

ATTACHMENT A

**SAFE SPACE AND TAKE KARE
AMBASSADOR PILOT PROGRAM
EVALUATION REPORT**

Safe Space and Take Kare Ambassador Pilot Program

City of Sydney Evaluation Report





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1 Executive Summary

The Safe Space and Take Kare Ambassador program was established in response to concerns about the safety of young people at night, specifically to get kids home safely.

The objectives of the program are to:

- Improve the safety and amenity of the public domain;
- Provide a harm reduction service where vulnerable young people can access support and a safe place;
- Reduce the risk of crime, specifically to prevent intoxicated young people from becoming the victims or perpetrators of crime;
- To collaborate with key stakeholders to establish a governance model that can enhance the night time environment;
- To support organisations that operate in the City at night (e.g. venue security staff, NSW Police and Ambulance).

The Pilot Program was made possible through the City of Sydney (City) working closely with the State Government to develop and deliver the Sydney CBD Entertainment Precinct Plan of Management. The NSW Department of Justice and the City co-funded the pilot and together with the NSW Police, the Thomas Kelly Foundation and St Vincent's Hospital formed the Steering Group to oversee the pilot.

The Safe Space and Take Kare Ambassador Pilot operated for 12 weeks in the City's CBD from 10 pm to 4 am every Friday and Saturday night from 5 December 2014 till 21 February 2015. A static Safe Space was located in Sydney Square, adjacent to Town Hall. Take Kare Ambassadors provided an outreach service offering practical support to people who were intoxicated, vulnerable, lost and in need of assistance to get transport home. Operated by the Salvation Army, the team comprised a paid staff member and up to 3 trained volunteers.

The purpose of the Safe Space and Take Kare Ambassador program evaluation was to evaluate both the operating model and the outcomes of the program. Whilst there is no existing framework for an evaluation of this kind, estimations have provided a base line for a cost benefit analysis

Significant outcomes were achieved during the three month pilot. Over 1800 people were assisted during the period, with the program providing safe outcomes for intoxicated and drug affected young people, the majority of whom were in the 18-25 age group. In each case the Take Kare Ambassadors were able to intervene and remove the individual from a vulnerable situation, some of which may have been life threatening. The data collected revealed that the four categories where people were most at risk and intervention was required include:

- vulnerability to assault
- vulnerability to sexual assault
- vulnerability to theft
- vulnerability to traffic injury

Data on the interventions was collected over a four week period and 66 interventions across the four categories were recorded. The estimated cost savings of the interventions attributable to the Take Kare Ambassadors and the Safe Space were \$364,956 over the 4 weeks and extrapolated out over the 12 week pilot were \$1,094,868. The detail of these cost savings can be found in section 6.3 of this report. The savings can be primarily attributed to the cost of police, ambulance and additional medical services.

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It is estimated that the cost of the program is \$60 per person assisted, including in kind contributions from the City and the volunteers. It is also important to acknowledge the contribution of the community to the program and its success, with volunteers contributing \$47,246 value in kind by, providing their time on Friday and Saturday evenings to support the program.

Findings from the evaluation concluded that the operating model is viable, with its operations and procedures working effectively. The program enhances the governance arrangements for the city at night, demonstrated by the successful partnership between the Salvation Army, Thomas Kelly Youth Foundation, Department of Justice, City of Sydney and the community. The program also provides valuable support to other organisations, such as the NSW police and licensed premises.

2 Evaluation Methodology

The data collection and analysis for the Evaluation uses both qualitative and quantitative methods to evaluate both the operating model and the outcomes of the program. Whilst there is no existing framework for an evaluation of this kind, estimations have provided a base line for a cost benefit analysis.

2.1 Literature review – introduction to measuring crime and measuring impact

A literature review was undertaken to understand the costs of crime and how a cost benefit analysis could be incorporated into evaluating the effectiveness of the pilot. There is a desire to quantify the interventions in financial terms as this enables us to determine the impact of the program across four identified crime types. It is also a way of determining if the pilot achieved the following:

- Improve the safety and amenity of the public domain;
- Reduce the risk of crime – to prevent young intoxicated people from becoming the victims of crime or perpetrating crimes themselves; and
- To provide additional support to other organisations operating in the city at night i.e. NSW Police, Ambulance and venue security staff.

The Australian Institute of Criminology report *Counting the costs of crime in Australia: A 2011 estimate*¹ sought to estimate how much crime costs the Australian economy. A dollar figure was calculated for a number of crimes and an indication given of the total cost of each specific crime type in terms of actual loss, intangible losses (pain, suffering, lost quality of life), loss of output caused through the criminal conduct, and other related costs such as medical expenses. Additionally, the costs of preventing and responding to crime in the community, including the costs of maintaining the criminal justice system agencies of police, prosecution, courts and correctional agencies, were added. The cost of thirteen crimes comprising homicide, assault, sexual assault, robbery, burglary, thefts of vehicles, thefts from vehicles, shop theft, other theft, criminal damage, arson, fraud and drug abuse were estimated, per incident and in total.

It is important to note that the costs of alcohol-related crime were included within individual crime categories, and it is likely that assault figures include a high component of assault that is alcohol related. In the Evaluation Findings section of the report four scenarios are illustrated with associated costs – the costs of the actual event and intervention and the cost of what could have occurred without the intervention (see Figs. 8-11)

2.2 Stakeholder interviews

A semi-structured interview was designed to best gather information from the stakeholders as to how they viewed the Safe Space and Take Kare Ambassador Pilot. Two interviews were designed, one for the police, Transport NSW and licensed premises and the other for the volunteers. They were designed to capture information and opinions relating to the operation of the program, how the program had benefited the individual stakeholder groups, the impact of the program on the city at night both in terms of the young people who were assisted and perceptions around safety.

Those interviewed were also asked to consider how the program may be improved and its future direction. Face to face interviews were conducted with a member of the NSW Police, a licensed premise owner, a club security guard, 2 bus security guards, a City of Sydney cleaner and security in the City of Sydney Control Room. Telephone interviews were held with 4 volunteers on the program. (See Appendix 6.5 and 6.6)

¹ Smith R.G, Jorna P, Sweeney J & Fuller G. 2014, *Counting the costs of crime in Australia: A 2011 estimate*, Australian Institute of Criminology, Research and Public Policy Series 129

2.3 Volunteer survey

To gather information on how the volunteers viewed the successes and challenges of the Pilot a survey was designed and distributed to 131 volunteers. 62 volunteers responded which is a 47% response rate which is high and illustrates the commitment of the volunteers to the program.

The survey collected information about the demographics of those that volunteer, i.e. gender and age, nationality and occupation. It was also designed to capture information on how volunteers had found out about the program and how often they had volunteered throughout the pilot period as well as gathering information on any possible improvements and expansion of the program. Four phone based interviews with volunteers were also undertaken to add detail and understanding to the survey responses. (See Appendix 6.7)

3 Background

In July 2012, Thomas Kelly, an 18 year old student, was tragically killed in an unprovoked assault while on a night out in Kings Cross. Following his death, his family established the Thomas Kelly Youth Foundation. The Foundation's purpose is 'to make sure our children come home safely'.

In July 2013, arising from a Lord Mayor Minute called Thomas Kelly Youth Foundation – Safe City Streets, Council unanimously agreed to the Chief Executive Officer working with the Thomas Kelly Youth Foundation on initiatives to reduce alcohol related violence. Since its inception, the Foundation has advocated for a safe space for intoxicated young people, who may be vulnerable to crime, either as a victim or offender.

Similar programs have been operating successfully for over ten years in Brisbane; ChaplainWatch and in Melbourne; Youth Street Teams Program. Both are considered programs that contribute positively to the night time economy and successfully provide support to people who are intoxicated and require some level of assistance. The Melbourne model is a similar model to the Sydney Safe Space and Take Kare Ambassador Program in that it provided Youth Street Teams and a static space. It was also staffed by employees and volunteers recruited by the Salvation Army. From a governance perspective it also operated as a partnership between the Salvation Army, the City of Melbourne and the Victoria Police. The program was successfully evaluated after a year by an external consultant; however, that evaluation did not do a cost benefit analysis which is included in this evaluation (see section 5.3)

The opportunity for the City to support a trial of a safe space program was made possible through the City working closely with the State Government to develop and deliver the CBD Entertainment Precinct Plan of Management. On 15 September 2014, Council resolved to approve the receipt of \$30,000 (ex. GST) funding from the Department of Justice and a further cash grant of up to \$40,000 (ex. GST) to the Salvation Army to operate a Safe Space pilot and the Take Kare Ambassador program. The 12 week pilot commenced on 5 December 2014 and ended on 21 February 2015.

3.1 Operational Model for the Pilot

The Salvation Army managed the pilot program, which was overseen by a steering group comprising representatives from NSW Police, St Vincent's Hospital, Department of Justice, the Salvation Army, Thomas Kelly Youth Foundation and the City. The group met monthly to discuss progress and outcomes of the pilot and addressed issues as they arose. The pilot operated for 12 weeks on each Friday and Saturday from 10pm to 4am and as a one off the service also operated on New Year's Eve.

The pilot program model incorporated a static, Safe Space location in Sydney Square, adjacent to Sydney Town Hall. Outreach teams (Take Kare Ambassadors), based here also walk the streets in the City's late night entertainment precincts. In previous years Precinct Ambassadors (security trained staff) had fulfilled the role the outreach teams, with their primary function being the provision of information to late night visitors who approached.

The role of Take Kare Ambassadors (Ambassadors) increased this outreach function to include proactive engagement with, and support to, people who appear to be in need of assistance, assessing their level of need and undertaking further action if required e.g. call an ambulance, provide help in locating friends or escorting them to the Safe Space or to transport.

During the pilot the Ambassadors pro-actively engaged and provided support to people who appeared vulnerable to crime, either as a victim or offender, due to their levels of intoxication. As well as giving directions, providing information on late night transport and other advice, the Ambassadors assisted people by:

- escorting them to transport.
- referring or escorting them to accommodation.
- providing basic first aid, thongs, bottled water and vomit bags.
- calling an ambulance.
- providing a mobile phone re-charging service at the Safe Space.
- helping them to find their friends.
- telephoning their families.
- referring them or escorting them to the Safe Space to rest and sober-up.
- de-escalating potential conflict situations.

The function of the Safe Space was to have an area where those in need of assistance could be referred for a variety of reasons: to charge their mobile phones; or to rest and sober up before getting on public transport home. It also operated as a meeting place where people could reconnect with their friends once they had been located. The staff and volunteers at the Safe Space monitored those in the space and administered further care if needed or escalated the level of care to another agency if required i.e. ambulance. The equipment and resources at the Safe Space included:

- mini bus and gazebo located in Sydney Square.
- portable lighting was used to illuminate the safe space area.
- power supply was provided by the City for lighting.
- parking for staff and volunteers was made available by the City at Town Hall House.
- table and chairs used within the safe space.
- mobile phone charging station was used within the Safe Space.
- backpacks issued to all staff members and volunteers to carry.
- two-way radios provided by the City to staff team leaders.
- first aid kits were carried by each team and a kit held at the Safe Space.
- consumables included vomit bags, water, thongs and Chupa Chups.

3.2 Staffing and Training

Over 130 trained Salvation Army volunteers have volunteered their time on Friday and Saturday nights throughout the Pilot.

- Staffing of the Safe Space comprised at least 4 people each night made up of volunteers and Salvation Army staff.

- Two teams of staff and volunteers performed outreach activities as Take Kare Ambassadors in the George Street entertainment precincts from Haymarket to Martin Place. The outreach teams were normally made up of qualified Team leaders and up to 3 trained volunteers.

Team leaders have a range of responsibilities, including decision-making for the team, care of team members and making a 'judgement call' when encountering situations of differing severity. Teams were put together to ensure diversity across age and gender, as well as a range of experience to most effectively deal with situations as they occurred.

All prospective volunteers for the program had to attend a volunteer training session before starting on the street. The training sessions covered a number of topics including:

- Background to both the Thomas Kelly Youth Foundation and the Safe Space Program.
- Overview of legislation changes around the serving of alcohol (1.30 am lockouts and the parameters of the CBD Entertainment parameters).
- Overview of the late night transport options and where they operate from.
- De-escalating conflict safely, engaging with the homeless, keeping safe and rendering basic first aid (see Appendix 6.8).

3.3 Communication

Two-way radios were provided by the City of Sydney linking the teams with the City's CCTV control room. This communication was integral for safety and the effective communication and coordination between the Ambassadors, the City and NSW Police who are co-located in the City's Control Room each Friday and Saturday night during the summer months.

The program leader's mobile phone number was publicised and used by licenced premises and police to request support from the Ambassadors to situations as they arose.

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3.4 Pilot expenditure

The following table represents the budget and expenditure of the 12 week pilot program:

Safe Space and Take Kare Ambassador 12 Week Pilot	Budgeted	Actual
Staff		
2 Part-time Team Leaders	17,990.72	
On-costs for 2 x Part-time Team Leaders	2,923.49	
1 Program Manager (Friday and Saturday night only)	10,374.40	
1 Program Manager (remaining 20 hours)	11,239.20	
1 Program Manager (November)	4,745.44	
On-costs for Program Manager	4,283.34	
Sub-total	51,556.59	39,137.95
Training		
Professional development: Incl. staff training, supervision, resources	1,500.00	1,153.68
Client Emergency Brokerage	650.00	0.00
Sub-total	2,150.00	1,153.68
Uniforms		
Jackets	1,775.00	
T-shirts	1,000.00	
Sub-total	2,775.00	1,459.45
Communications		
Computer Costs	250.00	250.00
Internet, mobile and radios	2,000.00	400.00
Sub-total	2,250.00	650.00
Consumables		
Catering Supplies: tea, coffee, biscuits, cups	375.00	0.00
First-Aid Supplies	500.00	613.93
Vehicle Costs: Incl. insurance, petrol	1,300.00	1,300.00
Water	2,288.00	36.00
Chupa Chups	3,185.00	1,492.00
Thongs	884.00	578.31
Vinyl Bean-Bag Chairs * 4	280.00	0.00
Sub-total	8,812.00	4,020.24
Building Cost		
Incl. rent, utilities & insurance	3,127.76	3,127.76
Generator hire	0.00	99.00
Safe Space equipment	0.00	2,816.84
Signage	0.00	855.00
Sub-total	3,127.76	6,898.60
Administration		
Incl. postage, stationary, accounting, HR & management	5,000.00	5,000.00
In-Kind contribution		
Salvation Army		
Volunteer hours	47,246.40	47,246.40
City of Sydney		
Parking	2,268.00	2,268.00
Radios	1,440.00	1,440.00
Storage	2,475.00	2,475.00
Deck chairs	2,280.00	2,280.00
Power	1,032.00	1,032.00
Sub-total	9,495.00	9,495.00
TOTAL	\$132,412.75	\$115,061.32

4 Data from the 12 Week Pilot

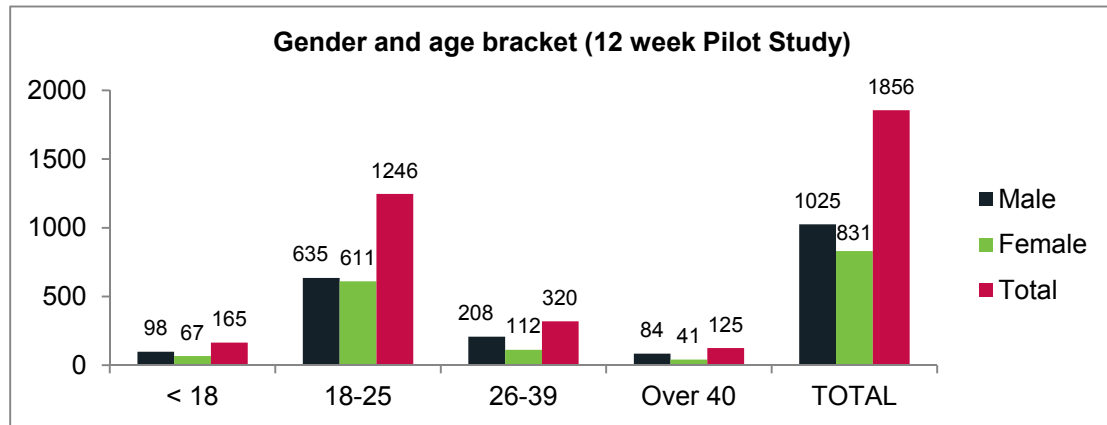
4.1 Total numbers and demographic structure of those assisted

Data was collected by the Salvation Army. The analysis following has been conducted by the City.

The staff and volunteers of the Salvation Army collected information on the age and gender of those they assisted as well as the agencies that formed the basis of the referrals. They also gathered data as to the amount of consumables dispensed (water etc.) as well as the instances of mobile phone charging, administering basic first aid and providing directions.

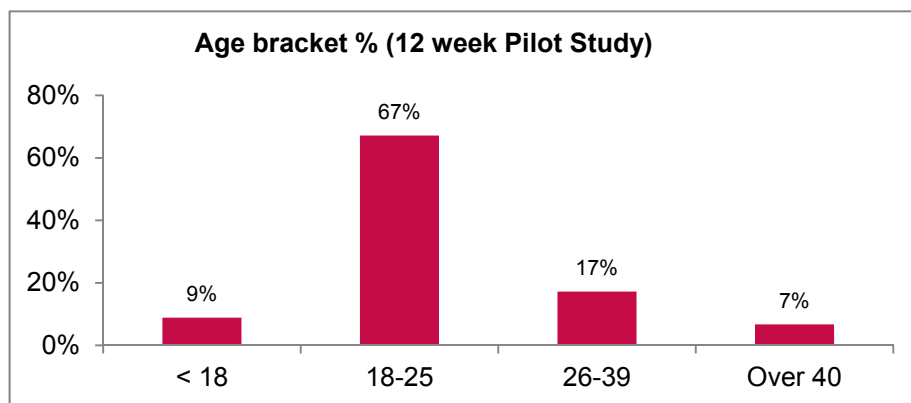
Over the twelve weeks of the Safe Space Pilot a total of 1,856 people have been assisted by the Program. 1,025 of those assisted were male and 831 female. The total and gender and age breakdowns of those assisted are illustrated in Figure 1.

Figure 1. Gender and Age breakdowns of those assisted



Of those using the service over the 12 weeks 55% were male and 45% female. The largest demographic overall is the 18-25 age bracket at 67%.

Figure 2. Percentage age graph



4.2 Referrals to the Program from other agencies

Integral to the pilot is its interaction with other agencies and partners to ensure the maximum benefit to those who are vulnerable and in need of assistance. Recording the instances where licensed premises, the police and transport staff have referred people to the Safe Space or Take Kare Ambassadors enables us to monitor the level of awareness and engagement of these stakeholders with the program.

There are also referrals made to the program for the Take Kare teams to provide this 'triage' role to an incident they have witnessed. These referrals come from members of the public, including the homeless community, Transport staff and Club/Pub security. There have also been numerous times when the police have referred situations to the program, specifically when they have found a non-aggressive intoxicated person who they have brought to the Safe Space to sober up, rather than taking them to the Sobering Up Centre.

Figure 3. Total number of persons referred to the program from other agencies.

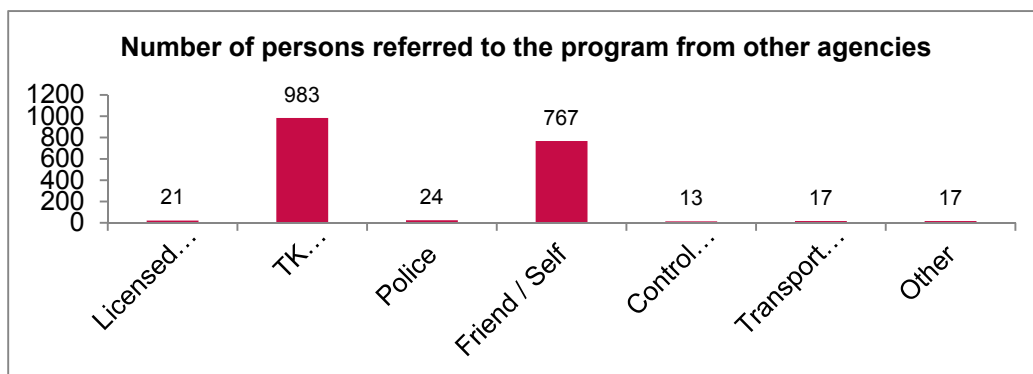
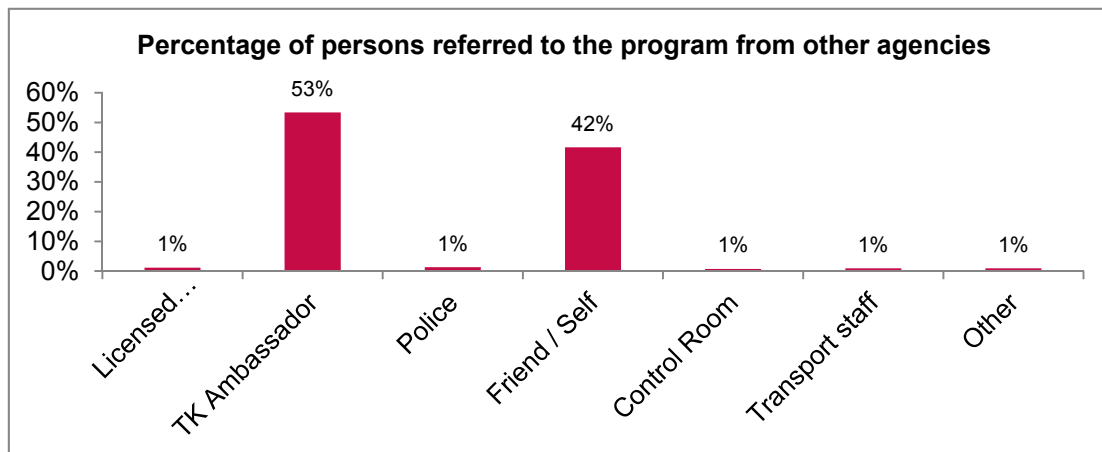


Figure 4. Total percentage of persons referred to the program from other agencies



4.3 Referral from the Program to other agencies/bodies

The Take Kare Ambassadors and Safe Space have an integral role in contacting the relevant agencies, bodies or individuals that can further assist those that are vulnerable with whatever is the most appropriate service for their situation. The volunteers and team leaders are trained to assess incidents and make decisions as to what is needed to alleviate the risk of further harm and how best to keep those that are vulnerable safe.

The Safe Space and Take Kare Ambassador Program provides a layer of support between patrons on the street and emergency services such as police and ambulance. The program provides a triage role by providing an initial assessment of incidents. Where the support required exceeds the program's scope and capacity, Team Leaders refer the incident to the appropriate emergency service.

There are four common referrals provided by the Program to other services:

1. **Ambulance.** All Take Kare team leaders are first aid trained however, should a particular incident require a level of first aid that exceeds the team's capacity, an ambulance will be called. The team will continue to provide first aid until the ambulance arrives.
2. **Police.** When a team is unable to de-escalate an aggressive situation that is threatening violence or has already become violent, the Take Kare team will refer the situation to the police. This is usually done by the team leader contacting the CCTV control room via two-way radio. The CCTV Operator is then able to monitor the situation via CCTV (where available) and simultaneously report the incident to the NSW Police Duty Officer; and in accordance with standard practice, transfer live footage of the incident to the Police Station.
3. **CCTV Control Room.** In addition to providing an efficient referral to the police, the Control Room are also able to capture footage of the incident. They can also monitor and respond rapidly to the situation in the event it escalates to violence.
4. **Homelessness Support.** Whilst the majority of homeless persons the program has engaged with do not want support, there are some who have recently become homeless that are unaware of the services which are available to them. The teams are able to connect these people to the NSW homelessness hotline (Link 2 Home) and also information about food vans and other homelessness services in the city.

Figure 5. Total number of persons referred to other agencies/bodies

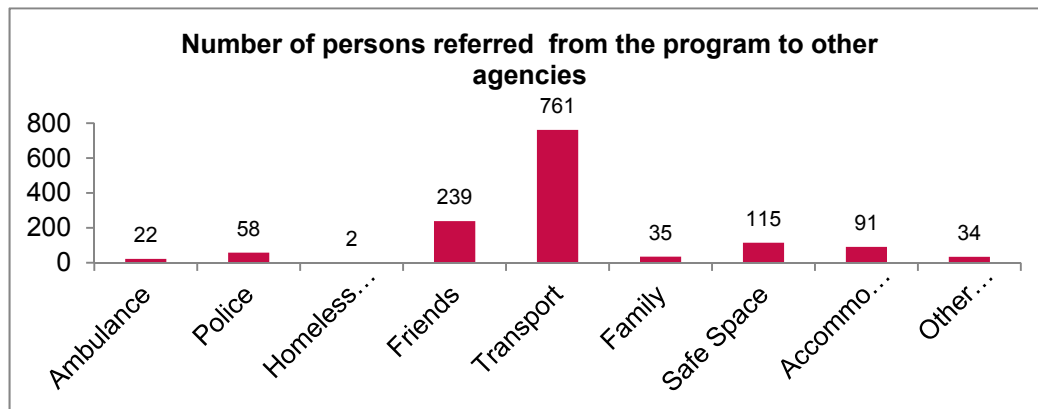
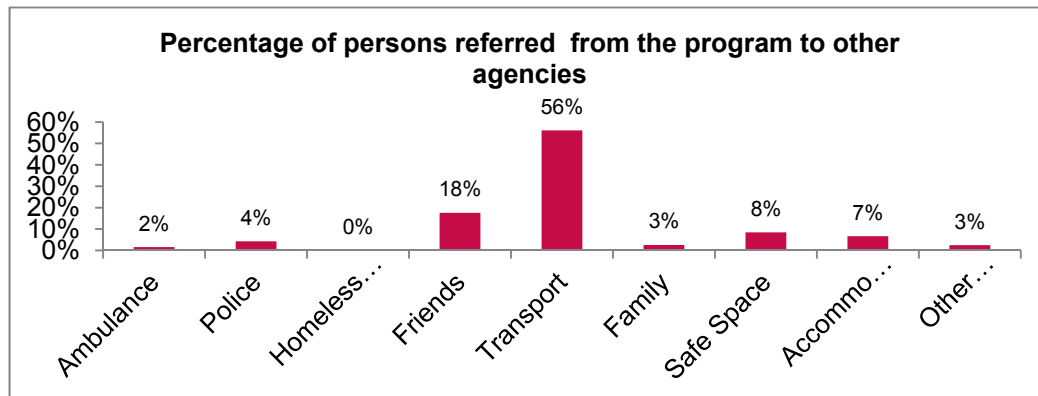


Figure 6. Total percentage of persons referred to other agencies/bodies



4.4 Total interventions over 4 weeks

As the pilot developed, criteria were developed to identify situations where it was considered that without an intervention the situation may have escalated. The anecdotal evidence from the first eight weeks was analysed and discussed to identify the most prevalent situations where a person could become a victim or offender of crime. These were identified as:

4.4.1 Escalation of conflict

- An escalating and aggressive argument that becomes physical (pushing/punches) or shows intimidating body language that can precede violence.
- An intoxicated or drug affected person who is aggressive and agitated, provoking the people around them. (May also be someone with mental health issues).

This box is ticked when the Take Kare Team de-escalates the conflict to the extent that the violent assault stops or aggressive tension significantly subsides and does not seem likely to re-escalate.

4.4.2 Vulnerable to Sexual Assault

- A female without company who is passed out, or intoxicated to the point they are unable to get themselves home.
- A situation where a female without company is receiving a significant degree of unwanted attention from people they don't know which they seem unable to avoid or escape, especially where they are attempting to push/persuade them to leave the city with them.

This box is ticked when the Take Kare Team provides support which sees the potential offenders leave and the team ensures the woman leaves the city in the company of friends/family or sobers up to the point that she is clear-headed enough to be able to catch public transport home.

4.4.3 Vulnerable to theft

- A person who has passed out or fallen asleep in a public area with their valuables unprotected (in view and easily accessible).

This box is ticked when the Take Kare team has woken the person and they have either moved on or at least re-arranged their possessions/valuables in such a way that they are not visible or easily accessible.

4.4.4 Vulnerable to traffic related injury

- A highly intoxicated or drug-affected person stumbling onto the road into the path of oncoming traffic.
- A person found lying on the road, either passed out or having fallen over.

This box is ticked when the Take Kare Team has removed this person from the road and supported them to the point they are confident that the situation will not re-occur. (i.e. they are reconnected to friends who will look after them, or they are put in a taxi)

For the last four weekends of the Pilot Study (24 January – 21 February) data was collected on how many interventions were made in the above four categories. Whilst it is uncertain whether a crime would have occurred if the intervention did not happen the teams used their judgement based on their understanding and exposure to the city at night. The anecdotal evidence collected supports the determination for inclusion.

Table1 is an outline of the number of interventions over the 4 week period.

Table1. Record of Interventions

De-escalation of conflict	Vulnerable to sexual assault	Vulnerable to theft	Vulnerable to traffic related injury	Total
14	15	19	18	66

4.5 Assistance and consumables

The type of other assistance provided during the pilot is detailed below:

- basic first aid (247) The following examples are the primary expressions of 'basic first aid'.
 - bandaging and antiseptic for cuts and abrasions.
 - band aids for blisters.
 - ice packs for sprain and strains.
 - vomit bag, wipes & water for high intoxication incidents.
 - critical first aid in situations where an ambulance has been called, whilst waiting for the ambulance to arrive. (Often in situations of drug overdose or serious trauma.)
- charging mobile phones. (190)
- giving directions to venues, amenities, accommodation and transport. (226)
- water was handed out to those who were intoxicated or dehydrated. (2,680)
- Chupa Chups. (2,630)
- thongs were also dispensed to girls who were struggling to walk in their high heels to reduce the possibility of twisted ankles and if they were barefoot to prevent cuts due to broken glass. (299)
- vomit bags were also handed out to those who appeared highly intoxicated to reduce the instances of vomit on the street. (84)

4.6 Anecdotal evidence

Each weekend the volunteers recorded details of their interventions to provide qualitative evidence of the programs activities. These stories give a firsthand account of the level of service being provided by the program, together with providing a picture as to the nature of the city's entertainment precinct at night. A summary of these interventions is given below:

4.6.1 De-escalation of conflict

At 3:30am a team of TK Ambassadors came across a dispute breaking out near the Town Hall bus stop area. Two groups of people who didn't know each other were involved in a racially motivated verbal altercation that was becoming quite loud and abusive. The team were able to de-escalate the situation by separating the groups and listening to their side of the story. As this happened, the tension level dropped significantly and a potentially violent situation was averted. (12-13 Dec 2014)

A young man had been the victim of an assault in a club. Security had kicked him out of the club thinking he was at fault. He was waiting 50 metres from the club, aggressively waiting for the assailant to leave the club so that he could retaliate. Our team spoke with him and they called the police on his behalf. As he spoke with the police his aggression subsided and he went with them to the station to make a statement. (2-3 Jan 2015)

Early on Saturday morning a Take Kare Team came across a highly intoxicated man who was aggravated and attempting to pick fights with strangers. The team also noticed two young men who had been following the man and looking for an opportunity to fight him. The team notified the police (via the CCTV control room) about the aggravated man and also intercepted the young men, asking them to leave before the situation escalated. (20-21 Feb 2015)

4.6.2 Vulnerable to sexual assault

Security at a club on Kent Street approached a TK Team as they were concerned for a young lady who was sleeping rough in an alley behind the club, where another sexual assault had occurred in the last few weeks. The team spoke with the woman, helping her understand the danger she was in. Whilst she refused referral to homelessness support services, she did decide to find a safer place to sleep. Great example of TKA's and club security working together (9-10 Jan 2015)

A young Korean woman near Town Hall got the attention of some TK Ambassadors walking past and asked them to help her get away from a man who was harassing her. The man had been following her for an hour and pressuring her to have sex with him. The team told the man to leave and then walked the girl back to the Safe Space. They waited with her until her bus arrived and saw that she got on safely. (9-10 Jan 2015)

At 1.30 am on Saturday morning a Take Kare team found a very distressed 18 year old woman outside a club on Sussex Street being coaxed into a taxi by an older male. The team spoke with her and learned that she did not know the man. The team got the man to leave and arranged for the woman to contact her sister. They then waited with the woman while her sister drove into the city to pick her up (6-7 Feb 2015)

4.6.3 Vulnerable to theft

At 3 am on Saturday morning, cleaners found an 18 year old male passed out in Hyde Park. Police picked up the young man and dropped him at the Safe Space where our volunteers helped him get on the right bus home. (23-24 Jan 2015)

Knowledge of Night Rider buses is generally pretty good but we regularly find people planning to sleep in Hyde or Belmore parks until the trains restart. This leaves them vulnerable to theft as they are asleep in a public area usually with their possessions on full view. They are often very grateful to find out that they can get home 3 hours earlier than expected. (Throughout the Pilot)

Numerous people fall asleep/pass out on the steps of Town Hall whilst waiting for the bus. If they are by themselves and therefore vulnerable to theft, TK Ambassadors wake them up, offer them water and sugar and make sure that they don't miss their bus. (Throughout the Pilot)

4.6.4 Vulnerable to traffic injury

At 3 am on Sunday morning a Take Kare team found a very drunk 30 year old male who had lain down and fallen asleep on the road. The team woke him up and walked him back to the Safe Space where he rested up for a while before catching a taxi home. (16-17 Jan 2015)

Security outside a club in Haymarket referred a TK team to a highly intoxicated man who was loitering nearby and had almost been hit by a bus after stumbling onto a road. The team spoke with the man and convinced him to travel home via taxi, which they then hailed for him. (27-28 Feb 2015)

5 Evaluation Discussion and Findings

The purpose of the Safe Space and Take Kare Ambassador program evaluation was to evaluate both the operating model and the outcomes of the program. With the overall aim of improving the safety and amenity of the public domain key objectives include:

- Provide a harm reduction service where vulnerable young people could access support and a 'safe place'.
- Reduce the risk of crime – to prevent young intoxicated people from becoming the victims of crime or perpetrating crimes themselves.
- Engage stakeholders to establish good governance and a combined approach to enhance the night time environment.
- Provide additional support to other organisations operating in the city at night i.e. NSW Police, Ambulance and venue security staff.

The evaluation of the operating model included the assessment of the effectiveness of the systems, procedures and governance that, along with determining the outcomes, enabled the program to operate successfully.

5.1 Evaluation of the operational model

Information collected through the evaluation reported that the model was successful with the operations and procedures working effectively to achieve the aims of the Program. The Program was designed to operate out of a static space as well as to have roaming ambassadors on the street. The Take Kare Ambassadors had somewhere safe that they could bring those that needed to rest and sober up and charge their phones. The Safe Space became a known space for people who would just visit and find out what the Program was about. It was also a good promotional tool for the Program.

“The Safe Space is a safe haven for people to sober up and recover – also there are always about 4 people manning it at least one is experienced and they can monitor situations. They keep an eye out until they feel it is safe for those who need assisting to get transport home or be picked up by their friends” (Kassandra, Volunteer).

The Ambassadors by being out on the street could witness firsthand what was occurring and make informed decisions as to the level of assistance required. Sometimes it was just a case of helping relocate friends or giving directions. At times escalation to other bodies (police, ambulance) was necessary, but if not they could escort them to the Safe Space.

“I absolutely adore what the Take Kare ambassador's do and I count myself very fortunate to have been able to volunteer for so long. I think we are becoming part of the infrastructure of Sydney and that the streets are safer because we are out there. It would be ridiculous if we didn't expand to other areas. (Volunteer survey)

In accordance with the City of Sydney's Strategic Direction “to promote a lively and engaging city centre” helping vulnerable people get home safely and providing a 'friendly face' service on the street the program promotes the Sydney CBD as lively and engaging.

“It is not all to do with alcohol or drugs – a lot of the work is about having more eyes and ears on the street in a general helping capacity which makes people feel safe and cared for and creates a good image for the city. It is about doing good deeds – helping with directions and how to get home.” (Peter, Volunteer)

“Older people out in the city and returning walking along the streets have observed the city in operation and feel safer themselves knowing that there are more people around looking after the safety and wellbeing of late night city patrons.” (Peter, Volunteer)

At an operational level over each weekend, the Program relies on co-operation between the different agencies that operate in the late night city. Data revealed that while the majority of referrals to the program were from the Ambassadors (983) or from a friend/themselves (767), licenced premises, Police, Control Room, Transport staff and others also referred people to the Safe Space (92). While the number of referrals from licensed premises and the police increased over the course of the pilot, more needs to be done to promote the existence of the program and detail how it may help other agencies carry out their work.

“The Safe Space program is a big help to security guards, leaving them being able to concentrate on their job rather than take care of intoxicated people, and to the managers for the same reason. Both are often diverted to attend to people who have usually not even been in our venue (happens often).” (Ben Harland, Licensee, The Scary Canary)

The Program is beneficial to our organisation and as it has developed we have seen the benefits – there are more eyes on the street both for us (the police) and the general public. We can refer things to the ambassadors and they in turn to us so that we work together to promote safety on the streets”. (NSW Police)

An unintended consequence of the Program that was highlighted by a volunteer is how the homeless community have become involved with the program by referring vulnerable people that they have identified ‘in their patch’. They also come to the Safe Space and transfer their knowledge on what is happening across the city, how to interact with younger locals who roam the streets and how to be a more accepted known presence.

“Although the program did not set out to help the homeless – the homeless have been beneficial to the program – acting as informants – letting the Ambassadors or Safe Space know if they see something potentially escalating or someone in need – in return they may get water or a Chupa Chup. The homeless community or ‘our locals’ are feeling valued as they are giving back to the community and have an important role to play in informing the Ambassadors”. (Stephanie and Kassandra, Volunteers)

A critical success factor of the model was an effective and appropriate team makeup of the outreach teams including size (normally a Team Leader and 3 team members) and a mix of gender, age and skills. The mobility of the teams, their capacity to respond flexibly to emerging issues without judgement was identified as a key factor in their success according to the interviews with the volunteers and other groups. The practical tools at the disposal of the Ambassadors (water bottles, Chupa Chups etc.) were also effective in engaging with those on the street. They were not giveaways but fundamental engagement tools and will be critical in any ongoing programs.

“The Safe Space represents a space where people can go and there will be no judgement. It also offers dignity – shields them from judgement from the general public” (Kassandra, Volunteer)

Key to the effectiveness of the Volunteers was the standard of training they received. 90% of those surveyed said that the training was adequate for the situations they encountered. Efficient data collection that reflected what was occurring on the streets at night was also fundamental as well as the design of the tools used to gather this information. As the methods used were simple it was easy to adapt the tools as the pilot progressed and other issues that needed to be addressed were highlighted particularly around the areas of intervention. The volunteer survey and interviews suggested that data could be collected on mobile phones or I-pads.

For Consideration

- The model is volunteer intensive. Maintaining and sustaining an adequate volunteer base is critical to the success of the program. In the volunteer survey 53% of respondents said that the program could be improved if there were more volunteers. Also there were suggestions of a split shift of 2 -3 hours that would encourage more volunteers to dedicate time to the program regularly.

- Having good strong leadership was also paramount to dealing with crisis situations and minimising risk to the volunteers themselves. The program needs to ensure that the next generation of leaders are trained not only in managing situations that occur but also in how to manage volunteers themselves to ensure good retention.
- Collecting data whilst on the go and often in critical situations is a challenge and ways to automate and speed up the recording of key incidents as well as standard demographic data should be identified.
- Explore opportunities for ongoing sponsorship particularly around the engagement resources (water bottles, thongs etc.)

A full list of recommendations can be found in Appendix 6.1.

5.2 Evaluation of partnerships

The partnerships operated on a number of levels with formal and informal processes supporting the operation of the Program. The Program was overseen by a Steering Group which brought together a number of stakeholders including NSW Police, St Vincent's Hospital, Department of Justice, the Salvation Army, Thomas Kelly Youth Foundation and the City of Sydney. This group meets once a month and this collaboration has brought the groups together in their aim to get young people home safely on Friday and Saturday nights. The working relationships between the stakeholders have on the whole functioned well. The combined expertise of the stakeholders has meant that the approach has been more extensively applicable and holistic. Informed decisions have been made as to changes or updates to data collection based on information received from those working at night in the city particularly the NSW Police and the Salvation Army

“Any changes to the way we collect data or operate are fixed quickly – there is a bit of trial and error because it is a pilot but because things can be changed easily it works.” (Stephanie, Volunteer)

At an operational level over each weekend, the Program relies on co-operation between the different agencies that operate in the late night city. The data collection was organised to evaluate referrals to and from other bodies operating in the city. It is predominantly the Take Kare Ambassadors who are referring people to the Safe Space or assisting them as well as friends of those in need or those that require help themselves. The number of referrals from licensed premises and the police has increased as the Pilot progressed but more needs to be done to promote the existence of the program and detail how it may help other agencies carry out their work.

“The Safe Space program is a big help to security guards, leaving them being able to concentrate on their job rather than take care of intoxicated people, and to the managers for the same reason. Both are often diverted to attend to people who have usually not even been in our venue (happens often).” (Ben Harland, Licensee, The Scary Canary)

The Program is beneficial to our organisation and as it has developed we have seen the benefits – there are more eyes on the street both for us (the police) and the general public. We can refer things to the ambassadors and they in turn to us so that we work together to promote safety on the streets.” (NSW Police)

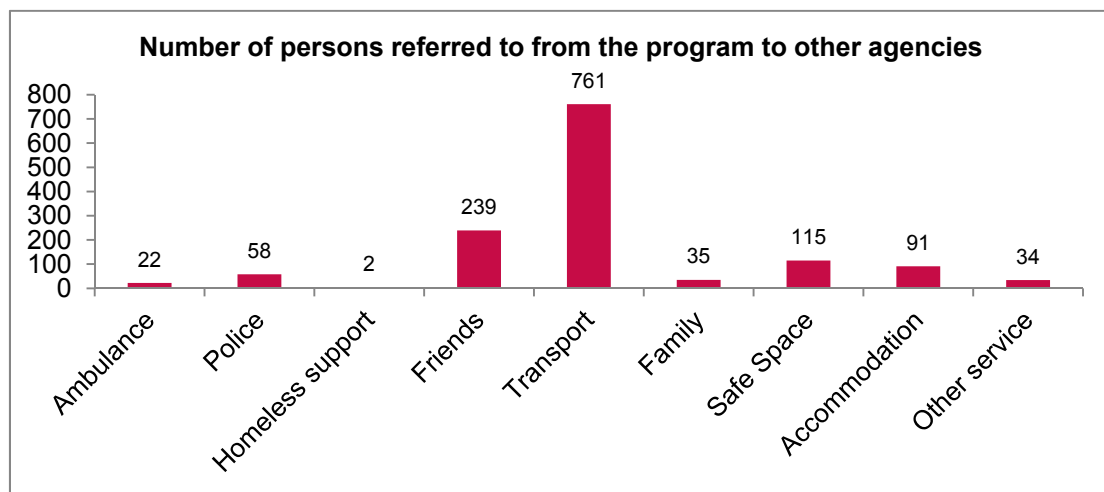
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“Although the program did not set out to help the homeless – the homeless have been beneficial to the program – acting as informants – letting the Ambassadors or Safe Space know if they see something potentially escalating or someone in need – in return they may get water or a Chupa Chup. The homeless community or ‘our locals’ are feeling valued as they are giving back to the community and have an important role to play in informing the Ambassadors.” (Stephanie and Kassandra, Volunteers)

In the majority of instances where the Take Kare Ambassadors needed to refer people on they referred them to Transport. The relationship with Transport is a vital one so that communication is clear on the safest and easiest ways to get people home safely particularly after the trains have stopped running. More needs to be done to alert Transport staff to the Program so that if they feel someone is unable to take public transport they have somewhere to go to rest and sober up before going home. The ability to charge mobile phones at the Safe Space enabled many people to reconnect with friends and family in order to get support where necessary.

“Also the lockouts have increased the incidents of people becoming isolated and vulnerable because they become separated from their friends and cannot get back into clubs to get their money/phones if they have popped out for some air. The Safe Space means there is a meeting place for them and somewhere to charge their phones.” (Peter, Volunteer)

Figure 7. Total number of persons referred to other agencies/bodies



For Consideration

Time and familiarity has increased the profile of the Program but more needs to be done to encourage other organisations operating in the night time city to see the benefits and utilise the service that the Program provides.

New partnerships should be sought to effectively market the Program throughout their organisations. These do not have to be operating at night but all organisations have an interest in maintaining “a lively, engaging City Centre” These organisations could help form a new volunteer base for ongoing sustainability.

A full list of recommendations can be found in Appendix 6.1.

5.3 Evaluation of Interventions

In figures 8-11 below, contain the outcomes of four selected scenarios: de-escalation of conflict, vulnerable to sexual assault, vulnerable to theft, and vulnerable to traffic injury. The figures include the *actual outcome* of the intervention by the Safe Space and Take Kare Ambassadors and the *potential outcome* had the intervention not occurred.

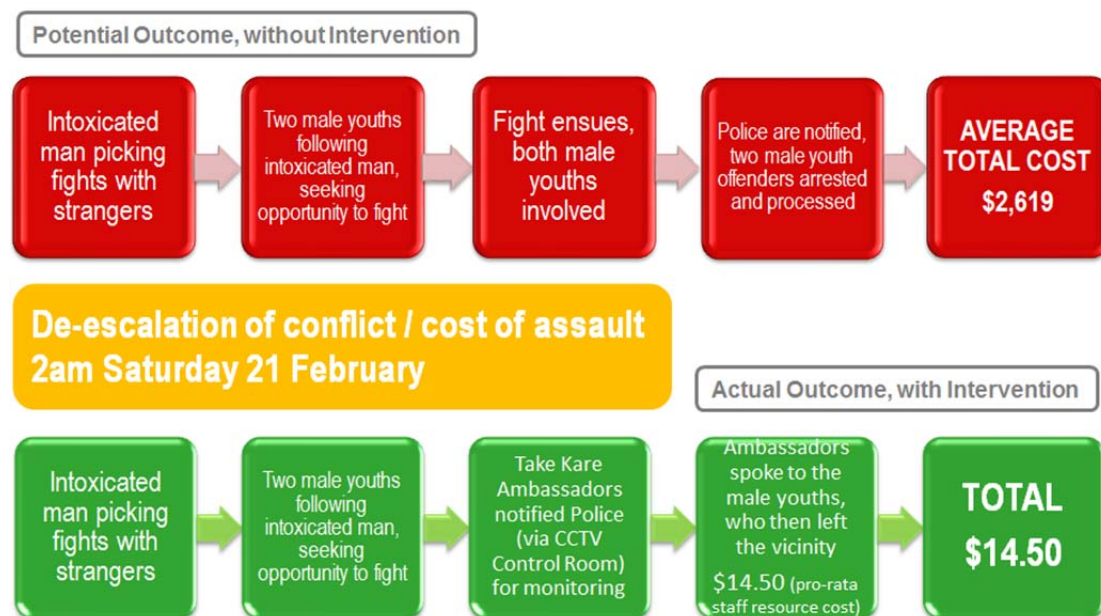
Represented are estimated costs of the actual outcome, along with estimated potential costs for assault (de-escalation of conflict), sexual assault, and robbery (vulnerable to theft), based on figures obtained from the Australian Institute of Criminology report *Counting the costs of crime in Australia: A 2011 estimate (the report)*². The report states that the *average total cost* of assault is \$2,619, sexual assault \$3,912, and robbery \$5,118. As traffic injury is not classified as a crime, an average total cost was not available in the report. The estimate given for traffic-related injury therefore is based on: user-pays policing charge³, ambulance call out charges⁴, and hospital pedestrian admission cost.⁵

This is the first evaluation to attempt to quantify the possible cost savings associated with such interventions. The following are only estimates to illustrate the possible savings resulting from the program.

5.3.1 De-escalation of conflict

The Take Kare Ambassadors intervened in **14** incidents that met the criteria for *de-escalation of conflict*. Using the estimates above (and represented in the figure below), the actual cost of the 14 interventions was **\$203** (14 x \$14.50 the pro-rata staff resource cost) with the potential cost had the intervention not occurred being **\$36,666**. This figure equates to 14 interventions multiplied by \$2,619, the average total cost of assault.

Figure 8: Potential and actual outcomes, and related estimated costs from anecdotal evidence – de-escalation of conflict / cost of assault



² Smith R.G, Jorna P, Sweeney J & Fuller G. 2014, *Counting the costs of crime in Australia: A 2011 estimate*, Australian Institute of Criminology, Research and Public Policy Series 129

³ www.police.nsw.gov.au/_data/assets/pdf_file/0003/294501/Charges_17June2014_Internet.pdf. Police costs are estimated on user pays policing charge for special events of \$116.10/hour (rounded to \$116/hour) per officer. Estimates on outcomes graphics totalling \$696 are total for two officers for three hours each, comprising attendance at scene and related activities, and paperwork/administrative processes resulting from incident

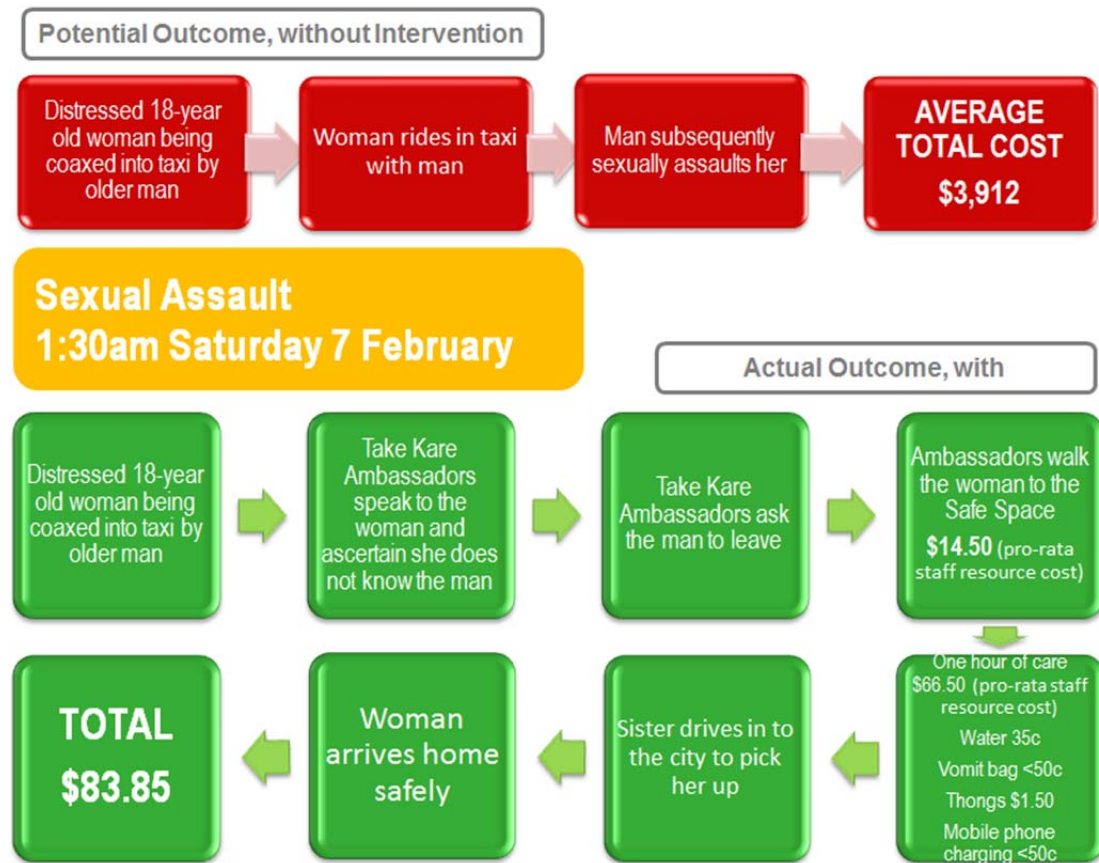
⁴ www.ambulance.nsw.gov.au/Accounts--Fees/Frequently-Asked-Questions.html. The road emergency call out cost for an ambulance is \$349 plus \$3.19/km. Estimates given are based on call out plus 2km (Sydney Town Hall to St Vincent's Hospital)

⁵ Hazard (Edition No. 71) Victorian Injury Surveillance Unit (VISU), Traffic-related pedestrian injury in Victoria, Monash University Accident Research Centre, Winter 2010

5.3.2 Sexual assault

The Take Kare Ambassadors intervened in **15** incidents that came under the criteria for *sexual assault* intervention. Using the estimates above (and represented in the figure below), the actual cost of the 15 interventions was **\$1257.75** with the potential cost had the intervention not occurred being **\$58,680**. This figure equates to 15 interventions multiplied by \$3,912, the average total cost of sexual assault.

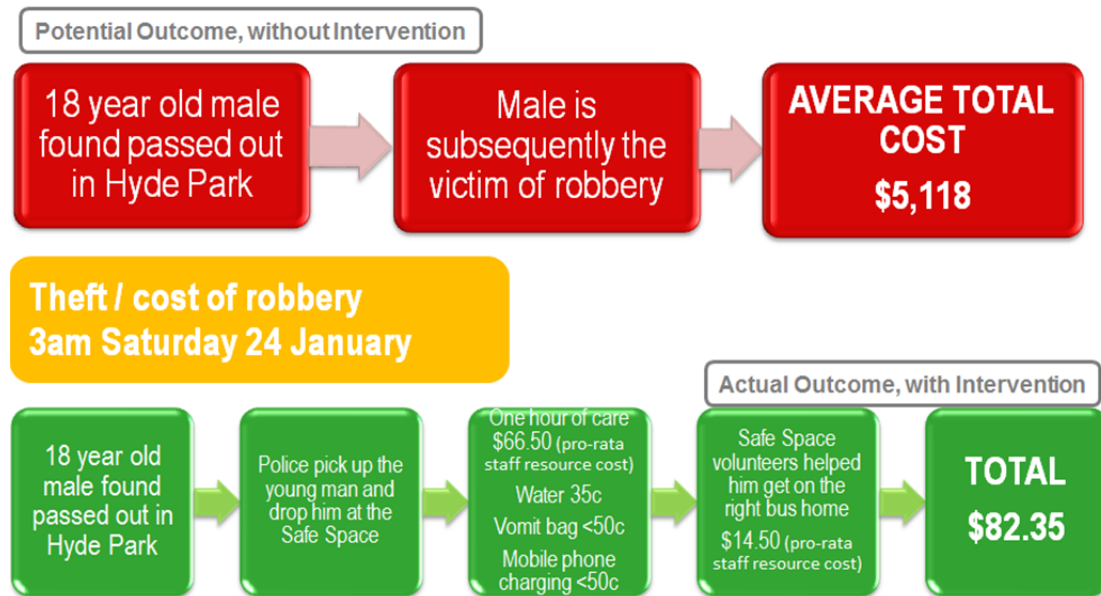
Figure 9: Potential and actual outcomes, and related estimated costs from anecdotal evidence – sexual assault



5.3.3 Vulnerable to theft

The Take Kare Ambassadors intervened in **19** incidents that met the criteria for *theft* intervention. Using the estimates above, the actual cost of the 19 interventions was **\$1564.65** with the potential cost had the intervention not occurred being **\$97,242**. This figure equates to 19 interventions multiplied by \$5,118, the average total cost of robbery.

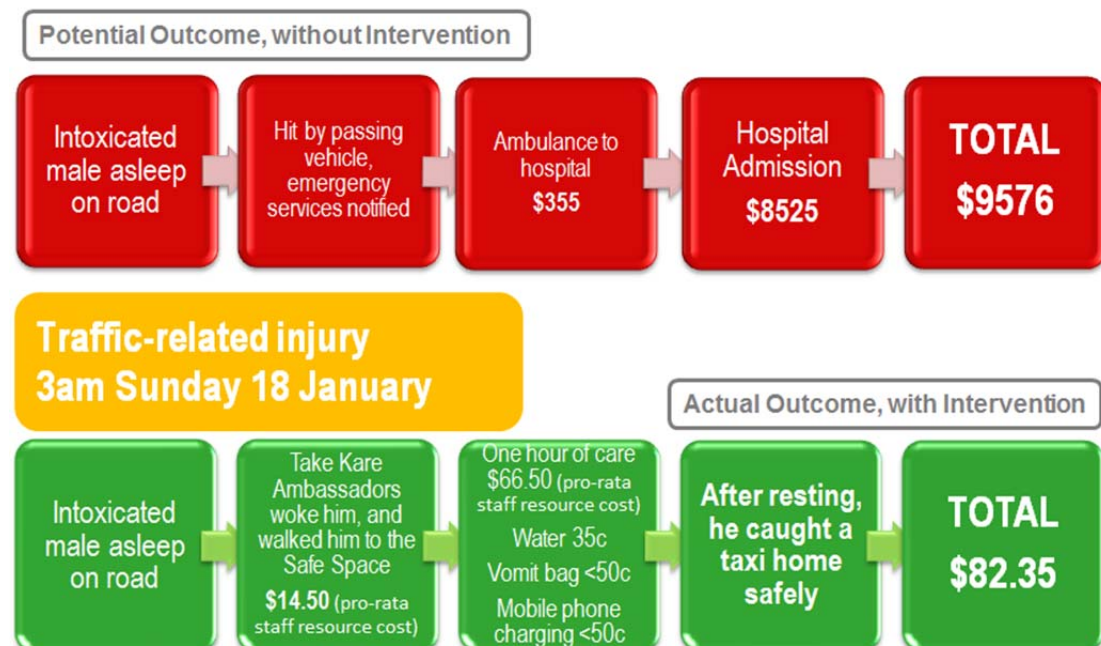
Figure 10: Potential and actual outcomes, and related estimated costs from anecdotal evidence – theft / cost of robbery



5.3.4 Vulnerable to traffic injury

The Take Kare Ambassadors intervened in **18** incidents that met the criteria for *traffic-related injury* intervention. Using the estimates above, the actual cost of the 18 interventions was **\$1564.65** with the potential cost had the intervention not occurred being **\$172,368**. This figure does not include other tangible and intangible costs relating to potential police attendance, additional treatment by ambulance officers (e.g. morphine), lost income, or longer-term medical costs, for example.

Figure 11: Potential and actual outcomes, and related estimated costs from anecdotal evidence – traffic-related injury



5.3.5 Total savings

Using the figures above, the total *potential* cost-savings attributable to the four specified interventions from the Take Kare Ambassadors and the Safe Space are **\$364,956** over the four-week period intervention data was collected. Extrapolated out, over the 12-week program pilot, potential cost-savings were **\$1,094,868** or **\$4,744,428 per year**.

The cost savings estimated above, in particular the freeing up of police, ambulance and other medical services, provide evidence for the Program having met a number of its stated objectives.

For consideration

- The nature of the one-off intervention means that little has been done to explore what should happen post-intervention. Ideally the program should look to explore opportunities to link young people to other services.
- The current program does not have an education/prevention role. Future directions could include targeting the vulnerable situation young people find themselves in (e.g. the number of men offering help and lifts home to intoxicated young women) rather than the preventative actions in assisting them to a safe space.

A full list of recommendations can be found in Appendix 6.1.

6 Appendices

- 6.1 Recommendations
- 6.2 Safe Space Data Sheet
- 6.3 Take Kare Ambassadors Data Sheet
- 6.4 Summary sheet for interventions, consumables, anecdotal evidence
- 6.5 Stakeholder interviews: NSW Police, Licensed Premises, Control Room, Transport
- 6.6 Stakeholder interviews: Volunteers
- 6.7 Volunteers survey
- 6.8 Training program for volunteers

6.1 Recommendations

1. Establish the Safe Space and Take Kare Ambassador program to continue operations year-round on Friday and Saturday nights in the city with a static space in Sydney Square.
2. Expand the current pool of regular volunteers through targeted recruitment; explore opportunities for volunteering as part of secondary or tertiary education studies; expanding the volunteer base through partnerships with new organisations as part of a sponsorship arrangement.
3. Build capacity and effectiveness through ongoing leadership training of paid staff to ensure high retention rates of volunteers as well as good management in complex and challenging situations.
4. Review training materials regularly and identify potential areas where more training is required: i.e. First Aid; Conflict Resolution.
5. Identify more efficient processes for the recording and reporting of data to ensure that incidents are captured that most accurately reflect the nature of what is happening. This could include electronic means of capturing data.
6. Consider replicating the model in other late night entertainment precincts in the City of Sydney Local Government Area. 76% of the volunteers surveyed responded positively to expanding the program and would also volunteer if it became a year round service and operated in another area. All those interviewed also expressed a desire to see it operating in other locations.
7. Further explore and communicate the benefits of the program to stakeholders.
8. Seek out opportunities for sponsorship from other organisations not necessarily operating in the city at night but with a vested interest in the ongoing safety and amenity of the public domain.
9. Explore ways of strengthening and or expanding the referral processes and networks between partners and the service provided.
10. Explore opportunities for closer involvement with other agencies concerned with the long term effects of alcohol and drug use.
11. Identify the means by which vulnerable groups could be educated about the risks associated with alcohol and recreational drug use with the focus on harm prevention.
12. Consider the role of the Take Kare Ambassadors in informing the marketing of preventative educational strategies and information targeting young people.

ATTACHMENT A

6.2 Safe Space Data Sheet

SAFE SPACE DATA SHEET

NAME: _____

DATE _____ TIME _____

GENDER Male Female

AGE < 18 18-25 26-39 Over 40

REFERRED BY TKA's Police Pubs/ Clubs Self/ Friend Control Room Transport Staff Other

REFERRED TO Ambos Police Homeless support Friends: Transport Accommodation Other

- phone
- social media
- in person
- train
- bus
- taxi
- ferry

OTHER ASSISTANCE Basic First Aid Charge mobile Ask Directions Spent Time at Safe Space

OTHER OBSERVATIONS: _____

ATTACHMENT A

6.3 Take Kare Ambassadors Data Sheet

TAKE KARE AMBASSADOR DATA SHEET NAME _____

DATE _____ TIME _____

GENDER Male Female

AGE	< 18 <input type="checkbox"/>	18-25 <input type="checkbox"/>	26-39 <input type="checkbox"/>	Over 40 <input type="checkbox"/>			
REFERRED BY	Police <input type="checkbox"/>	TK Ambass <input type="checkbox"/>	Pubs/ Clubs <input type="checkbox"/>	Self / Friend <input type="checkbox"/>	Control Room <input type="checkbox"/>	Transport Staff <input type="checkbox"/>	Other <input type="checkbox"/>
REFERRED TO	Ambos <input type="checkbox"/>	Police <input type="checkbox"/>	Homeless support <input type="checkbox"/>	Friends: circle below <input type="checkbox"/>	Transport circle below <input type="checkbox"/>	Safe Space <input type="checkbox"/>	Accomodation <input type="checkbox"/>
				- phone - social - media - in person	- train - bus - taxi - ferry		Other <input type="checkbox"/>
OTHER ASSISTANCE	Basic First Aid <input type="checkbox"/>	Ask Directions <input type="checkbox"/>					

OTHER OBSERVATIONS: _____

6.4 Summary sheet for interventions, consumables, anecdotal evidence

SUMMARY SHEET SAFE SPACE AND TAKE KARE AMBASSADORS

DATE: February 13 & 14, 2015

STAFFING

Please indicate below how many people are staffing the Safe Space and Take Kare Ambassador Teams:

	Staffing Safe Space	Take Kare Ambassadors	TOTAL
Friday	4	11 (3 teams)	15
Saturday	4	6 (2 teams)	10

STOCKTAKE

Weekend stocktake of the items below – please indicate how many of each item have been dispensed over the weekend:

Water	Chupa Chups	Thongs	Vomit Bags
240	200	25	14

INTERVENTIONS

Weekend stocktake of the items below – please indicate how many of each item have been dispensed over the weekend:

De-escalation of conflict	Vulnerable to sexual assault	Vulnerable to theft	Vulnerable to traffic-related injury
2	1	3	5

Please record your observations over the weekend (weather, crowds: busy/moderate/quiet, anti-social behaviour etc.)

Weather

- * Friday – Raining early on but cleared up. Warm
- * Saturday – Fine & warm

Crowds

- * Busy both nights, especially around Chinese New Year celebrations. Low number of incidents responded to by Take Kare teams

Anecdotal evidence

- * At 1am on Sunday morning an Arabic speaking group were involved in an escalating argument. One of our Take Kare Ambassadors, who is Iraqi, was able to intervene and help resolve the conflict before the group went on their way peacefully.
- * At 3:40am on Saturday morning, our Safe Space volunteers found a 2 female tourists sleeping off their hangover in a dark area of Sydney Square. The TKA's woke the girls up and brought them to the Safe Space to sober up before they headed back to their hotel.

6.5 Stakeholder interviews: NSW Police, Licensed Premises, Control Room, Transport

Stakeholder interviews (Police, Licensed Premises, Transport, City of Sydney Control Room)

Context Questions

- A. Have you worked on any Friday or Saturday nights in the CBD since 5 December 2014 (start of program)
 - B. Have you had direct contact with the Safe Space or TKA's during this time?
-
1. (in your opinion)Thinking about the Safe Space and Take Kare Ambassador Model (the static space at Town Hall Square and the Take Kare Ambassadors patrolling on foot):
 - a) What works well. Why?
 - b) What doesn't work well. Why not?
 - c) How do you think the program can be improved?
 2. (in your opinion)Thinking about your organisation in particular:
 - a) Has the program been of benefit to you in your job, if so how and what are the key benefits?
 - b) Has the program been adequately highlighted within your organisation – if not how could it be better highlighted?
 - c) Has the program increased your collaboration with other agencies operating at night – eg. licenced premises, Salvation Army, City of Sydney Control Room, Ambulance, Transport staff?
 3. (in your opinion)Thinking about the impact of the Safe Space and Take Kare Ambassador Model
 - a) What difference do you think the Program has made to young people out in the city at night?
 - b) What differences to the safety of the city streets has the program made
 - c) Have there been any unanticipated outcomes/impacts from the program- good or bad
 4. (in your opinion)Thinking about future directions for the Program
 - a) Do you think the Program should operate year round?
 - b) If so should it expand to other areas – where?
 5. Is there anything else you would like to add?

6.6 Stakeholder interviews: Volunteers

Stakeholder interviews (Volunteers)

Context Questions

- A. Approximately how many nights have you volunteered since December 2014 (start of program)

1. (in your opinion)Thinking about the Safe Space and Take Kare Ambassador Model (the static space at Town Hall Square and the Take Kare Ambassadors patrolling on foot):
 - a) What works well. Why?
 - b) What doesn't work well. Why not?
 - c) How do you think the program can be improved?

2. (in your opinion)Thinking about your role in particular:
 - a) Have you been able to carry out your role effectively in terms of the training you received and the tools at your disposal.
 - b) Is there anything else that would have enabled you to carry out your role more effectively?

3. (in your opinion)Thinking about the impact of the Safe Space and Take Kare Ambassador Model
 - a) What difference do you think the Program has made to young people out in the city at night?
 - b) What differences to the safety of the city streets has the program made
 - c) Have there been any unanticipated outcomes/impacts from the program- good or bad

4. (in your opinion)Thinking about future directions for the Program
 - a) Do you think the Program should operate year round?
 - b) If so should it expand to other areas – where?

5. Is there anything else you would like to add?

6.7 Volunteers survey

Analysis and evaluation of Volunteer Program

The Volunteer Survey was sent to 131 Volunteers and to date 62 have responded which is a 47% response rate which is high and illustrates the commitment of the volunteers to the program: Below is a snapshot of the survey response:

Demographics

Of those that responded 62% were female and 38% male. The prevalent age group was 25-34 (34%) followed by those in the 18-24 age group (27%). However there was a proportion of older volunteers to make up the diversity with 22% aged between 45 and 64 and 6% over 65. Those in the 35-44 age group were least likely to volunteer at 10% - this is the demographic most likely to have the biggest work and young family commitments. 76% of the volunteers were born in Australia, 8% from New Zealand, 5% from the UK. The remaining volunteers represented the following places: Europe, Philippines, Pakistan, Thailand, Egypt and Iraq. The professional profile of the volunteers was varied but the five most represented were students (31%), Community and Social Service (14%), Management (10%), Office administration (8%) and 5 % from Education, Training and Library.

Training

90% of the volunteers thought that the training was adequate for the situations they encountered, 8 % were unsure and 2% though it was not.

Sustainability

We asked questions around how often the Volunteers had volunteered during the 3 month Pilot (see Table 1).. The had become aware of the Program and how it could be improved to ensure its viability going forward. The following tables illustrate those responses:

Table 1. How many times have you volunteered on the Program

Once	2-4 times	5-10 times	Over 10
26%	42%	26%	6%

We also asked whether they would volunteer if the Pilot was extended to operate all year round and in other areas. 76% said Yes, 2% replied No and the remaining 22% were unsure.

We asked questions around how the volunteers had become aware of the program and how it could be improved to ensure its viability going forward.

Table 2. How did you become aware of the program?

Salvation Army	Social Media / Facebook/Twitter	Friends/Family	Media	Saw the program on the Street
19%	37%	30%	12%	2%

Table 3. How do you think the service could be improved? Respondents were allowed to choose more than one of the following responses which accounts for the increased percentage value

More Volunteers	Better support from other agencies (police, transport, licensed premises)	Easier ways to collect Data	Better training
53%	37%	35%	20%

6.8 Training program for volunteers

Volunteer Training

Safe Space & Take Care Ambassador program



March 2015

Overview

All prospective volunteers for the program must attend a volunteer training session before starting on the street.

These training sessions are run mid-week from Salvation Army Streetlevel (Surry Hills) and run from 7pm - 9pm. Content covered in these training nights include:

CONTEXT

- * Story of Thomas Kelly's death
- * Discussion around the issues associated with young Australians and alcohol
- * Identifying some of the steps that are being taken to address the issue
 - Public Awareness Campaigns (Stop before it gets ugly etc)
 - Thomas Kelly Youth Foundation
 - Development of Safe Space program

OVERVIEW OF LEGISLATION CHANGES

- * Parameters of CBD Entertainment Precinct
- * Explanation of 1:30am lockout and 3am last drinks
- * Highlighting the purpose and location of the Sobering Up Centre

GROUP DISCUSSION

- * What kinds of issues/risks could a young person face on a night out in the city?

SAFE SPACE PROGRAM

- * Purpose: to get people home safely
 - What is the Safe Space?
 - Who are the Take Kare Ambassadors?
 - When and where do the teams operate?
 - Culture of program
 - How we engage with people on the street
 - Situations we're looking to provide support in

OVERVIEW OF LATE-NIGHT TRANSPORT

- * Secure Taxi Ranks (where they are)
- * Trains (when they stop & start)
- * Night Rider Buses (location & scope)

DE-ESCALATING CONFLICT SAFELY

- * Using your voice well
- * Distance & distraction
- * How/when to leave if necessary



ATTACHMENT A

RENDERING FIRST AID

- * Every team leader is First Aid trained
- * Dealing with high-intoxication
- * 000 when the situation is beyond our competence

CRITICAL INCIDENT RESPONSE

- * Communication processes (Radio use & 000)
- * Establishing and maintaining a crime scene (if there has been an assault)

PROVIDING SUPPORT TO >18

- * Notes provided by NSW Police (Sydney City LAC)
- * Explanation of legislation regarding Duty of Care for minors

ENGAGEMENT WITH THE HOMELESS COMMUNITY

- * Appropriate/inappropriate interaction
- * Relevant referral services
- * Awareness of mental health issues

WHAT WE DON'T DO

- * Avoid condescending or judgemental attitudes
- * Report minor indiscretions
- * Evangelise
- * Provide recommendations of bars etc

KEEPING SAFE

- * Never work alone (we always work in teams)
- * Ensuring your team doesn't get cornered - i.e. alleys etc
- * Mix of guys & girls on each team
- * Same-gender response
- * Leave if someone becomes aggressive or inappropriate

GROUP DISCUSSION

- * 3 x hypothetical scenarios - how should Take Kare teams respond in these situations?

WORKING WITH CHILDREN CHECK

- * Why it's essential that all volunteers have a current WWCC
- * How and where you obtain a WWCC

LOGISTICS

- * What to bring & wear
- * Parking details
- * Times
- * Contact info
- * Rostering