appropriate	❖ TAFE, Traineeships and Apprenticeships available	❖ Cultural Training Programs Available
❖ Secondary schools – accessible, teacher to student ratios appropriate	❖ Subsidies for Key Groups to support access	❖ Special needs are accommodated – autism, visual impairment, etc
❖ Migration Support Programs - linked to skill needs	❖ Specific Targeted Skills Gap Training to Meet Local or Regional Jobs and Skills	❖ International Students Targeted and Supported
❖ Universities - attendance, remote and “online” access with student support	❖ Registered Training Organisations - support workers/employers	❖ Private, Specialist Training Organisations Available in Region
❖ Utilise “tri-city” Education Subjects - accommodating smaller rural school student needs and teacher availability	❖ Intergenerational Targeted Support Programs Relevant to Local or Regional Needs	❖ Infrastructure is Well Maintained, Fit for Purpose and Up to Date with Current Education Trends/Skills
❖ Industry and businesses in region engaged in determining/identifying key needs	❖ Attraction and retention programs and support available	❖ Government strategies, programs and funding are co-designed and delivered regionally

Immigration		
Targeted migration for key skills/workers and those persons migrating to Australia are well supported and their cultural beliefs are acknowledged and welcomed in communities.		
❖ Citizenship Services in Communities and Online	❖ Cultural Groups/Organisations are Encouraged and Supported	❖ Short-and Long-Term Housing available for workers
❖ Language Skills Development is Affordable/Accessible	❖ Festivals of Celebration and Gathering are Encouraged and Supported	❖ Volunteering is Encouraged, Supported and recognised as skills developed
❖ Settlement Information and Support is Accessible	❖ Targeted Migration Programs - key skill needs and regional priorities align and support provided.	



Business & Industry

Business and industry needs for establishing, achieving growth and addressing decline are in place. Services and supports provided are developed, co-designed and delivered through engagement and consultation with businesses and broader community.

❖ Business Support Services (IT, Accounting, WHS, Grant Writing) are Affordable and Available in Region	❖ Access by Regional Contractors to Criteria and Assessment to Satisfy Government Procurement Processes (State and Local Government)	❖ Seed Funding, Grants, Incentives, Venture Capital for New Industry Investment or Expansions - with guidance advice
❖ Training Programs for Small Business Operators - in person/online	❖ Commercial Hubs Encouraged and Supported	❖ Education Services Connected to Business - targeted skills development
❖ RDA Support for Businesses - connections and information	❖ Appropriate Retail Services to Meet the Needs of the Community	❖ Home Business Support Services - regulatory compliance etc.
❖ E-Commerce Support Available	❖ IT Connectivity available/reliable	❖ Support for Entrepreneurs
❖ Red Tape Reduction opportunities continually identified and addressed	❖ Digital Literacy Support	❖ Advice about Succession Planning
❖ Industry Associations and Groups Exist and are Supported	❖ The Use of Flexible Working Arrangements	❖ Attracting Key Growth Industries, Including Tourism
❖ Regulation Services and Information/Support Provided - compliance	❖ Business Promotion Campaigns are Supported - local and regional product and services	❖ Retention and Attraction Strategies for Workers and their Families available and accessible
❖ AI Skills Development and Impact on Jobs and skills development is recognised	❖ Energy costs relief	❖ Participation in government initiated programs and projects

Digital Literacy

Equitable access to training and development in digital literacy through programs and infrastructure targeted at all age groups.

❖ Access to Internet and Computers with Support for Disadvantaged Groups	❖ Understanding of AI and its Benefits/Constraints	❖ Understand the Age Profile of the Region and Relevant Needs - ensuring safe usage of IT
❖ Facilitate Banking – online support	❖ Electronic Safety Measures - Information and support to address "scamming"; implementing social media restrictions and management for youth	❖ Funding support available for schools, community based organisations and council libraries to provide programs
❖ Access to Mobile/Smart Phones and Other Digital Devices	❖ Targeted Education on Digital Literacy	



Culture & Recreation



Arts & Culture

The community celebrates its diverse arts and cultural heritage and encourages participation in the arts across all age groups and recognises the tourism benefits.

❖ Infrastructure - galleries, theatres etc.	❖ Grant Writing Support	❖ Cultural Tourism Offerings
❖ Storytelling and Historical Information Available – Aboriginal Culture and Migrants	❖ Lessons Available to Teach New Skills to all age groups	❖ Festivals and Other Events offered by key stakeholders with funding support
❖ Culture Trails Available and Accessible to Everyone	❖ Working and Aspiring Artists Supported through development programs - grants, upskilling and promotion	❖ Activities/Events Align with Local/Regional Demographics and are Age and Culturally Specific

Recreation & Sport

All people (regardless of age), families and visitors to the region have things to do that are good for their health and wellbeing.

❖ Infrastructure - ovals, courts, water sports (jetties, swimming), skate parks, playgroups, nature play, dog parks, centres and halls; BMX tracks, motorbike and mountain bike tracks etc	❖ Visitor Information Centre's and Websites Maintained	❖ Support to Enhance Tourism Offerings
❖ Indoor and Outdoor Facilities Available Across Various Activities	❖ Designs for infrastructure meet needs now and projected	❖ Training for Volunteers in Clubs
❖ Parks and Gardens Cater for Young People, Children and Families and the aged	❖ Leasing of Land to Clubs is Affordable and Accessible and Financial Incentives (Rebates, Land Availability or Transfer) available	❖ Policies and Procedures - working/supporting young people, including through volunteering
❖ Adequate Green Open Spaces	❖ Age Specific Recreational Activities Available i.e. Toddlers, Children, Youth, Middle and Aged	❖ Retention initiatives to retain volunteers
❖ Clubs - conduct seasonal events	❖ Regional Tourism Organisations Established and supported	❖ Connectivity for IT Related Activities
❖ Amenities Available and Accessible Changerooms (all genders), toilets etc.	❖ Tourism Events - grants available	❖ Costs of participation – kept under review



Religious & Faith Based Practice

All people in the community are free to practice their religious beliefs.

❖ Variety of Places for Worship Available to cultural groups	❖ Respect - education programs for the general community	❖ Religious Events and Celebrations are Encouraged and Supported
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Environment & Sustainability



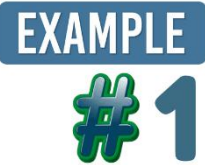
Environment

Appropriate management, regulation and promotion of environmental assets and protections are in place in the region.

❖ Biodiversity Programs in Place, Regulated and Education Provided	❖ Green Industry Practices and a Move to Net Zero is Supported and Encouraged with Appropriate Education and Regulation	❖ Emergency Management in Pandemics
❖ Climate Change Education, Research and Corrective Actions Taken	❖ Marine Impacts e.g. Algae Bloom are identified, kept under review and underpinned by research and community/business support and education programs are available	❖ Energy Efficient Practices are Adopted by Business and the General Community
❖ Climate change information promoted and initiatives for addressing issues are available to the general community	❖ Coastal Management Practices are Adopted and Assets are Managed	❖ Water Quality, at Appropriate Standards for Consumption, is in Place and Monitored
❖ Impact of Increasingly High Temperatures during Summer are identified and impacts managed	❖ Feral Animal Control	❖ Waste Management practices include Circular Economy opportunities



MEETING WORKER HOUSING NEEDS IN THE SPENCER GULF CITIES REGION



Background:

For the purposes of this Resource document, the focus of this example is on addressing the worker housing needs in the region.

It is recognised that the Spencer Gulf Cities (SGC) have a range of housing challenges in areas other than accommodating the needs of workers. Some of these housing needs are in areas such as the availability of much needed social housing, housing trust houses, aged care facilities, youth housing, supported residential facilities and emergency housing.

Access to rentals and affordable housing to build to own are also a challenge for the region.

Worker Housing:

The number and nature of projects proposed over the next 10 years in the Spencer Gulf Region is resulting in urgent needs for housing. The nature of housing required is for short-term workers on construction and other projects and for ongoing workers. In addition there are a range of employment areas such as health, agriculture, tourism, education etc that offer opportunities for workers to relocate to the cities and region.

The current challenges in relation to housing identified by Councils through surveys undertaken, current and proposed development applications and discussions with the State Government, developers, builders, financial institutions and the general community etc can be summarised below:

- Costs of building houses are increasing and are putting pressure on developers and individuals seeking finance for individual builds or developments;
- Water and sewer infrastructure is not (in many locations) able to cater for new developments and current water pressure issues exist in various locations;
- Availability of appropriately skilled workers and contractors to build the number of houses required (due largely to competing large infrastructure projects and building developments in the city);
- The "housing types" are varied and the current available builds will not meet expectations of the changing demographics where – units, apartments, etc may be sought;
- Ageing persons are seeking to relocate to smaller and sometimes more supported accommodation;
- Tourism accommodation (including holiday shacks and homes) is being taken up by contractors and developers as rental availability is low, impacting on availability of tourism accommodation, particularly at peak times;
- Land availability exists with the State Government having substantial land in Whyalla and some in Port Pirie and Port Augusta. Council land is more available in Whyalla and Port Pirie but not abundant. Some developers have land available for current and future proposed projects in each of the Council areas.



Addressing “housing” is not confined only to the building of houses – whether these be owner builds or available for renting. Attracting workers to the region on a short or long term residential basis also requires associated social infrastructure and services to be available relevant to their needs and expectations.

Consultation and Engagement

Consultation and engagement to address and plan for the provision of worker housing will require a structured, ongoing process of consultation and engagement involving all key stakeholders.

Due to the changing nature of contracts and projects some workers will be short term while others will be “fly in fly out” or seeking longer term residential accommodation. It will be important to understand the working patterns required and the nature of the workers attracted, issues such as:

- Nature of housing required to accommodate singles, families, professionals, trades people etc in the short and long term of their stay or potential residency;
- The services that will be required and the “peaks and troughs” that might occur between the short term and long term worker;
- Timelines associated with projects that will impact on needs;
- Ability to “build for the future” ie accommodation offered may translate to tourism product in the future or an aged care facility – be innovative and long term in thinking where investments are being made by governments or developers and consider the future needs of the region;
- Long term leasing arrangements that will secure accommodation for contractors and developers and also assist in financial commitments to support investors, grants and/or support from financial institutions for loans.

There may well be other issues that will be important to stakeholders in the early stages of clarifying the size of challenge and key issues to address and these will need to be identified during the process.

The source of the information required will be available from business, industry, developers and governments, including Councils in the SGC. There will be a range of regional plans and economic development projections from the three Regional Development Boards operating in the region, regional real estate agents etc that will also require consideration.

Understanding investment opportunities and financial challenges for meeting needs will also require consideration. Engagement with Renewal SA and understanding opportunities presented through the Federal Government’s National Housing Accord and financial institutions will provide critical input and funding options and requirements to be met for funding, investment and/or grants.

Forming a working group to guide and plan the path forward with all key stakeholders represented will be required. An important outcome of this working group will be a clear plan of actions and interventions, informed by information and data gathered. The plan should identify the roles and responsibilities (individually or jointly) of the key stakeholders and decision makers. Importantly the plan should include the manner in which monitoring and evaluation will occur and the stakeholders responsible for this.

Checklist in Resource Document – Potential Issues to Consider

Using the checklist for social impact assessment, the following issues are identified as key matters to consider – this is not an exhaustive list, but it provides an overview of how it may be applied for a myriad of projects and issues.



Infrastructure and Land Use Planning:

Providing housing for workers will be informed and supported through infrastructure requirements to support their time in the region and land use planning requirements to support the provision of housing.

The following issues will require consideration:

- data on population growth/decline and worker needs along with the demographic attracted to work in the region and the cycle of that work (short, long term etc) is available;
- appropriately zoned land to accommodate housing builds and the infrastructure (water, electricity, gas, telecommunications, recreation etc) to meet the needs of a growing/changing population;
- town plans, precinct plans, master and structure plans supporting growth;
- infrastructure such as health facilities including hospitals, schools, early learning centres, airports, retail, recreation, waste management etc that are adequately planned and available.

Housing

Ensuring that the houses built for ownership or rental are centered around consideration of the following:

- available data about the workers required and the duration of the stay, including becoming a resident or “fly in fly out” is understood;
- the demographic of those to be housed;
- affordability of housing;
- sensitive urban design underpins housing developments;
- availability of builders, contractors and associated trades;
- rental availability is affordable;
- enabling infrastructure – paths, stormwater, lighting, streetscapes;
- grants, incentives, rate rebates, leasing etc adopted to offset costs of builds.

Transport

Moving within cities and the region by workers will require consideration of:

- streets, footpaths, roads and bicycle lanes to support lifestyle;
- bus services available between towns for workers;
- disability access to transport services;
- walking trails and bicycle trails to connect the cities;
- taxi services – regional and/or uber.

Families, Children & Youth

New workers may come with families comprising children and youth and/or some workers' entry to the workforce will be via apprenticeships and/or traineeships attained by youth. Consider their needs in areas such as:

- services and support relevant to the worker's needs and their families such as: sports, recreation, arts, culture, playgrounds and open spaces;
- disability access to services and support;
- family relationship and financial counselling;
- child care, including after school care;



- support for families to build community connections;
- programs to support gambling, bullying etc;
- LGBTIQ and inclusion;
- Not-for-profit organisations engaged in service delivery and appropriately funded.

Health and Support Services

Health and social support services play a key role in supporting changes in the number and nature of the population and accommodating them while in cities in the region. Important elements are likely to be:

- Mental health; drug and alcohol, sexual health, DV support offered via clinics and community based organisations;
- Allied health services and facilities are available and accessible;
- Public Health Plans that are region specific, reflect demographic changes, health needs and have appropriate levels of funding;
- Clinics offering support and direct services;
- Training and education infrastructure available in region to support the local and regional health workforce.

Community Safety

Attracting new residents and their families requires a demonstration of community safety in areas such as:

- Community lighting;
- Neighbourhood watch programs;
- Police and security presence;
- Essential services – adequately staffed;
- Drug and alcohol services, including rehabilitation;
- Disability support services;
- DV support;
- Information about “feeling safe”;
- LGBTIQA+ sensitive program delivery and promotion of services.

Cost of Living

The cost of living in a city and town can play a positive role in attracting workers. Affordable services and support for financial counselling and establishing themselves in their relocation will be important.

Education

With workers coming with young families and expectations of growing their own skills levels and that of their families as they progress through the workforce, the following issues will be important:

- After school care programs;
- Regional access and retention strategies to retain teachers in region;
- Primary and secondary schools are accessible and teacher to student ratios appropriate;
- Universities – attendance, remote and “on line” access;
- Access and equity – among age and cultural groups;



- Transition from school to work programs;
- TAFE, traineeships and apprenticeships available;
- Colleges/Technical colleges offering courses in key areas of need;
- Specific targeted skills gap training – matching to new/emerging roles;
- Cultural training programs.

Immigration

Workers of migrant backgrounds are often attracted and financially supported to take up roles in regional communities, including for their families, especially in areas where skills are required and hard to attract. Support for them is a critical attraction strategy. Consider the following:

- Language skills development programs is affordable/accessible;
- Cultural Groups/Organisations are encouraged and supported in the short and long term;
- Festivals of Celebration and gathering are encouraged and support volunteers;
- Targeted migration programs – specific to skill needs.

Business and Industry

Access to good employment prospects plays an important role in assisting business and industry to attract workers in the short and long term in areas such as:

- Educational services connected to business and industry groups – targeted skills development and support;
- Retention and attraction strategies for workers and their families available and accessible to support businesses and industry groups.

Digital Literacy

Connecting to families for short term and long term workers is important to maintain well being.

- Good internet connectivity;
- Ensuring safe use of IT for families;
- Targeted education on digital literacy.

Arts and Culture

Communities that celebrate and support diverse arts and cultural heritage encourages participation in the arts across age groups and enhances community connectivity for short and long term workers.

- Infrastructure – galleries and theatres;
- Cultural trails available and accessible to everyone;
- Cultural tourism offerings;
- Festivals and other events;
- Activities/events align with local/regional demographic and are age and culturally specific.

Recreation and Sport

Workers can have access to things to do that are important to their health and wellbeing and that of their families:



- Infrastructure – ovals, courts, water sports (jetties, swimming), skate parks, playgrounds, nature play, centres and halls;
- Indoor and outdoor facilities are available across activities;
- Parks and gardens cater for young people, families and children;
- Designs of infrastructure meet needs now and projected;
- Age specific recreational activities are available.

Religious Practice

Workers are free to practice their religious beliefs:

- Variety of plans for worship are available;
- Respect – education programs for the general community;
- Religious events and celebrations are encouraged and supported.

Environment

Housing builders pay attention to environmental factors and workers that are environmentally conscious are able to support environmental sustainability:

- ❖ Climate change information and education is available; ;
- ❖ Green industry practices are adopted;
- ❖ Coastal and marine management supports sustainability;
- ❖ Emergency management in pandemics is supported;
- ❖ Energy efficiency measures are adopted in the build;
- ❖ Water quality and controls are in place;
- ❖ Waste management practices support the circular economy and community engagement in strategies to minimise waste.



MINIMISING YOUTH CRIME

Background:

The following example is designed to inform stakeholders on how to apply this Social Impact Assessment Resource Framework. It addresses the following quote:

“Crime by children is a symptom of unmet needs and underlying issues that we are failing to address because of systemic problems in health, education and human services. The younger that a child gets pulled into the criminal justice system, the more likely it is that they go on to commit more crimes”. Anne Hollonds, Former National Childrens Commissioner.

It considers how to position the communities in the SGC to respond to an announcement of a new program. The example does not represent an announcement by the current SA State Government, it is modelled on a program operating in Victoria.

The Program

The Government has launched a new initiative to combat youth violence through the deployment of social workers and youth counsellors in schools. This program aims to intervene early in the lives of children who are drifting away from education and healthy relationships, and towards violence, crime, and anti-social behaviour.

The initiative is a \$5.6 million investment and will involve social and youth workers in a number of targeted schools to support at-risk students with their relationships, sense of belonging, and school attendance. The program is based on a successful model in Glasgow and is expected to halve absenteeism and show positive outcomes for young kids at risk. The initiative follows data from the Education Department which reveals that a high percentage of SA's worst alleged youth offenders were chronically absent from school before turning to crime. The Early Intervention Officers will work closely with the entire school and general community to help steer at-risk children toward more positive life choices.

This program aims to reduce violent youth crime by reinforcing the boundaries for children – with guidance to keep them on track, and serious consequences when they do wrong. These Early Intervention Officers will not be police – they are social and youth workers. They will support the hard work of teachers, principals, wellbeing coordinators and school nurses and be embedded inside schools, not in an office in the city; they will keep a constant eye on troubled children, supporting them through a case management approach and specially designed programs and will focus on improving their school attendance and sense of belonging, and their relationships with peers. They will be the 'glue' that connects schools, teachers, families, community services and police on problem issues.

Education is everything for young people. Staying involved in education and having positive peer relationships at school is a boundary for at-risk children, preventing them from crossing over into crime.

The Early Intervention Officers will start in 2026 and the Government will use data and intelligence and consultation with schools and community to identify the schools where they will work.

Just like lived-experience mentoring where at-risk children are paired with trusted former youth offenders who have turned their lives around, having Early Intervention Officers in schools is exactly the type of community-based program which is designed to support.



As these are new positions there will need to be a special and fast-tracked recruiting program. Accommodation will need to be provided and an office facility with suitable recreation and group activities will need to be sought. A number of appropriate motor vehicles will need to be provided to enable the workers to travel to all schools across the region. Close relationships will need to be built between all schools, human services agencies, SAPOL and crime prevention program providers, housing agencies, community centres, and all Councils.

Consultation and Engagement

Consultation and engagement for the implementation of the new State Government program should be a structured, ongoing process involving all key stakeholders. Initially, the government should organise community forums and workshops to inform schools, families, community organisations, and local councils about the goals and structure of the program. These sessions should provide opportunities for stakeholders to share their perspectives, raise concerns, and suggest tailored approaches that reflect the unique needs of each school and community.

Regular meetings should be scheduled with school leaders, teachers, wellbeing coordinators, and representatives from human services, SAPOL, and community centres to foster open dialogue and collaborative planning. Feedback mechanisms, such as surveys and advisory panels that include parents and students, should be established to monitor the program's effectiveness and identify areas for improvement. Engaging with children, youth and families directly—through focus groups or informal gatherings—will ensure their voices are heard and help build trust in the program.

Furthermore, the government should maintain transparent communication channels, providing updates on program progress, changes, and outcomes. Leveraging local media, newsletters, and school communications can help keep all parties informed and involved. By prioritising inclusive, two-way engagement, the program can adapt to emerging needs and maximise its positive impact on at-risk children and youth and the broader community. Constant referral to the checklist will also ensure all the key elements are addressed.

Checklist in the Resource Document – Potential Issues to Consider

Utilising the resource list the following areas have been identified as having either a direct or indirect impact on the successful implementation of this new program. This is not an exhaustive list.

Housing

To support the delivery of the program, support youth and their family's needs and accommodate staff involved, the following elements need to be addressed.

- Affordable housing
- SA Housing Trust – for assistance with housing for families of children/youth
- Rental availability and affordability
- Housing type – suits demographic mix
- Worker (temporary housing)

Transport

As additional vehicles will be required, purchasing subsidies and discounts would be an attractive option in order to reduce the cost to the program but would also be a positive promotion for local business as sponsors.



Families, Children and Youth

As this program focuses on children and youth and their families and for them to receive support and services to enable them to grow and develop and feel part of the community the following elements are key.

- Activities developed in conjunction with children and youth
- Youth to identify “places to hang out”
- Sports, recreation, arts, culture
- Refuge and Emergency Housing
- Youth Advisory Activities
- Playgrounds and Open Space
- Using social media to promote the program
- Anti-bullying
- Family relationships and financial counselling
- After School hours Care and holiday programs
- Safe places for young people and children at risk
- Community Centres for Families

Aged Care

Youth connection with older people may assist them in their positive development with the following element being a positive.

- Connect with Youth – through schools and volunteering

Health and Support Services

As health plays a key role in child and youth development there are a number of important elements to be addressed.

- Mental Health; Drug and Alcohol; Sexual Health; DV Support - offered via clinics
- Clinics Offering Support and Direct Services Available in Area/Region
- Allied Health Services and Facilities Available and Accessible
- Public Health Plans are Region Specific, Reflect Demographic Changes, Health Needs, Funded
- Health Advisory Committees and Other Governance Structures - operating effectively to meet needs
- Training and Education Infrastructure Available in Region

Community Safety

As this program aims to intervene early in the lives of children who are drifting away from education and healthy relationships, and towards violence, crime, and anti-social behaviour, the whole concept of community safety is central to the success of the program. Some key elements include:

- Reduction in Crime Rates - monitored and evaluated
- CCTV in Key Community Locations
- Neighborhood Watch Programs
- Community Lighting
- Police and Security Presence
- Sleeping Rough Services and Counselling



- Culturally Appropriate Service Models are Adopted - developed through engagement with Aboriginal and Multi-Cultural Groups
- Image and Livability - proud communities
- Volunteers Trained and Supported
- Youth Services
- Essential Services - adequately staffed
- Justice Services: Detention; Corrections; Youth Court; Programs for Offenders
- Drug and Alcohol Services - sobering up areas; rehabilitation
- Disability Support Services
- Domestic Violence Support
- Information - feeling safe
- Safe Houses
- Suicide Prevention Programs
- LGBTIQA+ Sensitive Program Delivery and Promotion of Services and Support

Cost of Living

The impact of cost of living can play an important role in a drift to violence and crime.

- Information and support services from utilities for affordable payments systems
- Financial Counselling Services available and accessible

Education

While education does not eradicate crime, an appropriate level of education may impact on positive life choices.

- After School Care Programs
- Regional Access and Retention Strategies to Retain Teachers in Region
- Primary schools – accessible, teacher to student ratios appropriate
- Secondary schools – accessible, teacher to student ratios appropriate
- Migration Support Programs - linked to skill needs
- Universities - attendance, remote and “online” access
- Utilise “tri-city” Education Subjects - accommodating smaller rural school student needs and teacher availability
- Access and Equity - among age and cultural groups
- Transition from School to Work
- School of the Air for Remote Learning - school years
- TAFE, Traineeships and Apprenticeships available
- Subsidies for Key Groups to support access
- Specific Targeted Skills Gap Training to Meet Local or Regional Jobs and Skills
- Registered Training Organisations - support workers/employers
- Recognition of Prior Learning
- Colleges/Technical Colleges offering courses in key need areas
- Cultural Training Programs Available
- Special needs are accommodated – autism, visual impairment, etc
- International Students Targeted and Supported
- Private, Specialist Training Organisations Available in Region



- Infrastructure is Well Maintained, Fit for Purpose and Up to Date with Current Education Trends/Skills
- Attraction and retention programs and support available
- Government strategies, programs, funding - developed and delivered regionally

Immigration

There is a need to ensure those persons migrating to Australia are well supported and their cultural beliefs are supported and welcomed in communities.

- Language Skills Development is Affordable/Accessible
- Cultural Groups/Organisations are Encouraged and Supported
- Short-and Long-Term Housing available
- Festivals of Celebration and Gathering are Encouraged and Supported
- Volunteering is Encouraged and Supported
- Targeted Migration Programs – focus on key skill needs and regional priorities

Business and Industry

Access to good employment prospects plays a critical role in reducing violence and crime.

- Education Services Connected to Business - targeted skills development
- Attracting Key Growth Industries, Including Tourism
- Retention and Attraction Strategies for Workers and their Families available and accessible

Digital Literacy

Equitable access to training and development in digital literacy through programs and infrastructure targeted at young people may decrease alienation.

- Access to Internet and Computers with Support for Disadvantaged Groups
- Access to Mobile/Smart Phones and Other Digital Devices
- Understand the Age Profile of the Area and Relevant Needs - ensuring safe usage of IT
- Targeted Education on Digital Literacy

Arts and Culture

The community celebrates its diverse arts and cultural heritage and encourages participation in the arts across all age groups.

- Infrastructure - galleries, theatres etc.
- Culture Trails Available and Accessible to Everyone
- Cultural Tourism Offerings
- Lessons Available to Teach New Skills
- Festivals and Other Events offered by key stakeholders with funding support
- Activities/Events Align with Local/Regional Demographic and are Age and Culturally Specific



Recreation and Sport

All people have things to do that are good for their health and wellbeing.

- Infrastructure - ovals, courts, water sports (jetties, swimming), state parks, playgroups, nature play, dog parks, centres and halls
- Indoor and Outdoor Facilities Available Across Various Activities
- BMX Tracks
- Policies and Procedures - working/supporting young people, including through volunteering
- Parks and Gardens Cater for Young People, Children and Families etc.
- Designs for infrastructure meet needs now and projected
- Age Specific Recreational Activities Available i.e. Children and Youth

Religious Practice

All people in the community are free to practice their religious beliefs.

- Variety of Places for Worship Available
- Respect - education programs for the general community
- Religious Events and Celebrations are Encouraged and Supported



Attachment: Engagement and Consultation Plan Example

This example provides a simple starting point for planning and delivering communications and engagement/consultation activities linked to community projects or regional initiatives.

It is intended to be used as a starting point for clear, step-by-step guidance.

1. Start with the communications plan to confirm purpose, audiences, and timing.
2. Develop the engagement plan alongside project/initiative design to identify who needs a voice and how.
3. Review both plans after each milestone to track progress, update messages, and record outcomes.

Tip: Keep messages factual and concise. Use one spokesperson for external communications.

Section	What to Consider	Example only
Objective	What do we need people to understand or do?	Build understanding of project purpose, timing, and benefits.
Key Messages	What three messages must be consistent everywhere?	<ol style="list-style-type: none"> 1. The project supports local growth. 2. Impacts are being managed. 3. Community input is valued.
Audiences	Who needs to know? Prioritise by influence and impact.	<ul style="list-style-type: none"> • Local residents • businesses • Traditional Owners • community partners • media
Channels	How will information be shared?	<ul style="list-style-type: none"> • Website updates • newsletters • media release • fact sheet • community forums / meetings
Timing	When should messages be released?	Align with major milestones or community events.
Responsibilities	Who prepares, approves, and delivers content?	le: Project lead with Council
Feedback & Monitoring	How will we track questions and sentiment?	<ul style="list-style-type: none"> • Log enquiries • review social media • issue short survey after key events



Engagement Plan template

Tip: Tailor methods to each audience. Use plain English, respect cultural protocols, and always close the feedback loop.

Section	What to Consider	Example only
Engagement Objective	What decisions or designs will community feedback inform?	<ul style="list-style-type: none"> • Site layout • visual design • local access arrangements
Stakeholders	Who must be engaged?	<ul style="list-style-type: none"> • Councils, • Traditional owners • businesses • residents • community groups (ie youth, elders, aboriginal, cultural, etc)
Engagement Level	What level of influence do they have? <i>(Inform / Consult / Involve / Collaborate / Empower)</i>	<ul style="list-style-type: none"> • Consult for residents • Collaborate with Aboriginal groups.
Methods & Tools	What approach best suits each group?	<ul style="list-style-type: none"> • Workshop • drop-in session • briefing • online survey • printed notice
Timing & Frequency	When and how often will engagement occur?	<ul style="list-style-type: none"> • Early design • before construction • post-completion review.
Responsibilities	Who will coordinate and record engagement?	<ul style="list-style-type: none"> • Project officer supported by engagement lead.
Feedback & Reporting	How will participants know their input made a difference?	<ul style="list-style-type: none"> • "You Said – We Did" summary, • follow-up email • Council update.
Follow-up Actions	What commitments were made and by whom?	<ul style="list-style-type: none"> • Document next steps and assign responsibility.



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