

# Safe Communities Foundation New Zealand



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**Queensland Delfin Lend Lease  
Master Planned Communities  
Forest Gardens, Hyatt Coolum, Varsity Lakes,  
Springfield Lakes, Woodlands  
Pacific Safe Community  
Application &  
Site Visit Report**

March 2010

# Table of Contents

<b>Overview</b>	3
<b>Background</b>	6
<b>Criteria 1: Leadership and Collaboration</b>	8
<b>Criteria 2: Programme Reach</b>	13
<b>Criteria 3: Priority Setting</b>	17
<b>Criteria 4: Data Analysis and Strategic Alignment</b>	19
<b>Criteria 5: Evaluation</b>	21
<b>Criteria 6: Communication &amp; Networking</b>	23
<b>Conclusion</b>	25

## Overview: Application and Site Visit Report

<b>Name of Community:</b>	Queensland Delfin Lend Lease Master Planned Communities: Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes, Woodlands, Queensland, Australia.
<b>Date Application Submitted:</b>	September 2009 through to February 2010
<b>Date of Site Visits/Designation:</b>	18 <sup>th</sup> - 24 <sup>th</sup> October, 2009 & 4 <sup>th</sup> March, 2010
<b>Accrediting Centre:</b>	Safe Communities Foundation New Zealand (SCFNZ)
<b>Primary Contact:</b>	Dr Carolyn Coggan, Director, Safe Communities Foundation Auckland, New Zealand

### Objective:

Review of application, supporting documents and conduct of site visit for Queensland Delfin Lend Lease Master Planned Communities Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes, Woodlands, based on the World Health Organisation Safe Communities model, with the Pacific criteria adapted from this model by the Safe Communities Foundation of New Zealand.

### Application Review Process:

#### Activity 1: Appointment of Peer Review and Site Visit team:

- Dr Carolyn Coggan, Director, SCFNZ, New Zealand
- Tania Peters, National Programme Manager, SCFNZ, New Zealand
- Laurie Gabites, Community Safety Manager, Wellington City Council, New Zealand.
- Paul Kells & Ron Waldie, Safe Communities, Canada (Peer Reviewed original ISC application).

**Activity 2:** Preliminary review of all materials submitted. Changes required. Resubmission of application. Confirmation that the community is ready for a site visit.

**Activity 3:** Review of internet application summary.

**Activity 4:** Review of final application and supporting documents. Preparation for site visit review and finalisation of site visit activities.

**Activity 5:** Conduct of site visit and preparation of Safe Community review report.

**Activity 6:** Advise WHO Collaborating Centre on Community Safety Promotion of outcome of review. Extensive dialogue and preparation for designation ceremony. WHO CCCSP determined that that application could not proceed in its current form as an ISC application.

**Activity 7:** Extensive dialogue. Final decision was to revise the Queensland DLL Master-plan application and submit to SCFNZ for Pacific Safe Community Accreditation as an interim step to achieving International Safe Community designation by individual communities in the future.

**Activity 8:** Peer review of revised Pacific Safe Community Application. Preparation of Pacific Safe Community review report. Conduct of site visit and designation ceremony.

### **Site Visits Agenda- Safe Community Application:**

**Day 1:** Introductions, initial questions and response session between site visit review team and members from Queensland DLL master planned communities incorporating Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands.

**Day 2:** Visit, presentations and discussions related to:  
⇒ Rocky Springs & Townsville International Safe Community, including project overview, DLL presentation to Community Safety Committee, Townsville Regional Council and site tours of Riverside Gardens and Rocky Springs site.

**Day 3:** Visit, presentations and discussions related to:  
⇒ Forest Gardens, Cairns, including project overview, opportunity to meet with Cairns ISC coordinator and site tour.

**Day 4:** Visit, presentations and discussions related to:  
⇒ Hyatt Coolum, Sunshine Coast, including project overview, participation in Risk and Opportunity at Design (ROAD) review, presentation by Hyatt Resort Community initiatives and site tour.

**Day 5:** Visit, presentations and discussions related to:  
⇒ Varsity Lakes, Gold Coast, including project overview, presentations by Impact Counsellor at Varsity College and representative from Varsity Lakes Community Limited and site tour.  
Discussion with DLL General Manager Design & Environment.

**Day 6:** Discussion with DLL Chief Executive Officer.  
Visit, presentations and discussions related to:  
⇒ Woodlands, Logan City, including project overview, presentations by Beenleigh Region Industry Training Network, Woodlands Community Inc, Communities for Children, student representative from Canterbury College and site tour.

- Day 6/7:** Visit, presentations and discussions related to:  
⇒ Springfield Lakes, Ipswich, including project overview and site tour (Day 6). Attendance at the official launch of Greater Springfield Community Inc and opportunity to view and discuss the extent of partnerships and collaboration occurring at Springfield Lakes (Day 7).
- Day 7:** Feedback from Site Visit Review Team  
General Discussion.
- Day 8:** Discussion and Feedback Pacific Safe Community Review Report

## Background

This application relates to the master planned communities of Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands (also referred to as Queensland DLL master planned communities). All five are located in Queensland Australia and all were developed by Delfin Lend Lease (DLL). DLL is a developer of large scale, long-term, master planned communities – creating highly connected and self-sustaining communities. While the company has been operating in Australia since 1951, its first Queensland residential development was at Forest Lakes in 1991.

In October 2006 at the Queensland Safe Communities Conference, held in conjunction with the designation of Townsville as an International Safe Community (ISC), the DLL Chief Operating Officer, announced the company's commitment to leading the way in the creation of Incident & Injury Free communities that would include participation in the ISC programme. As Operating Incident and Injury Free is a global vision and a core component of DLL project team culture, promoting workplace safety and engaging the community in the creation of safe places in which to work, live and visit. In line with this vision, it was deemed appropriate for DLL to work towards the criteria for ISC designation of their master planned communities. However, following the submission of an ISC application, international peer review and extensive dialogue, it was determined by the WHO Collaborating Centre on Community Safety Promotion that only individual communities, supported by Local Government could apply for ISC designation. As a result of this decision, a second application related to Pacific Safe Community designation by SCFNZ was progressed.

The Pacific Safe Communities application and supporting documents for the Queensland master planned communities, was extremely comprehensive (97 pages in total). As the Chief Executive Officer (CEO) of DLL, David Keir, stated in his letter of support: *"Becoming active members of the Safe Communities network will provide Delfin Lend Lease with an opportunity to promote a consistent and coordinated approach to community safety and injury prevention across current and future development communities. ... Our journey starts here in Queensland, Australia"*. The introductory section of the application was very impressive and provided a further insight into the collaborative work of DLL to facilitate increased social capital through a public and long-term commitment to building injury free and safe communities.

As previously stated the five communities of Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands are the subject of this application for designation as Pacific Safe Communities by the SCFNZ.

Forest Gardens is in the suburb of Mount Sheridan, approximately eight kilometers from the centre of Cairns. The Forest Gardens community has a current estimated population of 3,500 people and will have an estimated total population of 5,000 people on planned completion of the development by the end of 2010. Forest Gardens has an extensive network of public walkways that link residential areas with the surrounding rainforest.

Hyatt Coolum is an integrated resort/residential community comprising of 500 dwellings and an existing resort. The resort accommodates in excess of 150,000 visitors per annum and employs up to 1,000 staff. The Hyatt Coolum community is located at Coolum Beach on the Sunshine Coast – 20 minutes drive north of Maroochydore the region's major commercial, retail, medical, education, government and community services and facilities.

The Springfield Lakes community has a current estimated population of 10,000 people and is expected to have a total population of 50,000 people on completion in 2020. Springfield Lakes is located 22 kilometers to the south-west of Brisbane and just north of Ipswich. Springfield Lakes is Australia's largest master planned community – for comparison purposes it is more than half the size of Cairns. The community has over 300 hectares of open space including hike and bike trails, playgrounds and lakes.

The Varsity Lakes community is situated in one of Australia's fastest growing regions – the Gold Coast. It has achieved its target population of 8,000 people. Recreation facilities at Varsity Lakes include the 80 hectares Lake Orr, 56 hectares of open space and 20 kilometers of walking and bike trails as well as facilities that cater for a broad range of sporting activities including playgrounds, parks and multi-purpose indoor courts.

Woodlands community has a current estimated population of 1,000 people. Located in the suburb of Waterford in Logan City, Woodlands is centrally positioned in the well-serviced and expanding Brisbane-Gold Coast growth corridor. Woodlands has more than 30 hectares of open space including a 17 hectare environment corridor, seven parks and multi-purpose courts.

A review of the five Queensland DLL master planned communities' websites [www.forestgardens.com.au](http://www.forestgardens.com.au) [www.springfieldlakes.com.au](http://www.springfieldlakes.com.au) [www.visagecoolum.com.au](http://www.visagecoolum.com.au) [www.varsitylakes.com.au](http://www.varsitylakes.com.au) [www.woodlands.com.au](http://www.woodlands.com.au) also contained further relevant and useful information to assist the review team.

In addition to the five communities that are the focus of the current Pacific Safe Community application, the site visit review team also spent a day in Townsville reviewing the Rocky Springs master planned community which has not yet commenced. This visit provided a good opportunity to observe how DLL engage the community from the onset in the creation of safe places in which to work, live and visit. Rocky Springs is expected to have 38,000 people living in this development on completion in 2044. The scale of this development will significantly add to the current population of Townsville City which was estimated at 30 June 2008 to be 175,542 people. Townsville was designated as an SC in 2006 and the review team was interested in exploring synergies between the Rocky Springs master planned community and the Townsville SC programme. Further information related to the Rocky Springs proposed development can be found at [www.rockysprings.com.au](http://www.rockysprings.com.au)

The review team considered that, in both the application and site visits, the time and effort that had gone into addressing safety was evident. Drawing on the review of the application together with observations from the site visits, the remainder of this report provides details about how Queensland DLL Master Planned Communities met each of the six criteria developed by SCFNZ for accreditation as a Pacific Safe Community.

## **Criteria 1- Leadership & Collaboration:**

### **Demonstration of leadership by coalition or group focused on improving community safety.**

For over 50 years, DLL master planned communities have focused on active efforts to enhance collaboration and establish partnership models in the creation of sustainable and safe communities. This was well demonstrated during the application review and site visit. The Safe Communities programme at DLL is sponsored by the CEO and is managed by the National Environmental Health and Safety Manager together with a team of advisory specialists (refer to app. page 20) and a State Coordination Team. Advisory specialists provide insights, ideas and feedback in critical areas such as injury prevention, community safety, safety in design, community development, education, research and communications. The State Coordination Team is comprised of the Project Director of each master planned community together with the National and State Environmental Health and Safety Managers. It meets monthly and has a set agenda that includes monitoring the implementation and outcomes of the safe communities' programmes within the master planned communities. During the site visit it was pleasing to see how the State Coordination Team establishes safety priority issues using an evidence-based approach which utilises research, local data and statistics combined with knowledge of existing initiatives that address the issues.

At the local level, Project Directors work with multi-skilled teams/working groups including dedicated specialists in community development, recreation and environmental health and safety. At each of the five master planned communities that are the subject of this application, a wide range of community stakeholders are involved in order to address issues specific to their community. As at September 2009, over 50 organisations were active members. Regionally, services such as Queensland Police, Queensland Health (Tropical Population Health Unit), Queensland Fire and Rescue Services, Queensland Ambulance, Queensland Transport, Queensland Injury Surveillance Unit, (QISU), and the Queensland Safe Community Support Centre (QSCSC) are involved with the Queensland DLL master planned communities.

The involvement of regional safety services in the master planned communities was demonstrated during the site visit with many examples and supportive comments being received in terms of the way in which DLL works collaborative to improve safety throughout Queensland. For example, Michael Tilse, Director, Health Promotion Branch at Queensland Health stated in his letter of support to the CEO of DLL: *"I am more than happy to provide this support given your Company's long term commitment to the Safe Communities model, Delfin's joint work with the Queensland Safe Communities Support Centre, the existence of Delfin sponsored programs dealing with fire safety, child safety and workplace health and safety as well as the ongoing involvement of senior staff such as Mr Shane O'Brien in Safe Communities conferences and meetings"*.

The site visit review team was also pleased to observe first hand the strong level of collaboration that is occurring between the master planned communities and the local Councils. From the initial stage of the development through to the extensive exit strategy, DLL staff work comprehensively with Council staff to ensure residents and infrastructure are not only safe, but responsive to local needs. As Councillor Dale Last, Chair of the Townsville City Council Community Safety and Health Committee, stated in his letter of support: *"Delfin has shown through their master planned communities a commitment to*

*promoting social, environmental and physical wellbeing within their communities". Following the DLL presentation to the Council during the site visit, Cr Last sent the following email: "Thank you for your presentation today. The committee made the comment after you left that it's a pity all developers didn't apply the same principles when undertaking developments in the city". Similarly, Paul Pisasale, Mayor of the City of Ipswich, in which Springfield Lakes is located, commented to the review team: "DLL is an amazing company ... so responsive to building sustainable safe communities ... they care about the people who live in Springfield Lakes and more importantly they allow us to determine the community we want to be ... I am delighted to officially launch Greater Springfield Community Inc ... I encourage you all here today to join up so that you can be part of the solutions not the problem".*

At Forest Gardens in Cairns, the following stakeholders are involved: Forest Gardens Walking Bus Committee, Cairns Safe Communities Coordination Team, Forest Gardens Playgroup, Neighbourhood Watch, Schools, and the Regional Council. DLL is an active partner in the Cairns SC programme and the Forest Gardens community participates and benefits from the many initiatives coordinated by that programme. The excellent collaboration, particularly between the Forest Gardens Project Director, Andrea Jackson and the Cairns ISC coordinator, Pam Maher was evident during the site visit. The Cairns ISC programme has a number of Safety Issues Teams – Road Safety, Crime Prevention, Seniors, Workplace, Child and Home Safety in which local DLL staff participate. Pam Maher, Coordinator, Cairns ISC programme stated in her letter of support: *"The Forest Gardens community has benefited immensely from the many initiatives that Delfin Lend Lease has put in place to ensure the safety of its residents and visitors. Moreover they have shared their resources and knowledge with the wider Cairns community to ensure an infrastructure exists that is based on partnerships and collaborations".*

At Hyatt Coolum, the Sunshine Coast Regional Council, State Emergency Services, Sunshine Coast Indigenous Network Group, Surf Life Saving, Greening Australia and the Coolum District Coast Care Group are involved. During the site visit options related to the establishment of a community leadership group at the Hyatt Coolum Resort and/or the neighbouring community were discussed. It has also pleasing to observe that at the Hyatt Coolum Resort a culture of safety and security is maintained at the Hyatt Coolum Resort in order to protect the wellbeing of all users. In the words of Maurice Holland, General Manager of Hyatt Regency Coolum: *" I am forever thankful to be associated with a company [DLL] that not only respects the legislated standards, but is committed to achieving world best standards".*

At Varsity Lakes, Varsity College, Robina Hospital, Gold Coast City Council, Bond University, Busy Bodies, S.A.I.L.S - Anglican Church Group, Domain Aged Care and the Varsity Lakes Community Resource Centre are the key local stakeholders. Varsity Lakes Community Ltd (VLCL) is a not-for-profit organisation that was established to provide ongoing leadership for the Varsity Lakes community. During the site visit, the level of involvement of members from the community was very evident. Varsity Lakes adjoins Bond University and the Varsity Lakes community represents an economic and technology partnership between DLL, Gold Coast City Council and the Queensland Government. It was during the Varsity Lakes site visit that members of the review team came to fully appreciate the large number of employment opportunities that are also located within the DLL master planned communities. For example, Varsity Lakes has 10,000 residents and

has created 6,000 full-time equivalent jobs. This accounts for 5 per cent of the Gold Coast's Gross Domestic Product.

Residents and their families are comprehensively involved in many of the safety activities underway at Varsity Lakes. For example, 300 people participated in the last school holiday programme. As part of the site visit to Varsity Lakes, Amy Degenhart, Director VLCL gave a presentation which highlighted, among other things, the way in which DLL supports social capital within this master planned community. VLCL has been established to ensure continuity of community governance and recognises that *"a place is nothing without people"*. Demonstration of collaborative partnerships with Police, Fire, School, University, Bendigo (Community) Bank, Playgroups and numerous sporting groups were evident during the site visit. During the past 12 months over 11,000 people have participated in Varsity Lakes sports and recreation programmes, including water activities. Originally established by DLL and now managed by VLCL, the Varsity Lakes online community update provides a good vehicle for sharing of information. With over 1,000 registered members, VLCL provides a good basis for the building of social capital and advancing safety issues.

At Woodlands, Kids Safe, Communities for Children, Junior Chamber of Commerce, Pee Wees Project, Beenleigh Blue Care Nurses, Neighbourhood Watch, Youth and Community Combined Action, Logan Police and Citizens Youth Club, All Trades Queensland, Longanlea State School, Logan TAFE and the Logan City Council are the key local stakeholders. In addition, Woodlands Community Inc, which was officially launched by the Mayor of Logan City on 27<sup>th</sup> July, 2008, is seen as being a significant milestone for the Woodlands community in working to maintain and enhance its growth and long-term wellbeing. The group includes representatives of Woodlands, residents, local Councillors and government, and aims to promote community interaction and participation through lifestyle, events and activities. Woodlands Community Inc. has made a commitment to ensure Woodlands is a safe and enjoyable place to live. Colin Sivalingum, President of the Woodlands Community Inc, spent the day with the site review team and his enthusiasm for DLL and this community was extremely refreshing. He says in his letter of support: *"The issue of safety is not only a basic expectation, but a prime focus of our community. Woodlands Community Inc is a community driven organisation that is highly focused on community development and community wellbeing. We meet this strategic objective with close interaction and participation of residents, the education community, the business community and the different levels of government. A key stakeholder in our organisation and the community is Delfin Woodlands, who have played a vital and pivotal role in our establishment and also our current operations. The support is high in human resource facilitation, organising and marketing, which often exceeds financial and logistical support."* Cheryl Taylor, Executive Office, Beenleigh Regional Industry Training Network Inc, stated in relation to the School to Work Program: *"we wouldn't be at this stage without their [DLL] leadership ... this is about a quality project linking to community ... we have five schools involved"*. The Public Art Strategy and the involvement of the Junior Chamber of Commerce was another great initiative at Woodlands. The student representative who presented to the site visit team stated: *"working with Delfin has been fantastic ... I even had the opportunity to present this project to Prime Minister Kevin Rudd"*. Similarly, Tegan Dohnt from Communities for Children stated: *"working with Woodlands has been amazing ... we have a fantastic relationship ... the Woodlands Story Book is part of building safer child friendly communities"*. Greg Tupicoff, DLL Woodlands Project Director, stated: *"we recognised at the onset that we needed to engage with the*

*wider community as the world is bigger than the boundary of Woodlands*". Very high levels of community involvement were demonstrated during this site visit.

At Springfield Lakes, Springfield Lakes State School, Neighbourhood Watch, Kids First Aid, NAPCAN – Preventing Child Abuse, Springfield Lakes Police Beat, Springfield Lakes Community Centre, Springfield Women's Group, Springfield Lakes Family Day Care, Royal Life Saving Society and Ipswich City Council are the key local stakeholders. In addition, the Greater Springfield Community Inc. which comprises local residents, business owners and representatives of community groups, services clubs, not-for-profit organisations and churches, provides an appropriate forum to network the 30 agencies that currently provide various community services, including safety related initiatives to the area. The extensive involvement of community partners, including the Ipswich City Council, Police, Queensland Fire and Rescue, Neighbourhood Watch, and Leisure Groups, and the way that Delfin supports this community was evident during the Springfield Lakes Community Open Day, which was attended by members of the site review team. Comments made to the review team included: *"DLL has had an excellent working relationship with the local police for over five years ... Since being formed over four years ago Springfield Lake Neighbourhood Watch has established a very close relationship with DLL Springfield Lakes whose capable and friendly staff have always been wonderfully supportive of our activities ... they organise fantastic events ... we are passionate about seeing our region grow into a mature and strong community by bringing together all the existing resources of business, community, government, developers, our residents, key service providers, clubs and groups"*. Additionally, discussions with representatives from the Springfield Leisure Group provided a good example of a grassroots approach to community that appears to have been working very well for a number of years.

It was evident from the site visits to each of the five master planned communities that comprise this application, that the Project Teams draw together a wide-range of organisations and individuals with an interest in safety enhancement, in a partnership approach. DLL provides governance to the model, with strong support provided by the National Environmental Health and Safety Manager, Shane O'Brien.

As previously stated, in addition to the five communities that are the subject of this application, the site visit review team also spent a day in Townsville reviewing the pending Rocky Springs development which, upon completion, is expected to have 38,000 residents. The visit to Townsville and the Rocky Springs development provided the team with an excellent opportunity to ascertain how DLL, at the start of a master planned community, works alongside the existing community to ensure that collaborative partnerships are established which focus on improving safety outcomes. Townsville was designated as an ISC in 2006 and during the site visit it was evident that DLL has been an active member of the Townsville ISC programme. Numerous examples of the collaborative nature of the relationship between Townsville City Council and DLL in terms of identifying and supporting appropriate safety design options was provided during the site visit. During the Rocky Springs site visit, members of the review team were also provided with several examples of how DLL master planned communities transfer the lessons learned from one development to another. This provided further evidence of the adoption of a continuous-improvement model to developing sustainable and safe communities.

The application meets the indicators for criteria one. The review team was impressed with the way that the application, from pages 4-26, clearly demonstrated the history, structure,

roles, strategic vision and principles of the Queensland DLL master planned communities of Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands. These sections of the application provided a very comprehensive summary that was further strengthened by information and activities at the site visit. However, it would have been helpful if the organisational structure was also presented in a diagrammatical form.

The review team considered that the Queensland DLL master planned communities are to be congratulated on the way that they promote the principles of the WHO Safe Community model through partnership with local councils, government agencies, non-government service providers, residents, and the business community. From both reviewing the application and especially during the site visit it was evident that Safe Communities initiatives within each of the master planned areas are community owned.

## **Criteria 2 - Programme Reach:**

**The range and reach of community safety programmes operating throughout your community/region, including an indication of the extent to which they are based on proven or promising intervention strategies.**

The application and site visit comprehensively demonstrated the wide range of injury prevention and community safety initiatives underway in Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands with a total of 51 initiatives covered. Pages 27-37 of the application include information on some of the initiatives by age group, by environment (home, road, work, waterways) and by intent (violence prevention). Following this, nine activity snapshots provide further details of some of these initiatives. Appendix Two (app. pages 58-84) of the application presents information on the 51 initiatives in tabular form. This table provides a clear resume of: programme and developer; what it addresses; population it targets; length of operation; reach of programme; results; and partners.

The following is a list, summarised from Appendix Two, of initiatives from the five Queensland DLL master planned communities, by priority area:

### **Child Safety**

- Child Protection Week (NAPCAN)
- Child Safety Focus Groups
- Child Safety Handbook
- Child Safety Kit
- Communities for Children Initiative
- Kids First Aid
- Pee Wees Project
- Play a Part Project (NAPCAN)
- Safety Around Construction Sites
- Safety Road Signage
- Walking Bus – Forest Gardens
- Woodlands Billycart Cup

### **Disaster Preparedness and Response**

- Emergency Management Programme
- Queensland Fire & Rescue Information Sessions
- Varsity Lakes Community Limited Disaster Management Plan
- Natural Disaster Warning Systems

### **Elderly Safety**

- Springfield Women's Group
- Free Community CPR Awareness Training
- Beenleigh Blue Care Nursing
- Meals on Wheels – Beenleigh
- Older Wise and Living Safety

## **Home and Leisure Safety**

- Keep Watch (including a focus on water safety)
- Comprehensive Home Safety Kit Coolum
- Operation Bike Helmet
- Adventure Links Programme
- Community seminars CPR for life and general first aid
- Forest Gardens Neighbourhood Watch
- DLL Staff Self Defense Classes
- Springfield Women's Group
- Springfield Lakes Self Defense Karate Club

## **Occupational Safety**

- DLL Safe Work Week Biggest BBQ
- National Safety Week
- Builder Updates
- School to Work Programme
- BBQ and site tours for contractors' staff and families
- Contractors' 'Smoko'
- Hyatt staff awareness
- Hazard Group Safety Video training
- Public Art Strategy

## **Suicide Prevention**

- Logan PCYC Suicide Prevention Training
- StandBy Response Service (Suicide Prevention & Bereavement Support)

## **Transport Safety**

- School Walking Bus
- Forest Gardens Hike & Bike trails
- Operation Bike Helmet
- Vehicle and Buggy safety video programme

## **Homeless Populations**

- Twin Rivers Care – Food Coop
- Youth Housing
- Families Around Beenleigh programme

## **Indigenous Peoples**

- Preserving the indigenous heritage of Woodlands
- Cultural heritage walk

## **Minority Group**

- Neighbourhood Watch

In addition to the initiatives covered in the SC application, other safety initiatives were highlighted during the site visit. Two examples were the extensive workplace safety initiatives underway at the Hyatt Regency Coolum and the Varsity College responsible behaviour mentor programme underway at Varsity Lakes. Hyatt Coolum is best understood as two projects: one residential, the other a resort, with both contributing towards one community. This community in turn is also an important part of the wider Sunshine Coast region. Hyatt Coolum is the second largest employer on the Sunshine Coast. Consequently, workplace safety is an essential component of this DLL master planned community and includes New Starter, Ongoing and Manager Occupational Health and Safety Training. Bi-monthly audits of each department are also undertaken. Having now visited this community, it came as no surprise to the site visit review team that, in 2008, Hyatt Coolum won the Hyatt Innovative Award for Best Practice in Safety. This comprehensive safety initiative is now being rolled out nationally and internationally.

As part of the Varsity Lakes site visit, Anthony Ricciardo, Counsellor from Varsity College, discussed with the review team his work to develop and support responsible behaviour for students from the middle school (n=820) at Varsity College. A wide range of youth mentoring activities and support designed to *"give them the best opportunities"* is provided to at-risk students aged between 11-14 years. This initiative is funded by DLL Varsity Lakes and demonstrates DLL commitment to building sustainable social capital in new communities.

The site visit provided a wonderful opportunity to observe the enthusiasm and commitment from a wide range of community stakeholders. The challenges being faced by these groups working to improve community safety was evident, yet the level of achievement through their collaborative efforts was impressive. At each site, mention was made that DLL makes every effort to understand what is driving other stakeholders involved in making Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands safer places to live, work, travel and play and, more importantly, what outcomes they are accountable for and what benefits they will derive from supporting safety within the Queensland DLL master planned communities.

For example, Forest Gardens has been a long term supporter of Neighbourhood Watch and in 2007, received a Certificate of Appreciation marking 10 years of active engagement. The Forest Gardens bike jumps were completed in January 2006. The \$16,000 bike jump was developed in consultation with local youth and assists Cairns youth by putting yet another fun (and safe) recreational option at their disposal. The creation of the bike jumps has resulted in a reduction in petty crimes in Forest Gardens. In addition to the workplace safety initiatives occurring at the Hyatt Coolum, the DLL Hyatt Coolum project team, also provide the catalyst for residents to engage with DLL and each other in a safe and meaningful way. They also influence corporate Australia through sharing with them the safety practices and safety by design operating at Hyatt Coolum (e.g. the Building Design Guidelines included in the Welcome Kits, the Junior Golfing Academy, the defensive driving courses made available to the two local schools which are adjacent to the resort, the long term (10 year) relationships established with builders and the adoption of safer work practices by all contractors). Both Varsity Lakes and Springfield Lakes highlighted the challenges and opportunities of providing recreational water activities for residents. Excellent community engagement and safe participation in a wide range of sporting and recreational activities were demonstrated. The emphasis by these two communities on developing both a positive safety culture and incorporating safety by

design is to be commended. Similarly at Woodlands all the adventure links are based on CPTED principles, the designs are innovative, and the area is focused on getting people involved and connected. For example, the review team was impressed with the adult playground equipment at Woodlands.

In addition to specific initiatives, DLL also has a number of communication and community engagement mechanisms that are implemented within each of its master planned communities to ensure that all stakeholders (including local residents) are continually aware of injury prevention and the various programmes and activities available to enhance individual, group and community safety. Two examples include the 'In the Safety Spotlight' newsletter which is produced monthly and the 'Welcome Information Kits' which contain both general items as well as important injury prevention and community safety information. At the site visit members were impressed with the up-to-date and comprehensive nature of the injury prevention topics included in the kit, as well as the range of speakers who participate in the welcome nights. The Welcome Kits included information on pool and other water safety issues, home safety, personal safety, child safety, road safety, being bushfire prepared, poisons information and contact details for a range of emergency and other community services.

This criteria has been met. Site visit members were also particularly impressed by the presentations related to child safety and road safety. These demonstrated effective collaboration using a continuous-improvement approach to building safer communities. However, the review team was surprised that the application contained little to no outline of the safety design incorporated into the Queensland DLL master planned communities. This omission perhaps demonstrates the way the whole concept of safety is an 'unconscious competence' within DLL when designing these communities as numerous examples of safety design were highlighted during the site visits. Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands master planned communities are to be applauded for their commitment to safety promotion for residents and visitors.

### **Criteria 3 – Priority Setting:**

#### **Demonstration of programmes that target and promote safety for high-risk/vulnerable groups and environments**

The review team was impressed with the information provided for criteria three. Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands master planned communities have developed and delivered a range of activities that promote safety and prevent injuries to vulnerable groups in the communities including: teenagers and young adults at risk; older people; children; minority groups; people participating in sports and recreational settings; people at risk of injuries from natural disasters; and people living or working near high risk environments. Good rationale utilising relevant data was evident for the high risk group/environments identified in this section. In the application (pages 38-44), a summary of some of the key activities was provided under the following headings:

- People working on construction sites
- Child Safety (Water, Home & Road)
- Minority Groups
- People participating in sports and recreation settings
- People living or working near high risk environments

Following this section, five activity snapshots provided further details of some of the initiatives developed to address the identified high-risk groups and environments.

For people working on construction sites (app. page 38), Queensland DLL master planned communities undertook the following initiatives: Forest Gardens 'Safety Road Signage' project; the 'Safety Week' programme of activities at Varsity Lakes; the 'Safe Work Week' community event at Springfield Lakes.

For child safety, key activities included: 'Keep Watch' at Springfield Lakes; the development of a 'Waterways Operations and Management Manual'; 'Croak Daddy', a Cairns SC initiative and supported by DLL Forest Gardens, aimed at reducing the risks involving children playing in pipes and drains; in conjunction with QSCSC the development of a Child Safety Kit focused on injury prevention for children 0-5 years; the Springfield Lakes Child Safety handbook focused on preventing childhood abuse and neglect; and the Walking School Bus initiative at Forest Gardens.

One example which demonstrates DLL's long-term commitment to an identified high risk group (young children) and environment (home) is non-medicinal poisoning. Based on analysis of data by QISU, it was found that a quarter of all poisoning in the age group 0-5 years were due to common household cleaners. Consequently DLL, in collaboration with the QSCSC, developed a Child Safety kit to raise awareness of child safety issues around the family home, including non-medicinal poisoning. DLL and QSCSC also recognised and used the power of story-telling by highlighting the tragic story of Harrison Clark who lost his voice when in 2004, at just 18 months of age, he swallowed dishwashing detergent. Since that time, Harrison's family has continued to work with DLL and the QSCSC to assist in promoting child and home safety awareness. In addition, DLL has provided continuous support for Harrison Clark's development. For example, in September 2008, DLL held a fundraising corporate golf day to assist the Clark family to purchase a specialised computer to allow Harrison to communicate in a mode other than sign language. This

example provides further evidence of the long-term commitment of DLL to promoting and supporting safety.

Envenomations account for an estimated 2.5% of all emergency department injury presentations in Queensland, with 45% of envenomations occurring in children. Consequently, a story book 'A Day of Adventure at Woodlands' was designed to educate the community about the need to ensure a safe and injury free living environment for children and native animals at Woodlands. In December 2008, Woodlands master planned community was recognised for its ongoing commitment to working with children by receiving the 2008 Children's Champion Business Award for Excellence from the Communities for Children Initiative.

As Springfield Lakes is a multicultural community, in April 2009, to improve communication and ensure that minority groups receive safety messages, an eCommunity newsletter was developed and translated into Mandarin (Chinese) and Vietnamese languages.

For people using the environmental corridors for sport and recreational activities, the main focus was on the development of a Disaster Management Plan and Becoming a Bush Fire Prepared Community.

Additionally, the Hyatt Coolum master planned community is recognised as leading the way in pool safety by the Queensland Minister for Sport and Recreation. In mid 2006, staff identified the resort pools as a potential hazard. Like many resorts of its era, it did not have pool fencing around the main swimming lagoons, and had an official exemption from the State Government. Installation of pool fences commenced in January 2007 for the main resort pool and the Beach Club lagoon.

At Forest Gardens, the 'Cane Train' gates and safety awareness programme was initiated as a result of the high risk of injury to people using the train tracks as walkways during harvesting season. However, while awareness programmes are important as a first step, the impact of raising awareness of potential environment hazards in terms of reducing injury rates is questionable.

This criteria has been met. The review team was particularly pleased to note the evidence of interagency collaboration occurring to address high-risk groups and environments and the communities' rapid and lead response to issues (e.g. Cane Train and resort pool fencing). However, while the application provides a good description of the programmes targeting high risk groups and environments, as well as good collaboration among partners, some of the programmes described appeared to lack scientific evidence as to effectiveness. This is not to say that evidence does not exist, just that it is hard to determine the overall effectiveness of some of the master planned communities safety initiatives. At the site visit reviewers discussed how publishing best practices/evaluation findings in peer-reviewed scientific journals could be used as a basis for dissemination of Queensland DLL master planned communities safety initiatives to a global audience.

## **Criteria 4- Data Analysis & Strategic Alignment:**

**Analysis of available safety (injury, violence, crime and perception) data for your community/region and how they align with established national/state/regional priorities and action plans.**

The introduction and criteria four sections of this application provided a comprehensive documentation of the available demographic and injury data in Queensland (pages 8-14 and pages 45-50). The introductory section was extensive, very well presented and it was pleasing to see that demographic data for each of the five sites, as well as the communities in which they are located, had been accessed and included. The State Coordination Team which comprises the Project Director of each master planned community together with the National and State Environmental Health and Safety Managers, and local working parties identifies priority safety issues through research data and statistics, knowledge of existing initiatives that address the issues, and coordinates appropriate responses by sharing resources.

It was evident to the review team that the master planned communities and DLL have a commitment to monitoring and responding proactively to injuries within its master planned communities. For example, a web based safety reporting system 'Safety Dashboard' provides a central reference point for all key safety data. This system found that at Queensland projects, between June 2006 and 2009, there was an equivalent of 31 days lost due to incidents, with the majority being categorised as slips and trips. The site visit team was pleased to see that appropriately, DLL considers staff and contractors to be part of the community while they are involved in the development of master planned communities.

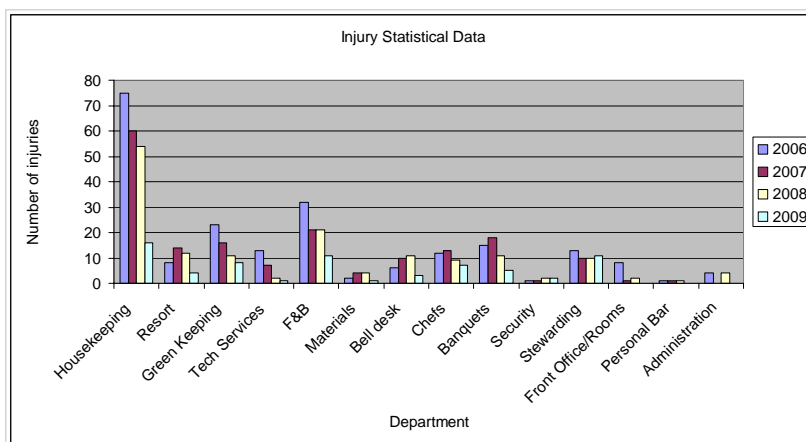
All DLL communities also have a central complaints register, which is used by local DLL project teams to respond to individual concerns and, where appropriate, to develop broader prevention measures. Analysis of the complaints register indicated that over the past 12 months, there had been 55 community complaints from within the Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands communities. Approximately half of the complaints registered related to community safety issues, such as disturbances in public places, road safety, and maintenance of public space, including graffiti and vandalism. The review team was pleased to note that information from this database was responded to by local DLL project teams/working groups.

Queensland DLL master planned communities have also sourced and documented other relevant data to inform the development of their projects. The active participation of the QISU has been essential to this. They also monitor injury data from Queensland Health, Queensland Police Services, Queensland Transport and Local Councils. A good example of collaboration with regard to the effective utility of injury data is highlighted by the pilot project at Robina Hospital (which is located adjacent to the Varsity Lakes master planned community). Data is being collected on the causes of injuries to adults and children. This information will then be used to identify and develop strategies for the effective communication of this information back to the community, with the aim being to raise awareness, educate and change behaviours resulting in fewer hospital presentations for injuries. The review team was also pleased to note that DLL is currently working with the QISU to further improve injury data collection.

In the application, the documentation of appropriate data and analysis of injury risk, particularly with regard to child injuries, road traffic injuries and workplace injuries and how this data was used to inform prevention projects, is comprehensive. For example, with regard to child injuries, QISU data indicated that unintentional injuries are the leading cause of death in Queensland children up to four years of age. This finding, together with the higher proportion of young children living within DLL master planned communities, has informed many of the proactive child safety strategies developed within its Queensland master planned communities. During the site visit, the review team was impressed with the numerous examples of how the monitoring of child safety data has informed the development of many safety activities in DLL communities with a particular focus on preventing injuries to children within the home environment, water safety, pedestrian and bicycle safety.

As indicated in the application, falls for people aged 65 years and over account for approximately 60% of all emergency department presentations in Queensland. While DLL master planned communities often have a lower than average population aged over 65 years, it was evident that a wide range of recreational options that encourage people in the 45 to 65 age group to adopt an active lifestyle and prevent injuries in the future was a focus.

During the site visit, a presentation by Peter Gooding, Director of Safety and Security at the Hyatt Regency Coolum was provided. This presentation included an analysis of injury data for the period 2006-2009 which highlighted the decrease in injuries (see below table) following the adoption of the DLL Incident and Injury Free as a workplace concept.



This criteria has been met. What greatly impressed the review team was that analysis of data throughout the DLL master planned communities is solutions focused rather than merely focused on counting the problem. The solutions focused emphasis is a result of the impressive collaboration established between DLL, QISU, QSCSC and the local project teams. The site visits reinforced the review team’s impression that data informed the establishment of priorities and also allowed individual Queensland DLL master planned communities to be responsive to new and emerging situations. This is very commendable.

## Criteria 5 - Evaluation:

### Outline of expected impacts and how they are being measured or evaluated.

This criteria has been met. The review team was pleased to note the importance that the application placed on taking an evidence-based approach to the undertaking of appropriate accountability and evaluation processes and noted the number of case studies that have been highlighted or included throughout the application and appendices (pages 51-52 and Appendix 2 and 3 pages 58-97). Research, impact assessments, case studies and reviews in order to assess their programmes, processes and the effects of change at each of the master planned communities have been undertaken. These have included: conducting research to improve social capital; identifying ways in which new residents might receive appropriate injury prevention and safety messages; leading a consortium to measure community attitudes to swimming pool safety; development of community portals; conduct of a youth impact assessment by the Varsity Lake project team; utility of findings from a pedestrian traffic study; and the ROAD reviews which are a mandatory part of every DLL master planned communities.

Findings from ROAD reviews often result in changes to street design for traffic and pedestrian safety, water safety issues (e.g. the introduction of safety ledges and grad rails), and the application of Crime Prevention Through Environmental Design principles. Additionally, in response to concerns regarding risks around water, particularly for child immersion, DLL has developed a 'Waterways Operations and Management Manual'. This manual provides a framework for the management of waterways in all projects aimed at minimising the risk to public health and safety, educating the community and promoting community stewardship of the waterways. Michael Chapman, DLL General Manager Design and Environment, stated: *"We design communities for people, cars are secondary ... if you can get people talking to each other, wanting to be part of the community then you are creating safe communities ... the more people interact the safer the place is ... building social capital and community safety through environment design that's what DLL does"*. For example, during the Varsity Lakes site visit evidence was provided which highlighted that the DLL model for community engagement has been adopted as the best practice model by the Gold Coast City Council.

Selected evaluation findings summarised in the application include:

- Increased awareness of safety issues (Springfield Lakes).
- Improvements in traffic safety e.g. reducing speeding (Varsity Lakes).
- Increased reporting of safety incidents (Forest Gardens).
- Enhanced safety and reduced fear of crime (Springfield Lakes).
- Enhanced community networking (Varsity Lakes).
- Increased safety around schools due to 18 less cars in the school zone in the mornings and afternoons (Forest Gardens).
- Provision of practical tools to use in the case of emergency (Hyatt Coolum).
- Increased awareness of the value of wearing protective clothing and safety helmets (Woodlands).
- Decrease in vehicle incidents and injuries (Hyatt Coolum).
- Increased representation of people from diverse cultural backgrounds in Neighbourhood Watch group (Springfield Lakes).

- Enhanced awareness and preparedness for natural disasters (Varsity Lakes).
- Reductions in petty crime and damage to public areas (Forest Gardens).

Even though the application provided a good description of research and evaluation measures used for some of the initiatives, there appeared to be inadequate evaluation for other programmes. This issue was discussed during the site visit and it was suggested that impact evaluations to assess changes be conducted. One way of addressing this could be to work in partnership with a local university or TAFE college. However, overall the review team was extremely impressed with the 'continuous-improvement model' adopted by Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands master planned communities to improving safety.

What was particularly refreshing for the site visit review team was the way in which staff involved in the DLL master planned communities recognised when things could have been done in a better way and the numerous examples of how past mistakes were corrected and how the lessons learnt were transferred throughout the organisation. Examples provided included: moving a playground at Forest Gardens, installing additional water way fencing at Hyatt Coolum, improvements to road safety as a result of a ROAD review and research which identified excessive speeding at Varsity Lakes, recognition of community diversity resulting in resources being available in different languages at Springfield Lakes, installation of water way ledges, and the establishment of the Woodlands Community Inc very early on in the process. As the DLL CEO stated in his meeting with the site visit review team: *"we own up to our mistakes and we recognise when we can do better ... we push safety to help people to live their lives better ... we look to see who we can partner with to deliver what is needed for people"*.

## **Criteria 6 – Communication & Networking:**

**Demonstration of community engagement with relevant sectors of your community/region and ongoing participation in local, national and Pacific Safe Communities networks is required.**

This criteria has been met. The Queensland DLL master planned communities of Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands have documented the local, regional, national and international networks that they are part of. Locally, project teams have established networks with a wide range of stakeholders. Individual community members are also provided with a 'Welcome Information Kit' which contains both general items such as a Community Services Directory as well as important injury prevention and community safety information. Additionally, each local project team initiates the development of a community newsletter and undertakes regular community safety events.

Regionally, since 2006, a Memorandum of Understanding with the Queensland Safe Community Support Centre which includes a commitment to provide funding support to specific projects and to promote the principles of the Safe Community model throughout DLL communities has been effectively operating. In 2009, DLL were also a signatory to the Cairns International Safe Community Agreement. Queensland DLL master planned communities representatives have also attended four regional Safe Community conferences/symposiums.

The review team was pleased to note that the individual Queensland DLL master planned communities have expanded their reach regionally within the State of Queensland and have made a commitment to share best practices and new approaches with other communities in Australia. For example, as stated by the Director of Calty Construction in the application (page 16): *"At the beginning it was quite hard for the workers to adopt this policy [DLL Incident & Injury Free programme], but after a while you can see it has become part of their mind set and has branched out into other projects"*. Additionally, Varsity Lakes has an online community information portal which provides access to a diverse range of community information and resources including specific sections on Crime Prevention, Road Safety and Home Safety Checklist, etc. As previously mentioned, in Springfield Lakes, the Neighbourhood Watch e-community newsletter is translated into Mandarin (Chinese) and Vietnamese languages, which provides a good example for other culturally and linguistically diverse communities. At Forest Gardens, a 'Creating a Safe Community' pamphlet has been produced and at Hyatt Coolum workplace safety initiatives are being rolled out at other Hyatt Regency Hotels.

Nationally, since 2008, DLL has had a Statement of Intent with the Australian Safe Communities Foundation Inc which includes an obligation to demonstrate a shared commitment to safety and injury prevention in communities across Australia has. DLL staff together with representatives from DLL State Coordination and master planned communities' Project teams have attended national injury prevention and safety promotion conferences/symposium and strategic meetings. Nationally, DLL also has a number of communication mechanisms to ensure that all stakeholders are continually aware of injury prevention and the various programmes and activities available to enhance individual, group and community safety.

Internationally, DLL has been an active participant in, and was one of the sponsors of, the 17<sup>th</sup> International Safe Communities Conference held in Christchurch, New Zealand in 2008. We would encourage ongoing representation by a range of project team members from each of the Queensland DLL master planned communities at relevant Safe Community conferences. DLL has also shared best-practice safety guidelines (e.g. Waterways Operation and Management Manual) with others internationally and has made an ongoing commitment to sharing international best practice. DLL is part of a company that has global reach across Asia-Pacific, the Americas, Europe, the Middle East and Africa. As the CEO of DLL stated on page 4 of the application: *“Safe Communities designation is recognised globally as a mark of a community's commitment to best practice in promotion and delivery of sustainable community safety and injury prevention outcomes”*. The review team would like to encourage the ongoing involvement of DLL at the SC international level.

Additionally, the review team looks forward to viewing the Safe Community information on the DLL and master planned communities websites which is currently under development.

## Conclusion

DLL has a long history of collaborative safety promotion and injury prevention initiatives within its master planned communities. The State Coordination Team is comprised of the Project Director of each master planned community together with the National and State Environmental Health and Safety Managers. It meets monthly and has a set agenda that includes monitoring the implementation and outcomes of the SC programmes within the master planned communities. At the local levels, the Project teams have involved the participation of more than 50 organisations including local government, law enforcement, healthcare, emergency response and fire protection, traffic safety, schools, not-for-profit organisations, neighbourhood associations and the private sector. At each of the five local communities, the project team actively reaches out to multiple organisations to partner on injury prevention and community safety initiatives that address all ages. Collectively across the five communities, a variety of long-term sustainable programmes have been demonstrated including child safety, home safety, road safety (especially pedestrian and cycle safety), senior safety, workplace safety, water safety, personal safety and fire safety. Raising awareness of safety issues and focusing on safety by design are strengths of the DLL Queensland master planned communities however, one area that could be strengthened is focusing more on behavioural change.

In addition, to programmes focused across the lifespan, Queensland DLL Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands master planned communities also have a number of programmes to address vulnerable groups and high risk environments. The documentation of appropriate data and analysis of injury risks in the community and how the data was used to inform prevention projects is comprehensive. Additionally, a number of evaluation activities have been conducted on their programmes. Queensland DLL master planned communities adopt a continuous improvement approach by conducting on-going assessments to make improvements or modifications based on their findings. DLL master planned communities have made a commitment to share best practices and new approaches with other communities regionally, nationally and internationally. They have also made a commitment to strengthen their participation in SC networks. The Queensland DLL master planned communities of Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands are an example of long-term vision and sustainability through responsible collaboration that promotes workplace safety and engages the community in the creation of safer places in which to work, live and visit.

While acknowledging that achieving the criteria for SC designation is always a collective endeavour, it is also important to recognise individual good leadership. Queensland DLL master planned communities have been fortunate to have a DLL National Environmental Health and Safety Manager who has been instrumental in integrating the SC model within the core business of DLL. Shane O'Brien has shown an understanding that doing this from the onset would ensure that the process would be sustainable within the organisation and the master planned communities it develops. Shane's unique abilities to facilitate the activities of DLL and the individual master planned communities, his determination to keep them focused, to provide good fiscal planning, and his integrity in maintaining an excellent working relationship with all the individual community partners and business units of DLL needs to be acknowledged. DLL has also been fortunate in working alongside a contractor, Gordana Blazevic, who has managed to ably address each of the criteria for Pacific Safe Community accreditation while at the same time being honest about the

strengths and challenges of the five master planned communities that were included in the Queensland DLL Master Planned Safe Community application.

On 4<sup>th</sup> March, 2010, the Queensland DLL master-planned communities of Forest Gardens, Hyatt Coolum, Springfield Lakes, Varsity Lakes and Woodlands will be accredited by SCFNZ as Pacific Safe Communities. SCFNZ encourages this process as a stepping-stone to ISC designation. SCFNZ is also a Certifying Centre for ISC designation.

Currently, ISC guidelines require that the applicant community is defined along existing local council boundaries and that the Mayor and local Council coordinate the Safe Community programme. However, the characteristics that define a 'community' are changing and the range of stakeholders who are able to influence the development of community capacity to promote injury prevention and enhance community safety is also changing.

This application is a good example of an alternative model for building safe and sustainable communities. The quality of this application, and in recognition of the changing shape of communities and the diverse ways in which they can achieve sustainable injury prevention and community safety outcomes, has encouraged the SCFNZ Board to establish a process for Pacific Safe Community designation.

These five communities are the inaugural Pacific Safe Communities designated by SCFNZ.

SCFNZ is also currently working with international colleagues to form a Pan Pacific Safe Community Network. It is hoped that before too long the five Queensland DLL master-planned communities will, along with around 100 already designated Safe Communities, be actively involved in the proposed Pan Pacific Safe Community Network.

Overall this is an outstanding and unique SC application worthy of designation. Having a business take the lead in supporting communities to achieve the criteria for SC designation is, as far as SCFNZ is aware, a first. The commitment made by DLL to community safety is quite exceptional within the corporate world. DLL should be applauded for its vision and long-term commitment to injury prevention and safety promotion as demonstrated in the five master planned communities that are the subject of this current SC application.

The review team was particularly impressed with the DLL exit strategy, specifically the way in which the DLL members of the project teams work within their master planned communities to identify and work with an appropriate local group of stakeholders that are able to provide ongoing leadership. The review team further considers that DLL have displayed a commitment to building and supporting safer communities far exceeding that of any other commercial establishment within the SC network.