



AGENDA

FOR STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE MEETING TO BE HELD ON

14 JUNE 2017 AT 6:30 PM

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Cr E Gill (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza (Deputy Chairman)
Cr G Reynolds
Cr J Woodman
Mr Brett George (Sporting Club Representative)
Mr Christopher Moore (Rotary Representative)
Fr Roderick O'Brien (Community Representative)
Mr Pat Trimboli (Service Club Representative)
Mrs Heather Vogt (High School Representative)
(Advisor) Professor Nigel Relph (Dep. Vice Chancellor: Int'l & Advancement, UniSA)
(Advisor) Mr Adam Kilvert (Executive Director, Int'l Bus. & Gov. Relations, DPC)

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager City Development, Mr T Sutcliffe
General Manager Community Development, Ms P Webb
Manager Economic Development & Urban Policy, Mr G Ratsch
PA to General Manager Community Development, Mrs B Hatswell

APOLOGIES

Apologies have been received from Mr A Kilvert, Cr J Woodman, Professor N Relph and Mr P Trimboli.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 11 April 2017.

REPORTS

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OTHER BUSINESS

CLOSE



**MINUTES OF STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB
COMMITTEE MEETING HELD IN COMMITTEE ROOMS, 12 JAMES STREET,
SALISBURY ON**

11 APRIL 2017

MEMBERS PRESENT

Cr D Balaza (Acting Chairman)
Mayor G Aldridge (ex officio)
Cr G Reynolds
Mr Christopher Moore (Rotary Representative)
Fr Roderick O'Brien (Community Representative)
Mr Pat Trimboli (Service Club Representative)
Mrs Heather Vogt (High School Representative)

STAFF

Chief Executive Officer, Mr J Harry
General Manager City Development, Mr T Sutcliffe
General Manager Community Development, Ms P Webb
Manager Economic Development & Urban Policy, Mr G Ratsch
Governance Support Officer, Ms K Boyd

The meeting commenced at 5:07 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

Apologies were received from Cr E Gill, Cr J Woodman, Mr B George, Professor N Relph and Mr A Kilvert.

LEAVE OF ABSENCE

Nil.

PRESENTATION OF MINUTES

Moved Cr G Reynolds
Seconded Mayor G Aldridge

The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 06 December 2016, be taken and read as confirmed.

CARRIED

REPORTS

SIPSC1 Background Briefing Sister City Relationships

Moved Mayor G Aldridge
Seconded Mr C Moore

1. That this report be received and noted.
2. That Guidelines and a Policy to inform the assessment of future Sister City relationship requests be developed.

CARRIED

SIPSC2 City of Linyi Update

Moved Mayor G Aldridge
Seconded Cr G Reynolds

1. That the information be received.
2. That the City of Salisbury not participate in the State Government delegation to China in May 2017.
3. That a further report be provided to the Strategic and International Partnerships Sub-Committee in relation to the potential for a council-led delegation to China to provide exposure for local businesses and progress the civic relationship with Linyi.

CARRIED

SIPSC3 Request for Sister City Relationship from the City of San Agustin, El Salvador

Moved Mayor G Aldridge
Seconded Fr R O'Brien

1. That the request from the City of Jiquilisco for a Sister City relationship with the City of Salisbury be received.
2. That the offer of the formation of a Sister City relationship with the City of Jiquilisco be declined.

CARRIED

SIPSC4 Mobara Delegation Visit October 2016

Moved Mayor G Aldridge
Seconded Mr C Moore

1. That the information be received and noted.

CARRIED

OTHER BUSINESS

OB1-SIPSC China Action Plan to be a Standing Item on the Agenda

Moved Mr C Moore
Seconded Mayor G Aldridge

1. That the China Action Plan be a standing item on the Strategic and International Partnerships Sub Committee agenda in order to provide status updates.

CARRIED

CLOSE

The meeting closed at 5:41 pm.

CHAIRMAN.....

DATE.....

ITEM	SIPSC1
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	14 June 2017
HEADING	Policy and Guidelines to Inform Assessment of Future Sister City Relationships Requests
AUTHOR	Julie Douglas, Senior Social Planner, City Development
CITY PLAN LINKS	3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report provides draft policy and guidelines to support consistent assessment of future requests for Sister City and Friendship City relationships.

RECOMMENDATION

1. That this report be received.
2. Subject to the incorporation of the following elements:
 - *Relationship plans;*
 - *Budget and staff resourcing (option A or B);*
 - *Funding programs;*
 the Strategic and International Partnerships – Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 2 and 3 to this Report be endorsed.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Sister City / Friendship City Program of Activities Undertaken by Australian Councils
2. Draft Sister City and Friendship City Selection and Maintenance Policy
3. Draft Sister City and Friendship City Selection and Maintenance Procedure
4. City of Fremantle Sister Cities Funding Guidelines and Application Form

1. BACKGROUND

- 1.1 At the April 2017 meeting of the Strategic and International partnerships Sub Committee it was resolved that guidelines and a policy to inform the assessment of future Sister City relationship requests be developed.

- 1.2 This report provides a draft policy and associated procedures incorporating guidelines for the assessment of future relationship requests, and further considerations for potential inclusion within the policy and procedures. In addition, the report also provides an overview of activities undertaken by other Councils across Australia to support their Sister City and Friendship City relationships. This information is provided to give context for consideration and discussion by the Sub Committee in relation to activities that could be further explored within the City of Salisbury.

2. REPORT

- 2.1 Research undertaken on Sister City and Friendship City relationships involving Australian Councils has revealed a diverse range of activities carried out to establish and develop those relationships (see attachment 1); and varied policies and procedures implemented to guide the selection process, maintenance and review of new and existing relationships.
- 2.2 While it is acknowledged that Sister City and Friendship City relationships *may* result in economic benefit and/or trade relations, it is also recognised that such benefits are more usually derived from other forms of strategic and business relationships which are frequently led by private enterprise, are market driven, and involve a wider (or different) range of countries. These relationships generally sit outside of the formal Sister City and Friendship City agreements. The draft policy and procedures presented in this report are not intended to apply to such strategic and business relationships.
- 2.3 The draft policy and procedures for the selection and maintenance of Sister City and Friendship City relationships (attachments 2 and 3) have drawn on the common features of policies, procedures and guidelines developed by other Councils across Australia. This has included Adelaide City Council; City of Moreland; City of Greater Geraldton; City of Whitehorse; City of Strathfield; Lane Cove Council; Fraser Coast Regional Council; Cairns Regional Council; and the City of Marion.
- 2.4 Less common policy and procedural elements that merit consideration for inclusion in the draft policy and procedures have been identified for further discussion and direction, namely:
- 2.4.1 Relationship plans – With due consideration to the different outcomes sought from Sister City and Friendship City relationships, several Councils have included within their policies processes for guiding the types of activities that will be undertaken to maintain each relationship. One of the better examples was developed by the City of Greater Geraldton, and is as follows:

Every Sister City or Friendship City relationship under consideration should have a relationship plan outlining:

- *The key objectives of the relationship. For example, encouraging and facilitating economic, social-cultural and environmental exchanges, developing networks;*
- *Long-term goals should also be articulated in the plan;*
- *Key focus areas for the relationship;*

- *The main stakeholders;*
- *Key performance indicators to measure benefits/outcomes; and*
- *Each year, an annual report and review of relationship activities and the relationship plan including an audit of key performance indicators will be provided to ensure that the City of Salisbury is benefitting from the alliance.*

2.4.2 Budget and staff resourcing – Recognising that both budget and staff resources are required to establish and maintain Sister City and Friendship City relationships, several Councils have incorporated processes within their policies. The City of Moreland (option A) and City of Greater Geraldton (option B) both provide good example clauses for consideration:

- **Option A**

A budget for sister city/friendship city agreements will be established annually through the budgeting process. This money will be specifically set for sister/friendship city activities. The following activities may be supported through funding from this budget subject to Council approval:

Friendship Cities

Travel to the city (up to one trip by one Councillor every 4 years) – This will be subject to approval by the full Council.

Corporate gifts

Catering for visiting delegations

Any other activities specified in the partnership agreement budget.

Sister Cities

Corporate gifts

Catering for visiting delegations

- **Option B**

The City of Salisbury should also establish an on-going operational level of funding in order to maintain the regular cost of promotions, travel and sundry associated costs. The level of funding should be determined through annual budget processes and should be linked to the needs of the relationship as required annually.

Where a specific strategy required a project or program to be established by the City of Salisbury, a proposal should be developed containing all costs and resource commitments associated with the project or program.

This should be subject to the annual budget allocation processes of the City of Salisbury and treated as a new proposal to be judged on merit alongside all other projects competing for funding through the annual budget process.

- 2.4.3 Funding Programs – Some Councils have developed funding programs to support community involvement in their Sister City and Friendship City relationships. Funding programs can be specifically targeted, such as by supporting school exchanges, or they can be more general and open to a range of local organisations. The City of Salisbury currently offers community grant and youth sponsorship programs, however neither applies or supports Sister City or Friendship City activities.

A good example of a general funding program supporting community involvement in Sister City or Friendship City relationships is provided by the City of Fremantle (attachment 4). The City of Fremantle has developed its program to provide financial assistance to locally based not for profit or community organisations to enhance and extend activities and interactions that support Sister City / Friendship City relationships.

Development of a similar funding program for the City of Salisbury would require a further report outlining the options for establishment and resourcing of the program, and policy and procedures to guide the implementation and delivery.

3. CONCLUSION / PROPOSAL

- 3.1 This report has provided a draft policy and associated procedures, which have incorporated guidelines for the assessment of future relationship requests for discussion and endorsement.
- 3.2 Further elements for potential inclusion within the policy and procedures have also been included for discussion and recommendation to Council for endorsement.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 07/06/2017

SISTER CITY / FRIENDSHIP CITY PROGRAM OF ACTIVITIES UNDERTAKEN BY AUSTRALIAN COUNCILS

The following table summarises information on the various programs and activities undertaken by Councils to support their respective Sister City and Friendship City relationships. This information is not intended to be a complete list of all programs and activities undertaken in association of a Sister City or Friendship City relationship, it is instead provided for illustrative purposes.

COMMON THEMES

43 Councils listed in the following table listed programs and activities on their websites associated with their various Sister City and Friendship City relationships. The most common of these were:

- Exchange programs
39 Councils listed exchange programs. Most frequently such exchanges involved students and schools but also extended to Scouts/girl Guides, sporting groups, musical groups, community groups and staff. Some Councils provided funding or scholarships in support of exchange programs.
- Cultural programs
28 Councils listed cultural programs. Most frequently this took the form of displays or events but also extended to videos, public art, artist exchanges and performances.
- Delegations
13 Councils listed delegations, although this figure is likely to be higher when consideration is given to the formality of agreement signing protocols.
- Commemorative Gardens
12 Councils listed some form of commemorative garden. This most frequently took the form of a themed section of an existing park but also extended to themed verge development and tree exchanges.
- Educational Programs
9 Councils listed educational programs although this number may be higher given the overlap between educational programs and student exchanges. Educational programs could involve formalised relationships between schools and universities, teacher exchange and training but also dedicated educational programs, such as language.

Council	Program	Types of Activities Undertaken	Web Link
Ararat (VIC)	Cultural Programs	<ul style="list-style-type: none"> Public arts Donations for public arts 	http://council-services.ararat.vic.gov.au/sister-city/index/234
	Exchange programs	<ul style="list-style-type: none"> Community member exchanges Student exchanges Teacher exchanges 	
	Trade Missions		
Adelaide (SA)	Trade Relations	<ul style="list-style-type: none"> Contract to supply Australian produce to Japan 	http://japan.embassy.gov.au/tkyo/sistercities.html http://www.cityofadelaide.com.au/city-living/welcome-to-adelaide/sister-cities/sister-city-information
	Delegations		
	Supporting Stakeholder Activities	<ul style="list-style-type: none"> Promoting training programs Connecting people Introductions 	
	Supporting Business	<ul style="list-style-type: none"> Support and linking to cultural and business support providers 	
	Exchange Programs	<ul style="list-style-type: none"> Student exchanges 	

1

Item SIPSC1 - Attachment 1 - Sister City / Friendship City Program of Activities Undertaken by Australian Councils

		<ul style="list-style-type: none"> • Artist exchanges 	
	Educational Programs	<ul style="list-style-type: none"> • Establishment of English and Japanese colleges in Himeji and Adelaide 	
	Cultural Programs	<ul style="list-style-type: none"> • Model of Himeji Castle displayed in Adelaide Town Hall 	
Ballarat (VIC)	Education Programs	<ul style="list-style-type: none"> • Assistant Language Teacher Program 	http://www.ballarat.vic.gov.au/ab/international-relations/japan.aspx http://www.ballarat.vic.gov.au/ab/international-relations/east-timor.aspx
	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Teacher exchanges • Council staff exchanges 	
	Cultural Programs	<ul style="list-style-type: none"> • Artwork exchanges 	
	Promotional Programs	<ul style="list-style-type: none"> • Tourism 	
	Humanitarian Programs	<ul style="list-style-type: none"> • With Ainaro, East Timor, activities include: <ul style="list-style-type: none"> ○ Strategic workshops ○ Health delegations ○ Small grants programs ○ Scholarships program ○ Fundraising campaigns 	
	Friendship Society Development	<ul style="list-style-type: none"> • Ballarat Friends of Ainaro Community Committee (BFACC). 	
Belmont (WA)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Teacher exchanges 	http://www.belmont.wa.gov.au/Community/Belmont%20Sister%20City/Pages/BelmontSisterCityAssociation.aspx
	Cultural Programs	<ul style="list-style-type: none"> • Cultural exchanges 	
Bendigo (VIC)	Delegations		https://www.bendigo.vic.gov.au/Services/Community-and-care/Bendigo-Sister-Cities
	Cultural Programs	<ul style="list-style-type: none"> • Imperial Dragon Parade • Easter air Parade 	
	Educational Programs	<ul style="list-style-type: none"> • Language exchanges • Confucius classroom at Bendigo Senior College 	
	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Teacher exchanges • Language exchanges 	
	Commemorative Gardens	<ul style="list-style-type: none"> • Los Altos Garden • Penzance Garden 	
Brisbane (QLD)	Humanitarian Program	<ul style="list-style-type: none"> • Fundraising appeal for Kobe earthquake relief 	http://japan.embassy.gov.au/tkyo/sistercities.html
	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Cultural exchanges 	
	Cultural Programs	<ul style="list-style-type: none"> • Cultural exchanges 	
	Trade Missions		
	Conferences		
Bundaberg (QLD)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Teacher exchanges • Educational (tertiary) exchanges 	http://www.bundaberg.qld.gov.au/sistercity
	Educational Programs	<ul style="list-style-type: none"> • Academic Co-operation Agreement between Universities • Educational exchanges 	
	Trade Missions	<ul style="list-style-type: none"> • Agriculture 	

		<ul style="list-style-type: none"> • Aviation • Trade 	
	Aviation and Pilot Training		
	Promotional Programs	<ul style="list-style-type: none"> • Tourism 	
	Cultural Programs	<ul style="list-style-type: none"> • Chinese New Year celebration 	
Bunbury (WA)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges 	http://www.bunbury.wa.gov.au/Pages/International-Relationships.aspx
	Cultural Programs	<ul style="list-style-type: none"> • Cultural Exchange Photo Competition 	
Busselton (WA)	Exchange programs	<ul style="list-style-type: none"> • Student exchanges • Community member exchanges • Gardeners exchanges 	https://www.busselton.wa.gov.au/Council/Corporate-Documents/Governance-Documents/Sugito-Busselton-Sister-City-Relationship
	Cultural Programs	<ul style="list-style-type: none"> • Anniversary celebrations 	
Cairns (QLD)	Delegations		http://www.cairns.qld.gov.au/region/sister-cities https://www.cairnschinesefriendshipgarden.com.au/zhanjiang-sister-city/
	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges via partnerships between schools 	
	Cultural Programs	<ul style="list-style-type: none"> • Cairns Says Hello video 	
	Commemorative Gardens	<ul style="list-style-type: none"> • Zhanjiang Friendship garden at Cairns Botanical Gardens 	
Campaspe (VIC)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Cultural exchanges 	https://www.campaspe.vic.gov.au/council/about-council/international-friendships/
	Cultural Programs	<ul style="list-style-type: none"> • Cultural exchanges 	
	Friendship Society Development	<ul style="list-style-type: none"> • Campaspe East Timor Association in Friendship group (CETAF) 	
	Humanitarian Programs	<ul style="list-style-type: none"> • Supports for improvements to infrastructure, water supply, sporting facilities in Timor 	
	Promotional Programs	<ul style="list-style-type: none"> • Tourism • Economic 	
Campbelltown (SA)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Service club exchanges • Staff exchanges • Arts exchanges 	http://www.campbelltown.sa.gov.au/page.aspx?u=3460
	Cultural Programs	<ul style="list-style-type: none"> • Arts exchanges 	
	Administrative Support Programs	<ul style="list-style-type: none"> • Best practice exchange • Staff dialogue • Economic development suggestions 	
	Library Resources	<ul style="list-style-type: none"> • Linking family tree databases 	
Central Highlands (QLD)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges 	http://www.centralhighlands.qld.gov.au/community-support/sister-city-relationship/
	Commemorative Gardens	<ul style="list-style-type: none"> • Australia Japan Friendship Park 	
	Cultural Programs	<ul style="list-style-type: none"> • Annual kite day 	
Clarence (TAS)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges 	http://www.ccc.tas.gov.au/sistercity
	Funding Programs	<ul style="list-style-type: none"> • Sponsorship for school visits 	
Cockburn (WA)	Cultural Programs	<ul style="list-style-type: none"> • Commissioning of public artworks 	http://www.cockburn.wa.gov.au/About_Cockburn/Sister_Cities/
	Commemorative Gardens	<ul style="list-style-type: none"> • Verge treatments 	

	Delegations		
Darwin (NT)	Exchange Programs	<ul style="list-style-type: none"> Darwin & Dili Youth Exchange 	http://www.sistercitiesaustralia.com/Category02.html
Devonport (TAS)	Exchange Programs	<ul style="list-style-type: none"> Student exchanges 	http://www.devonport.tas.gov.au/Council/Our-City/Our-Sister-City
	Cultural Programs	<ul style="list-style-type: none"> Cultural displays 	
Frankston (VIC)	Friendship Society Development	<ul style="list-style-type: none"> Frankston Susono Friendship Association (FSFA) administers the sister city relationship on behalf of the people of Frankston 	http://www.frankston.vic.gov.au/Your-Council/Sister-Cities/Frankston-Australia-and-Susono-Japan-Sister-Cities
	Promotional Programs	<ul style="list-style-type: none"> Tourism 	
	Cultural Programs	<ul style="list-style-type: none"> Exhibitions Displays Performances 	
	Exchange Programs	<ul style="list-style-type: none"> Student exchanges 	
Fremantle (WA)	Exchange Programs	<ul style="list-style-type: none"> Student exchanges 	http://www.fremantle.wa.gov.au/sistercities
	Sister Cities Forum	<ul style="list-style-type: none"> Held in 2014 to develop ideas for future activities and programs 	
	Commemorative Gardens	<ul style="list-style-type: none"> Honorary trees and plaques 	
Glen Eira (VIC)	Exchange Programs	<ul style="list-style-type: none"> Student exchanges Cultural exchanges 	http://www.gleneira.vic.gov.au/Council/About-our-city/Sister-City
	Cultural Programs	<ul style="list-style-type: none"> Cultural exchanges 	
	Promotional Programs	<ul style="list-style-type: none"> Commerce Information Tourism 	
	Commemorative Gardens		
Gold Coast (QLD)	Trade Missions		http://www.goldcoast.qld.gov.au/business/sister-cities-international-partnerships-15053.html
	Delegations		
	Exchange Programs	<ul style="list-style-type: none"> Student exchanges Council staff exchanges 	
Hobart (TAS)	Exchange Programs	<ul style="list-style-type: none"> Student exchanges Music exchanges Arts exchanges Technology exchanges 	http://japan.embassy.gov.au/tkyo/sistercities.html http://www.hobartcity.com.au/Hobart/Sister-Cities
	Cultural Programs	<ul style="list-style-type: none"> Coordination of a Japanese Portable Shrine for Hobart Christmas Pageant Music exchanges Arts exchanges 	
	Promotional Programs	<ul style="list-style-type: none"> Tourism History Anthropology 	
Hobsons Bay (VIC)	Exchange Programs	<ul style="list-style-type: none"> Student exchanges (organised through the Hobsons Bay International Friendship Assoc.) 	http://www.hobsonsbay.vic.gov.au/Council/About-Council/Sister-city-friendship-alliances/Anjo-Japan-Sister-city
	Cultural Programs	<ul style="list-style-type: none"> Exchanges of local art pieces every 2 years 	

	Educational Programs	<ul style="list-style-type: none"> Japanese writing prize with local schools Japanese language scholarship 	
Holdfast Bay (SA)	Exchange Programs	<ul style="list-style-type: none"> Student exchanges Community member exchanges 	https://www.holdfast.sa.gov.au/Hayama
	Delegations	<ul style="list-style-type: none"> Business 	
Ipswich (QLD)	Commemorative Gardens	<ul style="list-style-type: none"> Nerima Gardens in Queens Park Japanese Teahouse 	http://www.ipswich.qld.gov.au/about_ipswich/statistics_facts/sister_cities
Joondalup (WA)	Exchange Programs	<ul style="list-style-type: none"> Student exchanges Sport exchanges 	http://www.joondalup.wa.gov.au/Welcome/SisterCity.aspx
	Local Partnership Development	<ul style="list-style-type: none"> Partnerships developed between Sister Cities and: <ul style="list-style-type: none"> Edith Cowan University Joondalup Business Association Joondalup Health Campus West Coast TAFE WA Police Academy Woodvale Senior High School 	
Latrobe (VIC)	Educational Programs	<ul style="list-style-type: none"> Sister School Relationships Teacher exchanges Student cultural enrichment program International student sports team University relationships Language programs Assistant Language Teacher 	http://www.latrobe.vic.gov.au/OurCommunity/SisterCities
	Exchange Programs	<ul style="list-style-type: none"> Student exchanges Teacher exchanges Music (Youth band) exchanges Sport exchanges Artist exchanges 	
	Delegations	<ul style="list-style-type: none"> Mayor led Community Conferences 	
	Commemorative Gardens	<ul style="list-style-type: none"> Cherry Blossom Avenue 	
	Friendly Society Development	<ul style="list-style-type: none"> Takasago Friendly Society Latrobe Friendly Society 	
	Cultural Programs	<ul style="list-style-type: none"> Japanese Days 	
Lismore (NSW)	Exchange Programs	<ul style="list-style-type: none"> Student exchanges 	http://japan.embassy.gov.au/tkyo/sistercities.html
	Cultural Programs	<ul style="list-style-type: none"> Public art commemorating golden anniversary of sister city relationship 	
	Delegations		
Logan (QLD)	Exchange Programs	<ul style="list-style-type: none"> Youth music exchanges (LYME) 	http://www.logan.qld.gov.au/about-logan/international-relations/sister-cities
	Library Resources	<ul style="list-style-type: none"> Compilations of books on language and society 	
	Cultural Programs	<ul style="list-style-type: none"> Public display of cultural items 	

Marion (SA)	Delegations		https://www.marion.sa.gov.au/Ko_kubunji
	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges 	
	Commemorative Gardens		
Melbourne (VIC)	Business Promotion and Investment	<ul style="list-style-type: none"> • Strong ties developed with International Business Promotion Center and the Osaka Business & Investment Center to facilitate introductions and supports 	http://japan.embassy.gov.au/tkyo/sistercities.html
	Sporting Event Program	<ul style="list-style-type: none"> • Melbourne to Osaka Cup yacht race held every 4 years 	
Mildura (VIC)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Sporting exchanges (Senshu City International Marathon) • Cultural exchanges 	http://www.mildura.vic.gov.au/Council/Sister-Cities
	Cultural Programs	<ul style="list-style-type: none"> • Cultural exchanges 	
Moreland (VIC)	Exchange Programs	<ul style="list-style-type: none"> • Staff exchanges • Student exchanges 	http://www.moreland.vic.gov.au/about-us/your-council/friendship-cities/
	Administrative Support Programs	<ul style="list-style-type: none"> • Emergency management • Municipal support • Training 	
Northern Beaches (NSW)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Sports exchanges • Cultural exchanges 	http://www.manly.nsw.gov.au/community-services/sister-city-program/
	Administrative Support Programs	<ul style="list-style-type: none"> • Environment management 	
	Cultural Program	<ul style="list-style-type: none"> • Exhibitions • Performance • Cultural exchanges 	
	Humanitarian Programs	<ul style="list-style-type: none"> • Solar powered radio distribution • Reading competitions • Road building equipment and advice 	
Oxley (QLD)	Educational Programs	<ul style="list-style-type: none"> • Teacher Workshops 	http://www.sistercitiesaustralia.com/Activities-Beijing.html
	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Teacher exchanges 	
Perth (WA)	Delegations	<ul style="list-style-type: none"> • Citizen • Educational • Business • Cultural 	http://japan.embassy.gov.au/tkyo/sistercities.html https://www.perth.wa.gov.au/statistic_files/sistercity/sc_china.html
	Exchange Programs	<ul style="list-style-type: none"> • Youthwings student exchanges • Cultural exchanges • Educational exchanges 	
	Educational Programs	<ul style="list-style-type: none"> • Educational sector promotional visits • Awards • University delegations • University exchanges • Scholarships 	
	Cultural Programs	<ul style="list-style-type: none"> • Performance exchanges • Exhibitions 	

	Trade Missions		
	Commemorative Gardens	<ul style="list-style-type: none"> • Tree plantings 	
Port Phillip (VIC)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Book exchanges 	http://www.portphillip.vic.gov.au/sister-cities.htm
	Educational Programs	<ul style="list-style-type: none"> • Sister School Program 	
	Library Resources	<ul style="list-style-type: none"> • Book exchanges 	
	Environmental Programs	<ul style="list-style-type: none"> • Obu Penguin Fund • Green stories Sustainability Project • Green Curtain Project • Earth Hour Program 	
	Commemorative Gardens	<ul style="list-style-type: none"> • Japanese plants and stone lanterns at St Kilda Botanical Gardens 	
Rockhampton (QLD)	Commemorative Gardens	<ul style="list-style-type: none"> • Construction of commemorative gardens 	http://www.rockhamptonregion.qld.gov.au/CommunityEvents/Our-Sister-City
	Cultural Programs	<ul style="list-style-type: none"> • Exchange of public art sculptures 	
Sydney (NSW)	Exchange Programs	<ul style="list-style-type: none"> • Staff traineeship secondments • School Rugby team exchanges • School music exchanges • School dance exchanges • Student exchanges 	http://japan.embassy.gov.au/tkyo/sistercities.html
	Sister Zoo Relationships		
Toowoomba (QLD)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Community group exchanges • Choir exchanges • Sporting exchanges • Scouts exchanges 	http://www.tr.qld.gov.au/about-council/sister-cities
	Cultural Programs	<ul style="list-style-type: none"> • Festival of Flowers 	
Warrnambool (VIC)	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Staff exchanges • Sports exchanges • Health Personnel exchanges 	https://www.warrnambool.vic.gov.au/sister-cities
	Delegations		
Whitehorse (VIC)	Cultural Programs	<ul style="list-style-type: none"> • Annual Japan-themed events 	http://japan.embassy.gov.au/tkyo/sistercities.html http://www.whitehorse.vic.gov.au/Matsudo.html
	Exchange Programs	<ul style="list-style-type: none"> • English speech contest winner exchanges • Scouts and Girl Guides exchanges 	
	Environmental Programs	<ul style="list-style-type: none"> • Tree program • Seed exchange • International tree designation 	
Wollongong (NSW)	Delegations		http://www.wollongong.nsw.gov.au/city/sistercities/Pages/default.aspx
	Exchange Programs	<ul style="list-style-type: none"> • Student exchanges • Sports exchanges • Cultural exchanges • Conference exchanges 	
	Educational Programs	<ul style="list-style-type: none"> • Sister Schools • University Agreements 	
	Cultural Programs	<ul style="list-style-type: none"> • Exchange exhibitions 	
	Library Resources	<ul style="list-style-type: none"> • Donation of surplus stock 	



Draft

Sister City and Friendship City Selection and Maintenance Policy

Policy Type:	Policy		
Approved By:	Strategic and International Partnerships Sub Committee	Decision No:	
Approval Date:		Last Reapproval Date:	
Review Date:		Internal Reference No.:	
Department:	Community Development	Division:	
Function:		Responsible Officer:	General Manager, Community Development

A - PREAMBLE

The City of Salisbury enters into Sister City and Friendship City relationships to promote economic development, educational, cultural and friendship exchanges between cities. This enables the citizens of the City of Salisbury to participate and benefit from such exchanges.

It is understood that it takes time and effort to establish and maintain friendships, business contacts, to promote economic development and learn various cultures. In order to build and maintain such relationships, it requires the support and participation of Council, Administration and the citizens of the City of Salisbury

B - SCOPE

This policy applies to all Sister City and Friendship City relationship proposals and agreements, parties to agreements which include the Strategic and International Partnerships Sub Committee members, elected members, Council staff and community and business organisations with interest or involvement in Sister City and Friendship City relationship proposals or agreements.

C – POLICY PURPOSE/OBJECTIVES

Sister City and Friendship City relationships should offer many benefits to the City of Salisbury including enhancing economic development, cross cultural community development, international cooperation and

educational exchanges and learning. While the objectives of individual relationships may differ, all Sister City and Friendship City relationships should align with the City of Salisbury's strategic priorities as outlined in the City Plan 2030.

The objectives of this policy are:

- To ensure that Sister City and Friendship City relationships are relevant and effective in delivering long term economic, cultural and social benefits for the City of Salisbury;
- To clearly identify Council's level of involvement in Sister City and Friendship City relationships;
- To outline processes for establishing and reviewing Sister City and Friendship City relationships.

Assessment and review of Sister City and Friendship City relationship requests, as well as ongoing relationships, will be managed in accordance with the guidelines set out in the Strategic and International Partnerships - Sister City / Friendship City Selection and Maintenance Procedure.

D - DEFINITIONS

Sister City - a formal agreement between two cities that is broad-based and long-term. A Sister City becomes official with a signing ceremony of the top-elected officials of the two cities. Sister City partnerships have the potential to carry out the widest possible diversity of activities, including every type of municipal, business, professional, educational and cultural exchange.

Friendship City (or Friendship Cooperative Agreement) - a partnership between two cities that is more limited in scope and are sometimes created when the city already has a Sister City with a city in the same country.

E - POLICY STATEMENT

The City of Salisbury supports the development of Sister City and Friendship City relationships with other cities to:

- promote and encourage economic, trade, educational, technology and social exchange and liaison between local government, business and community;
- increase and improve understanding and exchange of information of international, national, state and local government issues;
- enhance and promote the City of Salisbury and foster close civic relationships with other local authorities internationally;
- foster sharing of ideas, knowledge, values, tolerance and goodwill;
- promote understanding and enhance awareness of the respective regions and their cultures, customs and traditions.

H - ASSOCIATED PROCEDURES

Strategic and International Partnerships – Sister City / Friendship City Selection and Maintenance Procedures.

Document Control

Document ID	Strategic and International Partnerships Sub Committee
Prepared by	Julie Douglas
Release	1.00
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Date Printed	30 May 2017

Draft



Draft

Sister City and Friendship City Selection and Maintenance Procedure

Procedure Type:	Procedure		
Approved By:	Strategic & International Partnerships Sub Committee	Decision No:	
Approval Date:		Last Reapproval Date:	
Review Date:		Internal Reference No.:	
Department:	Community Development	Division:	
Function:		Responsible Officer:	General Manager, Community Development

A - PREAMBLE

The City of Salisbury recognises the value that Sister City and Friendship City relationships have in strengthening ties between communities for the benefit of cultural exchange and economic development. The City of Salisbury is committed to supporting such relationships to the extent that they promote relevant cultural and historic ties and foster economic links, provided there is evidence the local community is prepared to actively support and participate in the relationship.

This document outlines the process and guidelines for assessing new requests for Sister City and Friendship City relationships and managing existing relationships.

B - SCOPE

These procedures apply to all Sister City and Friendship City relationship proposals and agreements, parties to agreements which include the Strategic and International Partnerships Sub Committee members, elected members, Council staff and community and business organisations with interest or involvement in Sister City and Friendship City relationship proposals or agreements.

Draft

C - PROCEDURE PURPOSE/OBJECTIVES

The objectives of this procedure are:

- To provide the objectives, selection guidelines, and process management for the development of new Sister City and Friendship City relationships with the City of Salisbury;
- To provide the guidelines for the recommendation and approval of new Sister City and Friendship City relationships with the City of Salisbury;
- To provide guidelines for the review of existing Sister City and Friendship City relationships with the City of Salisbury.

D – SELECTION GUIDELINES FOR SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS

The development of meaningful, mutually beneficial international partnerships must be supported at the local level by genuine, collaborative partnerships with Council, industry and the wider community. Council's role is to facilitate connections on behalf of other stakeholders rather than taking sole responsibility for management of international relations.

Council, through its Strategic and International Partnerships Subcommittee, should take into account the extent to which the prospective city complies with the following criteria before consideration is given to entering into a relationship with another City:

- Economic Development
 - The prospective city aligns with Council's City Plan;
 - Expand the City's network of business contacts and relationships;
 - Increase international private sector investment in the City of Salisbury and Northern Adelaide region;
 - Provide a conduit between local innovation and international industry;
 - Accelerate economic growth through commercial partnerships;
 - Leverage existing industry strengths into increased innovation and job creation;
 - Promote the City of Salisbury and Northern Adelaide region as an attractive tourist destination.
- Cross Cultural Development
 - Promote the City of Salisbury as a progressive and innovative City;
 - Promote the City of Salisbury's cultural community;
 - Establish relationships between cultural institutions, universities and schools, community arts, libraries and sports;
 - Significant historical, cultural, social or geographic similarities between the City of Salisbury and the prospective city;
 - A substantial migrant population from that city or region exists in the City of Salisbury.
- International Cooperation

- Support international education, research and cooperation;
- Increase global awareness of the City of Salisbury and the Northern Adelaide region.
- Local Support
 - Support from other organisations and willingness to enter into partnership arrangements involving cross-sectoral collaborations;
 - Community support for the proposed relationship.
- Organisational Capacity
 - Adequate financial support for exchanges and maintenance of the relationship;
 - Adequate organisational resources and support to maintain and manage the relationship.

E – APPROVAL PROCESS

Building new international relationships can be a lengthy process. Genuine requests are carefully considered by the City of Salisbury, which involves obtaining feedback and support from the relevant stakeholders in the City of Salisbury community. This can include a series of meetings, briefings and workshops to obtain the relevant information. The request and support information are presented to the Strategic and International Partnerships Sub Committee in a report.

Each request must be resolved by the Sub Committee and Council before an international relationship can progress further. There are a range of partnership types that apply to international connections, depending on the level of engagement and the resource commitment and project management required. These include Memoranda of Understanding, Friendly Cooperative Agreements, alliances, formal Sister City connections or membership of international associations.

Approval of a Sister City or Friendship City relationship is a four-stage process:

1. Step one – Requests for the development of a relationship are reviewed and assessed by Council staff according to the guidelines outlined above. A report is referred to the Strategic and International Partnerships Committee for review and recommendation.
2. Step two - the Strategic and International Partnerships Committee reviews the request according to the guidelines and recommends to Council a potential relationship.
3. Step three – Adoption at a General Council Meeting of a resolution to establish a Sister City or Friendship City relationship.
4. Step four – Formalising the relationship with the exchange of a Memorandum of Understanding (MoU) signed by the Mayor of the City of Salisbury and the leader of the nominated city.

F – GUIDELINES FOR THE MAINTENANCE AND REVIEW OF SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS

All of the activities associated with programs (such as visits overseas, hosting visits and coordinating local groups seeking to engage with Sister City and Friendship City partners) should be coordinated through the Strategic and International Partnerships Subcommittee to ensure that all activities meet the objectives of the Policy for Strategic and International Partnerships.

Sister City and Friendship City relationships may be dissolved upon mutual agreement of the two Cities or if the City of Salisbury determines upon review that the relationship has ceased to meet stated goals and objectives.

G – ROLES AND RESPONSIBILITIES

The General Manager of Community Development is responsible for implementing these procedures.

The City of Salisbury is the facilitator/enabler of all International relationships, including Sister City and Friendship City relationships. The City will work with local industries and other groups to maximise benefits from developing international relationships.

Document Control

Document ID	Sister City and Friendship City Selection and Maintenance Procedure
Prepared by	Julie Douglas
Release	1.00
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Date Printed	30 May 2017



Guidelines/Application Form

SISTER CITIES FUNDING

Funding is available throughout the year.

Applications need to be submitted well in advance of the event/project commencement date (we will not support events/projects that have already occurred).

Information provided will be used to determine eligibility under the Community Development Sister Cities Funding Policy. The City of Fremantle reserves the right to refuse applications that are incomplete or where the provision of information is not correct. The City of Fremantle is not under any obligation to approve applications even if the eligibility criteria are met.

Objective

To provide financial assistance to locally based not for profit or community organisations to support sister city cultural/community and sporting initiatives that enhance and extend relationships and interactions between City of Fremantle and our Sister and Friendship Cities.

Introduction

For the purpose of this policy, Sister City Funding is a sum of money budgeted annually by the City for the purpose of supporting community initiated cultural, artistic and sporting connections between Fremantle and our sister and friendship cities.

Incorporated groups and organisations may apply for grants in the following categories:

- Community Development
- Culture and Arts
- Sport and Recreation

The City will support initiatives in the above categories that promote and strengthen community and community group connections between Fremantle and our sister and friendship cities.

Funding for grants of up to \$ 2,000 are available throughout the year.

Request is by application.

Applications are to be made through the Sister Cities funding application process.

The City of Fremantle will at its discretion consider providing financial assistance for projects and activities that meet the following criteria:

Funding Criteria

- Offers the opportunity for extending social, cultural/artistic or sporting/recreational links connecting community organisations in Fremantle and our Sister and Friendship City communities.
- Increases knowledge and interaction between Fremantle and the nominated Sister and Friendship Cities and contributes positively to the image of the City overseas.
- Provides an opportunity for the City to further develop relationships with community organisations or groups in our Sister and Friendship Cities.
- Provides an opportunity for members of the Fremantle community as part of a group to visit, interact with and experience life in our Sister and Friendship Cities.
- The applicant must be a not for profit organisation or community group based in the City of Fremantle.
- The application must have a clear program and a realistic budget.
- The applicant must demonstrate other funding sources are also available for the project or activity including group and/or individual fund raising activities.
- The proposal is aligned to the City of Fremantle's strategic intent.
- The proposal should have the capacity to demonstrate reciprocal arrangements and or support from community groups in the relevant Sister and Friendship Cities.
- The proposal should have the support of the relevant Sister and Friendship City Council.
- The proposal should indicate how any language or cultural barriers are to be addressed.

In the case of a Group not being incorporated and/or does not have an ABN, an auspicing body may assist with their application. The auspicing body should be an incorporated group and would be responsible for the financial management of the funding.

These grants will not support:-

- Activities that would involve the City in controversial issues or expose the City to adverse criticism.
- Activities that denigrate, exclude or offend minority groups.
- Projects that benefit private individuals.
- Private and for profit organisations and associations.
- Conferences and Conventions.
- Capital items.
- Applications for events/projects that have already occurred.

Assessment of applications:-

- The City will make application information available on its website.
- The Chief Executive Officer will assess each application. The City may require further information prior to making a decision. Applicant may be invited to meet with City staff to discuss their proposal.
- The City will make decisions based on assessment against the criteria and the decisions will be final.
- The City receives many applications for financial assistance and is unable to fund all proposals.
- Applications will be selected on the basis of proposals that are best able to meet the selection criteria.
- Every applicant will be advised in writing of the outcome of their proposal.
- Lobbying elected members to have an application approved will result in the application not being considered.

Payment of funds will be made on receipt of a tax invoice and not more than 3 months before the project commencement date, unless the organisation can provide a legitimate reason for early payment.

Organisations must provide a financial acquittal of funds (copy attached) and an evaluation of the project that meets the satisfaction of the City of Fremantle.

APPLICANT DETAILS**Organisation:** _____**Contact Person:** _____**Postal Address:** _____**Phone:** *Business:* _____ *Mobile:* _____**Email:** _____**Are you a local or Western Australian non-profit organisation or community group?**YES ☐ NO ☐**Is your group an incorporated association?**YES ☐ NO ☐**What is your ABN number?** _____**Is your group GST registered?** YES ☐ NO ☐

If YES please attach a copy of GST certificate.

Does your group/organisation have a bank account: YES ☐ NO ☐**Name of your Bank and Address:** _____**Bank Account Name:** _____**Bank Account No:** _____**BSB No:** _____

If your group is not registered and does not have an ABN you can approach an auspic body to assist with your application. This auspic body should be an incorporated group that would be responsible for the financial management of the grant or donation. You will need to supply a letter from the auspic body confirming their willingness to support your application.

What organisation is auspic you? _____

(Please attach a copy of their letter and details of their bank).

Name of their Bank and Address: _____

Bank Account Name: _____

Bank Account No: _____

BSB No: _____

Has the City of Fremantle previously assisted your organisation by either direct funding or by waiving service costs?:

YES ☐ NO ☐

If YES date and purpose of previous assistance: _____

If YES amount of previous assistance: \$ _____

Have you acquitted your previous funding?

YES ☐ NO ☐

(Application will not be considered if you have not acquitted any of your previous funding.)

PROJECT DETAILS:

You are free to attach any further information to support your application.

PROJECT NAME: _____

PROJECT DATE: _____

PROJECT DESCRIPTION:

(Please describe your project (include the project aim, target group, where and when it is to be held and if it is free to the community or if there is a cost involved.)

How will this achieve the objectives of increasing connections with Sister and Friendship Cities?

What acknowledgment will the City of Fremantle receive for its funding?

Budget

What project costs will be covered by the City of Fremantle funding (**please itemise with a cost for each item**)?

INCOME

Your Contribution	\$
In-kind support	
Other funding	
Support from Fremantle Organisations	
Box office / Entry fees / Tickets	
Amount requested from the City Of Fremantle	
TOTAL INCOME	

EXPENDITURE

ITEM	\$
TOTAL EXPENDITURE	

Acceptance of Funding Agreement

If funding is approved I agree:-

- To provide the City of Fremantle with an invoice for the amount granted.
- To notify Council immediately if the funding amount granted is to be used differently to that described in the application form.
- To present the City of Fremantle with an acquittal report (form attached) of the funding expenditure, copies of invoices and material which feature the City's logo.
- Future funding requests will not be approved until outstanding acquittal report has been received.

SignedDate.....

Copy of the Certificate of Incorporation (attached). YES ☐ NO ☐

Application Form Submission:

Please submit all applications via the following email address: events@fremantle.wa.gov.au



SISTER CITIES FUNDING ACQUITTAL FORM

An acquittal is a written account of how funds received for a particular purpose have been spent.

It is a legal requirement for the City of Fremantle to obtain an acquittal from all groups and organisations in receipt of funds through the Sister Cities Funding program.

Acquittals should be received sooner or within 13 weeks of the completion of the project. Failure to provide an acquittal makes a group or organisation ineligible for future financial assistance.

APPLICANT DETAILS

Name of Project: _____

Amount Received: _____

Project Commencement Date: _____

Project Completion Date: _____

Organisation: _____

Contact Person: _____

Postal Address: _____

Phone: *Business:* _____ *Mobile:* _____

Email: _____

BUDGET:

INCOME

Your Contribution	\$
In-kind support	
Other funding	
Support from Fremantle Organisations	
Box office / Entry fees / Tickets	
TOTAL INCOME	

EXPENDITURE

ITEM	\$
TOTAL EXPENDITURE	

**Please attach certified copies of all invoices relevant to the funding received.
The City reserves the right to request further information if required.**

CERTIFICATION:

**I certify that the funding described above was used for the approved purpose.
To the best of my knowledge and belief, the financial report is true and fair.**

Signed: _____

Date: _____

ITEM	SIPSC2
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	14 June 2017
HEADING	Proposed Future Opportunities Workshop Agenda
AUTHOR	Julie Douglas, Senior Social Planner, Community Development
CITY PLAN LINKS	3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report provides a draft agenda and proposed dates for a future and alternative opportunities workshop.

RECOMMENDATION

1. That this report be received.
2. That the proposed Future Opportunities Workshop Agenda as set out in Attachment 1 to this report (Item No. SIPSC2, Strategic and International Partnerships Sub Committee, 14/06/2017) be endorsed.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Future Opportunities Workshop Draft Agenda

1. BACKGROUND

- 1.1 At the December 2016 meeting of the Strategic and International Partnerships Sub Committee it was resolved:

That a workshop be scheduled for the Strategic and International Partnership Sub Committee in early 2017 to enable discussion of future opportunities that the City of Salisbury may wish to explore in the education and cultural sectors in locations in addition to China and Japan.

- 1.2 The scheduling of this workshop is proposed for the second half of 2017 and a draft agenda for the workshop is attached to this report for consideration.

2. REPORT

- 2.1 The draft agenda proposes facilitated discussions on opportunities for international relationships in the educational and cultural sectors. In addition, it is proposed that the discussions extend to other opportunities, for example in economic and trade relations, humanitarian relationships and knowledge sharing.

- 2.2 It is recommended that the duration of the workshop should aim to be between 2 to 3 hours and be scheduled to align with the regular Sub Committee meeting day and time but outside of the regular Sub Committee meeting dates.
- 2.3 Sub Committee members will be consulted to confirm the most suitable date and time for the workshop, along with consideration of the existing formal/informal meeting schedule for Council and other committees. It is likely that the workshop will be convened on a Tuesday in either week 1 or week 3 of the month (between July and October).

3. CONCLUSION / PROPOSAL

- 3.1 This report has presented a draft Future Opportunities Workshop agenda for the Sub Committee's consideration. Arrangements will be made to schedule the workshop in the second half of the year, with a date suitable for Sub Committee members to be determined between July and October.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 07/06/2017



Strategic and International Partnerships Sub Committee

Future Opportunities Workshop Agenda

1. Purpose and Overview of Workshop
2. Identification of future educational and cultural opportunities
3. Identification of other future opportunities (e.g. Economic/trade, humanitarian, knowledge exchange)
4. Priorities for progression by Sub Committee
5. Next steps

ITEM	SIPSC3
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	14 June 2017
HEADING	International Staff Exchange Programme with the Cities of Mobara and Linyi
AUTHOR	Julie Douglas, Senior Social Planner, Community Development
CITY PLAN LINKS	4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.2 Develop strong capability and commitment to continually improve Council's performance. 3.4 Be a proud, accessible and welcoming community.
SUMMARY	This report advises of requests received from the Cities of Mobara and Linyi for the development of staff exchanges with the City of Salisbury.

RECOMMENDATION

1. That this report be received.
2. That a further report be prepared providing an outline of the potential risks, benefits, cost and procedures associated with the development of a staff exchange programme with the Cities of Mobara and Linyi.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Council has received a request from the City of Mobara to develop an international staff exchange programme with the City of Salisbury. The communication expressed Mayor Tanaka's wish to promote the Sister City exchange in various fields and deepen the relationship between Salisbury and Mobara. It was requested that the City of Salisbury consider opportunities for participation in an international staff exchange programme and communicate with the City of Mobara in relation to:
 - Proposed timing of exchanges;
 - Expense sharing considerations; and
 - Procedures to manage exchanges.
- 1.2 A similar request for a staff exchange programme has also been received from the City of Linyi.

2. REPORT

- 2.1 The development of an international staff exchange programme with the Cities of Mbarara and Linyi provides Council with the opportunity to strengthen the Sister City and Friendship City relationships, as well as facilitating the exchange of skills, knowledge and best practice between staff.
- 2.2 The rationale for an international staff exchange programme, includes:
- Strengthening Sister City, Friendship City and other international relationships;
 - Fostering the exchange of best practice, knowledge and skills throughout the sector;
 - Assisting organisations to develop their capacity and capability;
 - Providing staff with a means to develop their skills, expose them to new ways of working, motivating and re-energising them and ultimately assisting them to reach their full potential for the benefit of the organisation and themselves.
- 2.3 The benefits of developing and participating an international staff exchange programme, includes:
- 2.3.1 **Benefits for the organisations**
- Strengthening partnership relationships;
 - Developing individual and organisational capabilities;
 - Building relationships between organisations that enable future transfer of skills and experience;
 - Facilitating and sharing knowledge and best practice between organisations;
 - Fostering professional development for individuals with potential for accelerated learning; and
 - Building on an organisations reputation as an employer of choice.
- 2.3.2 **Benefits for staff**
- Career development;
 - Building international professional and personal contacts;
 - Developing insights and cultural understanding;
 - Sharing and developing skills, knowledge and experience;
 - Renewing motivation and enthusiasm; and
 - Personal enrichment.
- 2.4 A substantial amount of organisational planning needs to be undertaken to assess the potential risks and benefits, cost and procedures associated with the development of a staff exchange programme. This work is a necessary prerequisite to enable further discussion and consideration of the merits of entering into such a programme. It is proposed that staff undertake this body of work and report back to the September meeting of the Sub Committee.

3. CONCLUSION / PROPOSAL

- 3.1 This report has outlined requests received from the City of Mobarra and City of Linyi to develop an international staff exchange programme. It is proposed that staff report with an outline of the potential risks and benefits, cost and procedures associated with the development of a staff exchange programme.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 06/06/2017

ITEM	SIPSC4
DATE	14 June 2017
HEADING	International Engagement Update, including China Action Plan
AUTHOR	Nina Parletta, Coordinator Economic Growth, City Development
CITY PLAN LINKS	1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	This report provides an update of the China Action Plan, outcomes from the engagement of Norman Waterhouse and proposed direction for our international engagement activity moving forward.

RECOMMENDATION

1. That the information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Council endorsed the China Action Plan at its meeting on 24 October 2015 (Resolution 0661/2015). A report outlining progress in implementing that plan was considered by the Strategic and International Partnerships Sub-Committee at its meeting on 6 December 2016.
- 1.2 In addition, the City Plan 2030 has a recommendation to enhance the ability of the Polaris Centre to support international trade.
- 1.3 This report provides a brief update on the status of the City of Salisbury's international engagement activity, including our engagement with China and Linyi.

2. REPORT

- 2.1 The desire to increase jobs and investment in our community by supporting firms to develop new markets is the main rationale for Council's active involvement in international trade. Elements of this include increasing the number of firms who are engaged in export activities and working with existing exporters to link them to new market opportunities. China is one component of this.

- 2.2 Norman Waterhouse was engaged by Council for one year, ceasing on 30 June 2017, to assist in developing Council's China Action Plan, build local capability and connections with the Chinese market and to assist in building key relationships with the City of Linyi. This work has resulted in the identification of a range of opportunities to further refine the China Action Plan and strategies implemented in support of the Plan.
- 2.3 More broadly, business engagement and involvement in export related activity hosted by State Government and the City of Salisbury has shown that there is limited interest from businesses within the region to expand in international markets. Rather than continue to facilitate a range of workshops and activities to build export capability that are cancelled due to lack of interest, a new more targeted approach has been identified for 2017/18. Primarily the markets of focus will be informed by business interest and direction, and activity will include:
- 2.3.1 Business identification: As a part of the role of the Polaris Business Advisors and Economic Development staff, during their engagement with businesses, identification of new markets for a business's products/services will be discussed.
- 2.3.2 Free new market assessments: It is proposed that for a period of time the Polaris Centre will offer free new market assessments for businesses looking to grow internationally. The intent is that this will be a 1.5 hour session with a consultant that identifies new markets that align to the product/service offering and that may offer new opportunities.
- 2.3.3 One to one advice/mentoring: will be for companies who are exporting and looking for specific advice and assistance regarding their exporting strategy and practice, or requiring assistance with specific markets.
- 2.3.4 Networking/showcase sessions: are broader activities to be led by business leaders who are exporting and will be used to highlight their experience/s, rather than focus on theory of how to export. This will be done in partnership with key stakeholders such as EFIC, the Department of State Development and Chambers of Commerce.
- 2.4 This activity will be managed within the current staffing of the Economic Development Unit.
- 2.5 To further inform the international engagement work, the City of Salisbury has commissioned a piece of work looking at four key markets – the United States of America, Singapore, Japan and New Zealand – which have been identified as having opportunities that align to the product offering in the City of Salisbury.

3. CONCLUSION / PROPOSAL

- 3.1 This report has been provided as an update on the City of Salisbury's international engagement activity, including the China Action Plan and Linyi.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 07/06/2017