AGENDA

FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON

20 NOVEMBER 2017 AT 6:30 PM

IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY

MEMBERS

Cr D Pilkington (Chairman)
Mayor G Aldridge
Cr D Balaza
Cr S Bedford
Cr B Brug
Cr D Bryant
Cr C Buchanan
Cr G Caruso
Cr L Caruso
Cr E Gill
Cr R Cook
Cr S Reardon
Cr D Proleta
Cr G Reynolds
Cr S White
Cr J Woodman (Deputy Chairman)
Cr R Zahra

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
General Manager City Infrastructure, Mr M van der Pennen
General Manager Community Development, Ms P Webb
Manager Communications and Customer Relations, Mr M Bennington
Team Leader Corporate Communications, Mr C Treloar
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

APOLOGIES

Apologies have been received from Cr C Buchanan and Cr G Caruso.

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr R Cook.

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 16 October 2017.

REPORTS

Administration

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Community Development

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Economic Development

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Urban Development

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OTHER BUSINESS

CLOSE

MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY ON

16 OCTOBER 2017

MEMBERS PRESENT

Cr D Pilkington (Chairman)
Mayor G Aldridge
Cr D Balaza
Cr S Bedford
Cr D Bryant
Cr G Caruso
Cr L Caruso
Cr E Gill
Cr S Reardon
Cr D Proleta
Cr G Reynolds
Cr S White
Cr J Woodman (Deputy Chairman)
Cr R Zahra

OBSERVERS

Nil.

STAFF

Acting Chief Executive Officer, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Acting General Manager City Infrastructure, Ms K Pepe
General Manager Community Development, Ms P Webb
Manager Communications and Customer Relations, Mr M Bennington
Manager Governance, Mr M Petrovski
Governance Coordinator, Ms J Rowett
PA to General Manager Community Development, Mrs B Hatswell

The meeting commenced at 6:30 pm

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

APOLOGIES

Apologies have been received from Cr B Brug and Cr C Buchanan.

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr R Cook.

PRESENTATION OF MINUTES

Moved Cr R Zahra
Seconded Cr J Woodman

The Minutes of the Policy and Planning Committee Meeting held on 18 September 2017, be taken and read as confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Cr D Proleta entered the meeting at 6:31 pm.
Cr J Woodman entered the meeting at 6:31 pm.

Moved Cr R Zahra
Seconded Cr D Bryant

1. The information be received.

CARRIED

Community Development

1.1.1 2017/18 Library Service Christmas Operating Hours

Moved Cr R Zahra
Seconded Cr S White

1. It is recommended that:
   a. On Saturday 23 December 2017 all Library Branches operate according to their normal branch operating hours, including the Justice of the Peace services.
   b. On Sunday 24 December 2017, (Christmas Eve) all Library Branches close.
   c. On 27, 28, 29, 30 and 31 December 2017 (declared public holidays) Len Beadell Library operates normal branch hours whilst all other library branches and the Justice of the Peace service remain closed.
   d. On Tuesday, 2 January 2018 all Library Branches and Justice of the Peace services return to normal operating hours.

CARRIED

1.1.2 Salisbury Suicide Prevention Community Network Update

Moved Mayor G Aldridge
Seconded Cr D Proleta

Cr J Woodman declared a conflict of interest on the basis of being a member of the Salisbury Suicide Prevention Community Network. Cr J Woodman managed the conflict by remaining in the meeting but not voting on the item.
Mayor G Aldridge declared a conflict of interest on the basis of her association with the Salisbury Suicide Prevention Community Network. Mayor Aldridge managed the conflict by remaining in the meeting and voting in the best interests of the community.

1. The information be received.
2. Council continue to support the Salisbury Community Suicide Prevention Network – 'Every Life Matters', by providing staff assistance for a maximum of 3 days per month for the next 12 months.

CARRIED

The majority of members voted IN FAVOUR of the MOTION
Mayor G Aldridge voted IN FAVOUR of the MOTION
Cr J Woodman DID NOT VOTE on the MOTION

1.1.3 Minutes of the Youth Council Sub Committee meeting held on Tuesday 10 October 2017

Moved Cr R Zahra
Seconded Cr D Bryant

Cr D Balaza declared a perceived conflict of interest on the basis that David Waylen is an employee of the Salisbury Business Association of which he is a member of the Board. Cr D Balaza managed the conflict by remaining in the meeting but not voting on the item.

1. The information contained in the Youth Council Sub Committee of the meeting held on 10 October 2017 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

CARRIED

Cr D Balaza DID NOT VOTE on the MOTION

1.1.3-YC1 Minutes of the Youth Council Sub Committee meeting held on Tuesday 13 June 2017

Moved Cr R Zahra
Seconded Cr D Bryant

The Minutes of the Youth Council Sub Committee Meeting held on 13 June 2017, be taken and read as confirmed.

CARRIED

1.1.3-YC2 Youth Council Membership

Moved Cr R Zahra
Seconded Cr D Bryant

1. That the resignation of Kimberly Daniels from the position of Mentor on Salisbury Youth Council be received and accepted.
2. That the resignation of Cameron Rowe from the position of Youth Member on Salisbury Youth Council be received and accepted.

CARRIED

1.1.3-YC3 Mentor Application

Moved Cr R Zahra
Seconded Cr D Bryant

1. That David Waylen be appointed as a Mentor to the Salisbury Youth Council until December 2018.

CARRIED

1.1.3-YC4 Youth Council Project Team Updates

Moved Cr R Zahra
Seconded Cr D Bryant

1. That the information be received and noted.

CARRIED

1.1.3-YC5 SA Youth Week 2018

Moved Cr R Zahra
Seconded Cr D Bryant

1. That the information be received and noted.

CARRIED

1.1.3-YC6 Twelve25 Salisbury Youth Enterprise Centre - October Update

Moved Cr R Zahra
Seconded Cr D Bryant

1. That the information be received and noted.

CARRIED

1.1.3-YCOB1 Salisbury North Skate Park Upgrade

Moved Cr R Zahra
Seconded Cr D Bryant

1. That staff provide a report in December 2017 with costings for upgrading shading, seating and lighting and refurbishing the Salisbury North Skate Park for budget consideration.

CARRIED

1.1.3-YCOB2 Support for Newstart Allowance

Moved Cr R Zahra
Seconded Cr D Bryant

1. That Youth Council develop a working party to organise correspondence to the Minister for Human Services outlining support of Newstart Allowance.

CARRIED

Urban Development

1.3.1 Salisbury Community Hub - Update Report

Moved Cr L Caruso
Seconded Cr G Caruso

Cr D Balaza declared a perceived conflict of interest on the basis that he is a member of the Board of the Salisbury Business Association. Cr D Balaza managed the conflict by remaining in the meeting and voting in the best interests of the community.

1. That the report be received.

CARRIED

The majority of members voted IN FAVOUR of the MOTION
Cr D Balaza voted IN FAVOUR of the MOTION

OTHER BUSINESS

Nil

The meeting closed at 6:39 pm.

CHAIRMAN…….

DATE…….

ITEM	1.0.1
	POLICY AND PLANNING COMMITTEE
DATE	20 November 2017
HEADING	Future Reports for the Policy and Planning Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Report authors and General Managers

2.2 External

2.2.1 Nil

Item 1.0.1

3. REPORT

3.1 The following table outlines the reports to be presented to the Policy and Planning Committee as a result of a Council resolution:

Meeting - Item	Heading and Resolution	Officer
19/12/2016	**Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment update**	Peter Jansen
1.3.1	4. That a further report be provided to Council on the outcomes of the Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment public consultation process upon conclusion of the consultation period.	
Due:	April 2018	
19/12/2016	**RAAF AP-3C Tailfin for Purposes of Display**	Adam Trottman
P&P-OB1	That staff prepare a report working with Salisbury RSL to obtain an AP-3C Tailfin from RAAF for purposes of display within the Salisbury Council area, potentially as part of the Salisbury Oval Precinct upgrade.	
Due:	June 2018	
27/03/2017	**Community Street Art Program**	Adam Trottman
NOM2	As part of the City Pride Agenda, staff bring back a report exploring options for the commencement of a Community Street Art Program, with a view to installing locally created artwork by youth members of the community at various locations throughout the City including, but not limited to, smaller suburban shopping centres and Council facilities such as Community Centres and Recreation Centres.	
Due:	January 2018	
24/04/2017	**Privately Funded Development Plan Amendments Policy Review**	Peter Jansen
1.3.2	2. That a review of the Privately Funded Development Plan Amendment Policy be conducted when relevant details of the Planning Reforms under the Planning, Development and Infrastructure Act are known.	
Due:	March 2018	
24/04/2017	**Salisbury, Mawson Lakes and Ingle Farm Car Parking Review**	Peter Jansen
1.3.1	Mawson Lakes Study Area: (ii) Subject to a further Council report a trial of electronic parking controls in Euston Walk and Metro Parade to assist in utilisation and turnover of parking spaces adjacent the Mawson Lakes interchange.	
Due:	December 2017	

24/04/2017 1.3.1 **Due:**	**Salisbury, Mawson Lakes and Ingle Farm Car Parking Review** Salisbury City Centre Study Area: (d) Retain the current exemption from car park contribution for small business with a further review in two years. June 2019	Peter Jansen
25/09/2017 1.0.2-TVSC2 **Due:**	**Recreational Vehicle Site in the Salisbury City Centre** 1. A report be brought back addressing the issues raised during the deputation by Mr Schammell and Mr Hutchinson, in particular site location, scope of works, cost details and planning advice. February 2018	Dylan Grieve
25/09/2017 1.0.2-TVSC2 **Due:** **Deferred to:** **Reason:**	**Recreational Vehicle Site in the Salisbury City Centre** 1. A report be brought back addressing the issues raised during the deputation by Mr Schammell and Mr Hutchinson, in particular site location, scope of works, cost details and planning advice. November 2017 February 2018 As detailed for item 1.0.2-TVSC from 24/07/2017 resolution above.	Dylan Grieve
25/09/2017 1.1.2 **Due:** **Deferred to:** **Reason:**	**Change in Opening Hours at Salisbury Recreation Precinct** 2. That a further report be presented to Council to cover concerns raised in relation to the financial impact on possible changes to opening hours, hot weather policy and minimum attendance numbers. November 2017 February 2018 Belgravia will be presenting at an Informal Strategy session in the new year.	Adam Trottman

25/09/2017 1.3.3 **Due:**	**Discussion Draft - Community Engagement Charter (State Planning Commission) - Consultation Stage 1** 3. That a further report be presented to Council when the final draft Community Engagement Charter is released for consultation by the State Government. January 2018	Janine Philbey
25/09/2017 1.1.4-SIPSC3 **Due:**	**Strategic and International Partnerships Assessment of Strategic International Relationships Workshop** 6. That staff prepare a business case assessment for the committee's consideration of the following projects discussed at the workshop held on 22nd August 2017: i. Develop the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component. February 2018	Julie Douglas
25/09/2017 1.1.4-SIPSC3 **Due:**	**Strategic and International Partnerships Assessment of Strategic International Relationships Workshop** 6. That staff prepare a business case assessment for the committee's consideration of the following projects discussed at the workshop held on 22nd August 2017: ii. Developing a project to build strategic civic building partnerships with communities across Australia (such as indigenous communities, and intercultural communities) to enhance understanding. February 2018	Julie Douglas

4. CONCLUSION / PROPOSAL

4.1 Future reports for the Policy and Planning Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer: EXEC GROUP
Date: 13.11.17

ITEM 1.1.1

POLICY AND PLANNING COMMITTEE

HEADING Minutes of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 14 November 2017

AUTHOR Bronwyn Hatswell, PA to General Manager, Community Development

CITY PLAN LINKS 4.3 Have robust processes that support consistent service delivery and informed decision making.

SUMMARY The minutes and recommendations of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 14 November 2017 are presented for Policy and Planning Committee's consideration.

RECOMMENDATION

1. The information contained in the Strategic and International Partnerships Sub Committee Minutes of the meeting held on 14 November 2017 be received and noted and that the following recommendations contained therein be adopted by Council:

SIPSC1 China Action Plan

1. That the report be received.
2. That the China Action Plan be transitioned into operational activities reflecting progress against the plan since its inception.

SIPSC2 International Staff Exchange Program

1. Information be received.
2. An International Staff Exchange Program is undertaken as a two week program associated with a project linked to a key objective from the City Plan that provides benefits to the individual, the organisation and the community.
3. A New Initiative Bid for $7,000 is put forward for Council consideration in the 2018/19 budget.

SIPSC3 Delegation to Mobara July 2018

1. The information be received and noted.
2. The City of Mobara be advised that the City of Salisbury wishes to accept the invitation for a delegation to visit coinciding with the Mobara Tanabata-Matsuri Festival in July 2018.

3 A further report be brought to the next meeting of the Strategic and International Partnerships Sub Committee in relation to the options for the duration of the delegation visit and membership of the delegation.

Item 1.1.1

ATTACHMENTS

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

1. Minutes Strategic and International Partnerships Sub Committee - 14 November 2017

CO-ORDINATION

Officer: A/GMCD
Date: 15/11/2017

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

14 NOVEMBER 2017

MEMBERS PRESENT

Cr E Gill (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza
Cr J Woodman
Mr Christopher Moore (Deputy Chairman) (Rotary Representative)
Fr Roderick O'Brien (Community Representative)

OBSERVERS

Nil

STAFF

General Manager City Development, Mr T Sutcliffe
Acting General Manager Community Development, Mrs J Cooper
Manager Economic Development & Urban Policy, Mr G Ratsch
Manager People and Culture, Ms G Page
PA to General Manager Community Development, Mrs B Hatswell

The meeting commenced at 6:36 pm.

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

APOLOGIES

Apologies were received from Cr G Reynolds, Mr B George, Mr P Trimboli, Mrs H Vogt, Professor N Relph and Mr R Morris.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr J Woodman
Seconded Mayor G Aldridge

The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 12 September 2017, be taken and read as confirmed.

CARRIED

REPORTS

SIPSC1 China Action Plan

Moved Mayor G Aldridge
Seconded Mr C Moore

1. That the report be received.
2. That the China Action Plan be transitioned into operational activities reflecting progress against the plan since its inception.

CARRIED

SIPSC2 International Staff Exchange Program

Moved Mr C Moore
Seconded Mayor G Aldridge

1. Information be received.
2. An International Staff Exchange Program is undertaken as a two week program associated with a project linked to a key objective from the City Plan that provides benefits to the individual, the organisation and the community.
3. A New Initiative Bid for $7,000 is put forward for Council consideration in the 2018/19 budget.

CARRIED

SIPSC3 Delegation to Mobara July 2018

Moved Cr D Balaza
Seconded Mayor G Aldridge

1. The information be received and noted.
2. The City of Mobara be advised that the City of Salisbury wishes to accept the invitation for a delegation to visit coinciding with the Mobara Tanabata-Matsuri Festival in July 2018.
3 A further report be brought to the next meeting of the Strategic and International Partnerships Sub Committee in relation to the options for the duration of the delegation visit and membership of the delegation.

CARRIED

OTHER BUSINESS

Nil.

CLOSE

The meeting closed at 7:27 pm.

CHAIRMAN…….

DATE…….

Item 1.1.1 - Attachment 1 - Minutes Strategic and International Partnerships Sub Committee - 14 November 2017

ITEM	1.1.2
	POLICY AND PLANNING COMMITTEE
DATE	20 November 2017
HEADING	Regional Athletics Facility at Bridgestone Reserve
AUTHORS	William McInerney, Acting Community Planner Sport and Recreation, Community Development Adam Trottman, Manager Community Planning & Vitality, Community Development
CITY PLAN LINKS	3.2 Have interesting places where people want to be. 3.3 Be a connected city where all people have opportunities to participate. 3.4 Be a proud, accessible and welcoming community.
SUMMARY	This report considers various options for a regional level synthetic athletics track and associated facilities for Bridgestone Reserve subject to necessary approvals.

RECOMMENDATION

1. That the information be received and noted.
2. That the following be endorsed:
    a. Staff continue the concept development for a regional athletics facility at Bridgestone Reserve, subject to external funding and other key considerations.
    b. The City of Salisbury's application to Round One of the Office for Recreation and Sport's Sporting Surfaces Program for $1million towards the development of a synthetic athletics track at Bridgestone Reserve;
    c. The City of Salisbury's application to the Office for Recreation and Sport's Community Recreation and Sport Facility Program for $500,000 towards the development of a club and change room facility located at Bridgestone Reserve;
    d. The City of Salisbury's applications to other appropriate funding programs or sources that may be identified in the future for the development of athletics facilities at Bridgestone Reserve;
    e. Staff continue to engage with potential users of such a facility with a desire to develop partnership agreements with Council;
3. A further report be brought back to Council for consideration regarding the detailed scope of works and operating costs , revenue streams and end user commitments associated with Council's preferred option before June 2018.
4. Subject to receipt of significant external funding and end user commitments, a new initiative bid for the 2018/19 Budget be prepared for Council consideration for the development of the endorsed Concept.

ATTACHMENTS

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

1. Attachment A: Bridgestone Reserve Community Recreation Space
2. Attachment B: Bridgestone Reserve Club Room Concept Design
3. Attachment C: Bridgestone Reserve Athletics Track and Field Concept
4. Bridgestone Reserve Concept

1. BACKGROUND

1.1 Currently athletics within the City of Salisbury is located at:

- Rundle Reserve in Salisbury South (Northern Districts Athletics Club)
- Creaser Park in Parafield Gardens (Salisbury Little Athletics); and
- Golding Oval in Para Vista (Ingle Farm Little Athletics)

1.2 The Northern Districts Athletics Club offers both senior and junior athletics at Rundle Reserve and has 190 members.

1.3 The Salisbury Little Athletics Centre only offer junior athletics at Creaser Park and has 76 members.

1.4 The Ingle Farm Little Athletics Centre also only offers junior athletics at Golding Oval and has 53 members.

1.5 At a national level, significant effort has been put in by the Australian Sports Commission to bring Athletics and Little Athletics into one body. This effort has been replicated at a State level and Athletics SA and SA Little Athletics now work closer than ever.

1.6 The Northern Districts Athletics Club is seen as a leader in athletics in South Australia and has been the first to introduce the new 'One Club' model being advocated for by Athletics and Little Athletics at a State and National level. This is where senior athletics and little athletics (juniors) are combined in one club, providing pathways and support for participants throughout their entire life. Northern Districts Athletics Club are being praised at a National level and used as best practice example where this approach has been successful and is seen as the way of the future.

1.7 Athletics in South Australia is experiencing a time of significant growth. Athletics SA membership has grown by 46% over the past 3 seasons and has a growth trajectory placing it at a record 29 year high.

1.8 In addition to club participation, many children and youth still participate in athletics through schools with most schools still holding an annual athletics day carnival.

1.9 South Australia currently has no regional level athletics facilities in the State and has only one synthetic athletics facility, which is SA Athletics Stadium (previously SANTOS Stadium) a state level facility, located at Mile End.

1.10 In comparison, other States have significantly more synthetic athletic tracks than South Australia (eg. Victoria 25 synthetic athletic tracks, Queensland 12 synthetic tracks).

1.11 South Australia is at significant advantage compared to the other States in Australia. Furthermore, residents, participants and school students in the North are even more disadvantaged due to being located so far away from the State's only synthetic athletics track. This not only effects participation levels but also future growth opportunities for the sport and the number of athletes from the North that make it through to State and National level representation.

1.12 The SA Athletics Stadium at Mile End operates with high levels of school bookings throughout the year with the majority of schools being associated with Secondary School Sport SA (SSSSA), South Australian Primary Schools Amateur Sports Association (SAPSASA), or South Australian Christian Schools Association (SACSA Sports).

1.13 This disadvantage for Northern children and adults is reflected in booking numbers at the SA Athletics Stadium which have around 80 bookings per year yet with only 2-3 coming from the Northern Suburbs. It is thought that this is due to the accessibility of the Mile End track to the Northern suburbs including travel time and costs.

1.14 SA Athletics Stadium also experiences high use by Athletics, Little Athletics and private coaching which adds to the high number of bookings throughout the year.

1.15 Participation in Little Athletics in SA is still high and importantly more than 3,200 members (48.5% of total membership) are located within a 25km radius of Bridgestone Reserve. This supports having a synthetic athletics track facility in this location with significant numbers of participants and their families expected to make use of such a facility.

1.16 As there is currently no secondary State athletics facility or even a regional level facility, South Australia also has no back up when the SA Athletics Stadium is booked out.

1.17 Salisbury was identified as early as the mid 2000's as the preferred location for a synthetic track in the North, with the State Sport Facilities Strategy recognizing the need.

1.18 In 2011, Bridgestone Reserve was specifically identified as a priority site for the development of a regional synthetic athletics facility by Athletics South Australia in their South Australian Track and Field Facilities Masterplan (2011) based on the following criteria:

- Physical site conditions
- Security and safety
- Access and transport
- Impact on existing site
- Demand and usage
- Alignment with strategic and land use planning

1.19 In 2014 the City of Salisbury prepared a business case and masterplan for consideration addressing the development of an athletics facility at Bridgestone Reserve.

1.20 At the time there were a number of issues that complicated the project including:

- Costs for the project were significant
- The sport of Athletics was fractured at a local level
- The proposal included State facilities for other sporting bodies (eg. Rugby and Touch Football)
- Lack of available funding options

1.21 Since 2014, a number of these issues have been resolved and staff have revisited the opportunity for a synthetic track at Bridgestone Reserve. The following circumstances now make it appropriate to re-examine the opportunity for developing an athletics facility:

- Costs for the project are significantly less (major earthworks were funded through Federal Government and proposed club facilities are more realistic)
- The sport of Athletics is united at both a local and State level
- Other state sporting facility elements have been removed from the project
- Potential for an additional $1Million to $1.5Million investment into the project from the State Government (subject to funding applications)

1.22 In 2017, Bridgestone Reserve was opened with irrigated turf playing surfaces, a district level play space, public toilets, walking track, community fitness equipment, barbeque, and storm water reticulation scheme and provision has been made for the connection of floodlighting and installation of a synthetic athletics track in case future funding made the project feasible.

1.23 Since the opening of Bridgestone Reserve, observations are that the play space and eastern turf playing surface is primarily used by the public with little use of the turf play space located closest to the train line (which is the area identified for a athletics facility).

2. CITY PLAN CRITICAL ACTION

2.1 Promote a positive image of Salisbury to attract investment, visitors and tourists, and increase community pride

3. CONSULTATION / COMMUNICATION

3.1 Internal

3.1.1 All appropriate functional areas

3.2 External

3.2.1 Adam Bishop, Chief Executive Officer, Athletics South Australia

3.2.2 Sue Bowman, Chief Executive Officer, Little Athletics South Australia

3.2.3 Paula Nielsen, Manager of Secondary School Sport SA (SSSSA)

3.2.4 Pam Marston, Primary School Sport Manager, South Australian Primary Schools Amateur Sports Association (SAPSASA)

3.2.5 Zoe Steele, Sport Administrator, South Australian Christian Schools Association (SACSA Sports)

3.2.6 John Cranwell, Chief Executive Officer, Inclusive Sport SA

3.2.7 Kevin Bawden, Chief Executive Officer, Disability Recreation and Sport SA

3.2.8 Jenny Dansie, President, Northern Districts Athletics Club

3.2.9 Committee, Cressy Bowmen Archery Club

3.2.10 Funding Services and General Manager, Office for Recreation and Sport

3.2.11 Hon Zoe Bettison MP

4. REPORT

4.1 The City of Salisbury has been identified as a priority location of the State's second synthetic athletics track in the South Australian Track and Field Facilities Masterplan. This would make Salisbury the regional athletics destination in the North and provide top class facilities for local clubs, children and residents alike.

4.2 Bridgestone Reserve is the preferred location which would allow continued open access for the community and a large amount of recreation space for unstructured activities. In addition, the State Government has recently announced a new funding program for amounts of up to $1Million for these types of projects.

Demand and usage

4.3 Bridgestone Reserve has been specifically identified as a priority site for the development of a regional synthetic athletics facility by Athletics South Australia in their South Australian Track and Field Facilities Masterplan (2011) based on the following criteria:

- Physical site conditions
- Security and safety
- Access and transport
- Impact on existing site
- Demand and usage
- Alignment with strategic and land use planning

4.4 The following organisations have provided their full support for a regional athletics facility at Bridgestone Reserve:

- Athletics South Australia
- Little Athletics South Australia
- Secondary School Sport SA (SSSSA)
- South Australian Primary Schools Amateur Sports Association (SAPSASA)
- South Australian Christian Schools Association (SACSA Sports)
- Inclusive Sport SA
- Disability Recreation and Sport SA
- Northern Districts Athletics Club

4.5 Bridgestone Reserve lends itself to becoming a regional facility with a range of complimentary uses including a recreational play space, open turfed areas, and community fitness equipment as well as a well-designed site layout and location of the Reserve.

4.6 With a train station on the Adelaide to Gawler line servicing the site, Bridgestone Reserve is the most strategically important and well located site for the State's second synthetic athletics facility.

4.7 The proposed layout (see Attachment "A") allows for the retention of unstructured active recreation space on the Eastern turfed area and play space and staff are continuing to explore the feasibility of continuing a fully accessible site to the community for both unstructured and semi-structured recreational use (ie. The athletics tracks at Rundle Reserve, Creaser Park and Golding Oval are currently fully accessible outside of leased periods).

4.8 With large numbers of families visiting the site for active recreation purposes on the adjacent Eastern turfed playing field and play spaces, this provides an additional level of passive surveillance which is likely to increase use of the facility compared to that of other athletics facilities in the area due to an increase in safety. Similarly, families are also likely to feel safer at the play spaces due to the number of people using the athletics facilities.

4.9 For instance, passive surveillance at Rundle Reserve is extremely poor as it is located in an industrial precinct with no business or residence frontages to the facility and little passing traffic. The proposed new facility at Bridgestone Reserve has frequent public transport providing passive surveillance and a number of small businesses overlooking the reserve. Families using the play space also add to the passive surveillance. The benefit of increased passive surveillance at the site means that people are more likely to train when there is no club activity on the site, people using the play space will also feel safer with more people around and importantly, the Chidda Train Station will become even less isolated with many more people able to see the platform from the reserve.

4.10 The current athletic facility at Rundle Reserve utilises an unbound cinder track which is outdated and provides a low quality surface compared with a synthetic surface. This track suffers during wet weather with significant ongoing maintenance required due to material washing away (eg. In 2016/17 maintenance costs on the track alone were in the order of $9,000). This results in an unsafe surface with gutters forming on the track rendering lanes unusable. Competition cannot occur until repairs have been completed which is a regular occurrence each year.

4.11 Synthetic surfaces are all-weather tracks and can be used all year round, therefore athletes and community participants use these types of facilities more often. Synthetic surfaces also provide greater durability, more consistent results, and are less stressful on runners as they are designed to offer the best combination of dynamic properties for athletes. Synthetic tracks are highly desired by schools, juniors, seniors, clubs and carnival organizers for their performance and reliability.

4.12 Along with the synthetic track, a new club room is proposed at the facility with the inclusion of a canteen. This canteen can be used to generate revenue for the club while carnivals, meets, and competitions are being held at the facility. This revenue has the potential to assist to both grow sport in Salisbury and importantly continue to improve the facility into the future.

4.13 Over 3,200 of the Little Athletics SA members (48.5% of SA Little Athletics total membership) are located within a 25km radius of this proposed facility, therefore having a permanent facility in such a prominent location will provide greater exposure of athletics in the community and participation in the sport will be more visible which is vital to the future growth of athletics in South Australia.

4.14 Athletics SA membership has grown by 46% over the past 3 seasons and has growth trajectory placing it at a record 29 year high. This development will capitalise on this growth and usher in a new era for athletics in South Australia.

4.15 In addition to club participation, many children and youth still participate in athletics through schools with most schools still holding an annual athletics day carnival. Therefore investing in a sport that is offered in the majority of schools is likely to have greater impact on local youth and their participation and progression in sport.

4.16 As stated in the background of this report, although the SA Athletics Stadium takes around 80 school bookings each year, only 2-3 of those are from schools located in the Northern Suburbs. It is thought by stadium management that this is due to the accessibility of the track to Northern Suburbs schools, including travel time and travel costs.

4.17 With over 40 schools (primary and secondary) located within the City of Salisbury, there is significant opportunity to attract a substantial number of students and participants to this facility through various programs, events, and competitions.

4.18 This facility could offer an affordable regional facility accessible for participants from Gepps Cross through to the Barossa, Lower Light and Mid North as well as Tea Tree Gully, Playford and part of Port Adelaide Enfield.

4.19 Secondary School Sport SA (SSSSA), SAPSASA (Primary School Sport), and the South Australian Christian Schools Association (SACSA Sport) currently run their northern and north-east zone track and field championships and carnivals at SA Athletics Stadium.

4.20 SSSSA, SAPSASA and SACSA Sport have indicated their support for the Bridgestone Reserve facility and would welcome the opportunity to use a suitable athletics facility at Bridgestone Reserve to hold as many of their northern sporting events as possible and would also encourage their schools to hold their sports days there.

4.21 While the athletic track and associated facility may be used regularly by schools, athletics clubs, and centres; community use of the remaining part of Bridgestone Reserve at the same time as athletics meets for unstructured recreation will be retained. This would be consistent with other public athletics facilities, such as Golding Oval, where schools use the athletics facilities and the public still access the balance of the reserve at the same time.

4.22 A regional athletic facility is likely to attract high visitor numbers and is estimated to attract in excess of 10,000 visitors per annum through use by schools, regional carnivals, athletic clubs, centres, and events.

4.23 Consequently, with increased visitors to the location and region, it is likely that this will result in an increased visitor spend in the region. This may include an increase in use of accommodation in but not limited to Mawson Lakes, tourist parks, and AirBnB (particularly for regional meets).

4.24 In addition, with this significant development it is likely that there will be an increase in sport participation within the City of Salisbury and the State as well as improved results in competitions due to additional training opportunities and quality of facility, and associated health benefits for community members.

4.25 The united front from State Sporting Bodies and support from progressive athletics clubs located at Rundle Reserve have increased the vision of the sport and alignment with State and Local Government strategies. This has resulted in the sport being ready at both a State level and local level for a regional facility at this location.

Proposed Concept

4.26 Two concepts are being developed for consideration, Concept 1 with a club facility that is slightly larger and more flexible than the existing club facility at Rundle Reserve and Concept 2 with a club facility that is significantly larger and can cater for large functions, activities but which can be built initially or at a later date as funding permits.

Concept 1: Synthetic Track with Flexible Club Facility

4.27 Concept 1 includes a synthetic athletics track, associated field infrastructure (throwing and jumping facilities), equipment storage shed and a club room/change facility that is more flexible and slightly larger than the existing facility at Rundle Reserve.

4.28 Attachment "B" shows a concept plan for these club rooms which includes change rooms (suitable for other sports as well), bar and canteen facilities, function area, multi-use office space, minor storage, referee room, first aid and additional toilets accessible to the public. The size of this facility is considered appropriate for the proposed use of the site, and should this concept be endorsed for further consideration, the plans would be refined in consultation with potential users and state associations.

DESCRIPTION	**CONCEPT ESTIMATE**
Site, track, field, take off and throwing circles and equipment storage	$2,200,000
Option 1: Club room, change facilities, storage and site rectification	$1,600,000
TOTAL	$3,800,000

Option 2: Synthetic Track with Larger Club Facility

4.29 This option includes a synthetic athletics track, associated field infrastructure (throwing and jumping facilities) and a significant function facility that is much larger than existing athletics facilities at other locations.

4.30 Attachment "C" shows a concept plan for these club rooms which includes a large function room, offices, change rooms (suitable for other sports as well), bar and canteen facilities, storage, a referee room, first aid and additional toilets accessible to the public. Whilst these are over and above existing facilities, it would provide similar function space as that at the State athletics stadium and include options for additional community functions and spectator facilities.

DESCRPTION	**CONCEPT ESTIMATE**
Site, track, field, take off and throwing circles and equipment storage	$2,200,000
Concept 2: Significant function rooms, bar facilities, change facilities, storage and site rectification	$3,300,000
TOTAL	$5,500,000

Synthetic Track and Field Facilities

4.31 The layout allows for the installation of a new 8 lane (10 lane straight), 400m synthetic athletics track that meets the International Association of Athletics Federation requirements.

4.32 The proposed synthetic athletic track has been certified by the IAAF and will therefore meet Athletics SA and Athletics Australia's technical requirements to host school and interschool competitions, district level club training and competitions, and potential state and national events.

4.33 The field requirements (eg. throwing disciplines) proposed at the facility will meet the highest level appropriate for the facility including local, district, state, and national standards.

4.34 While the track will meet IAAF standards, ancillary facilities such as change rooms, spectator viewing and floodlighting are unlikely to meet the requirements for International level competition.

4.35 This facility will provide further options for regional, state and national level competition as well as additional training facilities for international athletes in the lead up to competitions such as Commonwealth Games and IAAF meets at the South Australian Athletics Stadium where capacity is reached.

4.36 The turf infield will be retained for throwing disciplines and will continue to be accessible for other sports when not in use for athletics.

4.37 The mounding that was developed as part of the previous upgrade will also be retained and offers excellent spectator viewing of the proposed track, throwing, and jumps areas.

4.38 It is proposed that a number of additional shade structures will be installed as part of the works to ensure that spectators have access to shaded areas when viewing the ground.

4.39 Storage facilities will be located separate to the proposed club facility and will consist of a shed with concrete floor and is a cost effective method. This is similar to what is provided at the SA Athletics Stadium.

Feasibility and Funding

4.40 Major site works undertaken at Bridgestone Reserve undertaken as part of the storm water reticulation scheme was funded through the Federal Government. When these works were undertaken, consideration was given to future proofing the site for a potential athletics facility. This is likely to reduce the cost of preparation earth works associated with installing a synthetic track.

4.41 Other factors have also made the possible development of a regional synthetic athletics facility at Bridgestone Reserve more attractive, including:

4.41.1 Up to $1Million being available (subject to a successful funding application) through the Office for Recreation and Sport's new Sporting Surfaces Program.

4.41.2 Up to $500,000 being available (subject to a successful funding application) through the Office for Recreation and Sport's Community Recreation and Sport Facilities Program.

4.42 The Sporting Surfaces Program through the Office for Recreation and Sport is a new program that has been established to help eligible organisations to develop new or upgrade/enhance or replace existing synthetic and hard-court sport playing surfaces including synthetic turf playing fields, indoor and outdoor courts to support sports in South Australia. The program has up to $10Million available in 2017/18 with $1Million the maximum funding for any one project.

4.43 Due to the timing of the program and the upcoming State election, City of Salisbury staff have lodged an application for $1Million to Round One of the program for the development of a regional synthetic athletics track at Bridgestone Reserve. An announcement of this funding is likely to be made in late 2017 however the application can be withdrawn if Council decides not to endorse this initiative.

4.44 A further $500,000 is possible through the Office for Recreation and Sport's Community Recreation and Sport Facilities Program with the next round not due to open until February 2018 with announcements made in mid 2018.

4.45 Whilst it is possible to receive funding through both programs for this concept, it is unknown if the State would likely fund the project through both funding programs however staff will continue to explore this with the State (subject to endorsement of the recommendations from Council).

4.46 Potential funding:

Potential Funding Considerations	Potential
State Government - track	$1,000,000
State Government – club and change facilities	$500,000
Federal Government - TBA	TBA
TOTAL	Up to $1,500,000

4.47 To proceed from concept to development stage, this project would be subject to receipt of sufficient funding from State Government. Staff would also explore the availability of funding through other avenues including Federal Government. It is unlikely that Athletics SA or the clubs have the financial capacity to make any significant contribution towards the project.

Support for the Project

4.48 The Northern Districts Athletics Club has indicated their full support for the facility and support the relocation of their club from Rundle Reserve to Bridgestone Reserve if the facility is developed.

4.49 In addition to this, Salisbury Little Athletics Centre may consider relocating from their facility at Creaser Park to Bridgestone Reserve, however at this stage the feasibility of the project is not contingent on this relocation.

4.50 Developing a regional level athletics facility in the North will have a significant positive impact on the wider community through greater participation and development opportunities for those in low socio-economic environments, people with disabilities, and multicultural backgrounds by being inclusive and providing improved access for all.

4.51 Inclusive Sport SA have also indicate their support for the facility and will be significantly involved with the planning of the facility to ensure that it is inclusive and accessible for all.

4.52 Disability Recreation and Sport SA have also indicated their support for the facility which would cater for athletes with a disability.

4.53 Both State Sporting Bodies for Athletics and Little Athletics have indicated their overwhelming support for the development of a regional level athletics facility at Bridgestone Reserve.

4.54 Athletics South Australia has written in support of this project stating it is "…one of the most significant in the history of South Australian athletics and provides a platform for Athletics SA to expand its event offerings and further increase participation which has grown by 46% in the past 3 seasons." - Adam Bishop, Chief Executive Officer, Athletics SA

4.55 There are currently no regional level classified athletics facilities in South Australia; therefore there is a significant gap in facility provision in the State for athletics.

4.56 This will not only service the community at club level but will also be well suited and positioned for local and regional school and inter-school competitions.

4.57 This facility will also have the capacity to act as a secondary and overflow state facility when the SA Athletics Stadium is at capacity or undergoing maintenance and repair.

Other Considerations – Financial Considerations

4.58 As stated in 4.42 to 4.49 above, Council would be eligible to apply for funding through two State Government programs for up to $1.5Million towards this project (although possible, it is unknown if the project would likely receive both).

4.59 There are additional costs that are associated with a synthetic track however it should be noted that there are also costs associated with maintenance of existing tracks at Rundle Reserve ($9k in 2016/17), Creaser Park and Golding Oval.

4.60 Should Council endorse this initiative, further work will be undertaken regarding ongoing preventative and routine maintenance costs as well as whole of life asset cost.

4.61 Currently, there are funding programs available through the State Government that would support resurface and re-line marking at the 10 year mark. This would likely reduce the cost to Council.

4.62 Likely additional costs associated with the synthetic track component of the facility are as follows:

Frequency	Description	Cost
Annual	Regular maintenance and cleaning	$15,000
2 years	Pressure clean and professional service	$18,000
4-6 years	Patching to high wear areas	$30,000
6 years	Re-line marking	$25,000
10 years +	Recoating and re-line marking	$425,000

4.63 The Spurtan BV track would be expected to least 10 years prior to recoating and line marking, followed by similar ongoing refurbishment periods.

4.64 The facility would be included into Council's asset management plans ensuring routine and preventative maintenance are undertaken regularly in accordance with the manufacturers recommendations.

4.65 Significant and more detailed assessment of the viability and feasibility of the initiative needs to be made and will be included in a future report to Council for consideration.

Other considerations – Rundle Reserve

4.66 Should Council endorse the initiative and Northern Districts Athletics Club agree to relocate from Rundle Reserve, this would leave Cressy Bowman Archery Club as the only tenant at Rundle Reserve.

4.67 Cressy Bowman Archery Club have approximately 76 members and uses the Rundle Reserve facility for archery on Tuesday mornings at 9:30am and Sunday mornings at 9:30am.

4.68 Council may wish to consider the future of Rundle Reserve, given its location in an industrial precinct. Rundle Reserve has a current capital valuation of $1.1Million.

Other considerations – Management Model

4.69 Staff will continue to work with potential users/tenants of the facility such as Athletics SA, SA Little Athletics and clubs to consider the most appropriate management model that will result in the maximum opportunity to grow the sport, maximize use of the facility and provide the best return on investment to the City of Salisbury long term.

Other Considerations – Site Constraints

4.70 Currently Bridgestone Reserve has car parking on site for 80 vehicles. Street parking on Frost Road is likely to take this figure to around 150 vehicles. Additional car parking options and bus drop off zones are currently being considered and are possible on site.

Other considerations – Club Lease Fees

4.71 As this concept is for a new facility, it is unlikely the club lease fees would be the same as they are for Rundle Reserve. Once a management model has been determined, all users of the facility are known and more definitive costs have been determined, lease/usage fees will be able to be provided.

5. CONCLUSION / PROPOSAL

5.1 Concept developing is occurring as per this report, however no further commitments are being sought from Council until it has considered a detailed report.

5.2 The timing for external funding for this project is critical. The City of Salisbury has made an application to Round One of the Office for Recreation and Sport's Sporting Surfaces Program for $1million towards the development of a synthetic athletics track (track component only) at Bridgestone Reserve. Applications are currently being considered with an announcement of successful applications in late 2017 or early 2018. This timing means that Council could consider any new initiative bid knowing what, if any, external funding has been allocated to this project. This application can be withdrawn should Council decide not to endorse either concept for Bridgestone Reserve. Following this round of funding, the State Government will enter into caretaker mode.

5.3 To facilitate maximum funding support staff would make a further application to the Office for Recreation and Sport's Community Recreation and Sport Facility Program for $500,000 towards the development of a club and change room facility located at Bridgestone Reserve in Feb/March 2018.

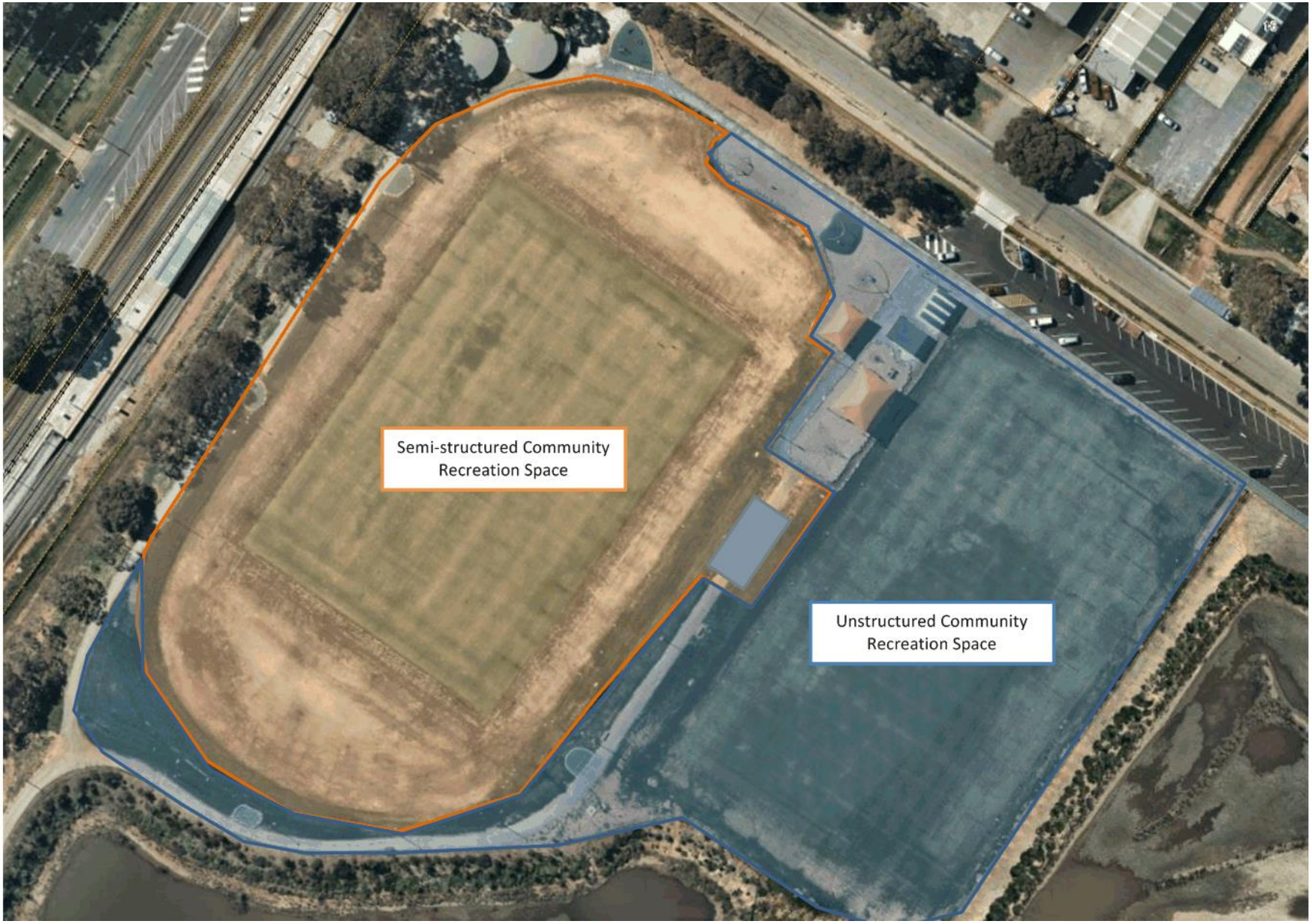
5.4 It is considered that the development of a regional level athletics facility located at Bridgestone Reserve should only proceed to development subject to receipt of significant funding from State Government, necessary budget provision as part of the 18/19 budget, detailed design and documentation, end user commitments and approvals being in place.

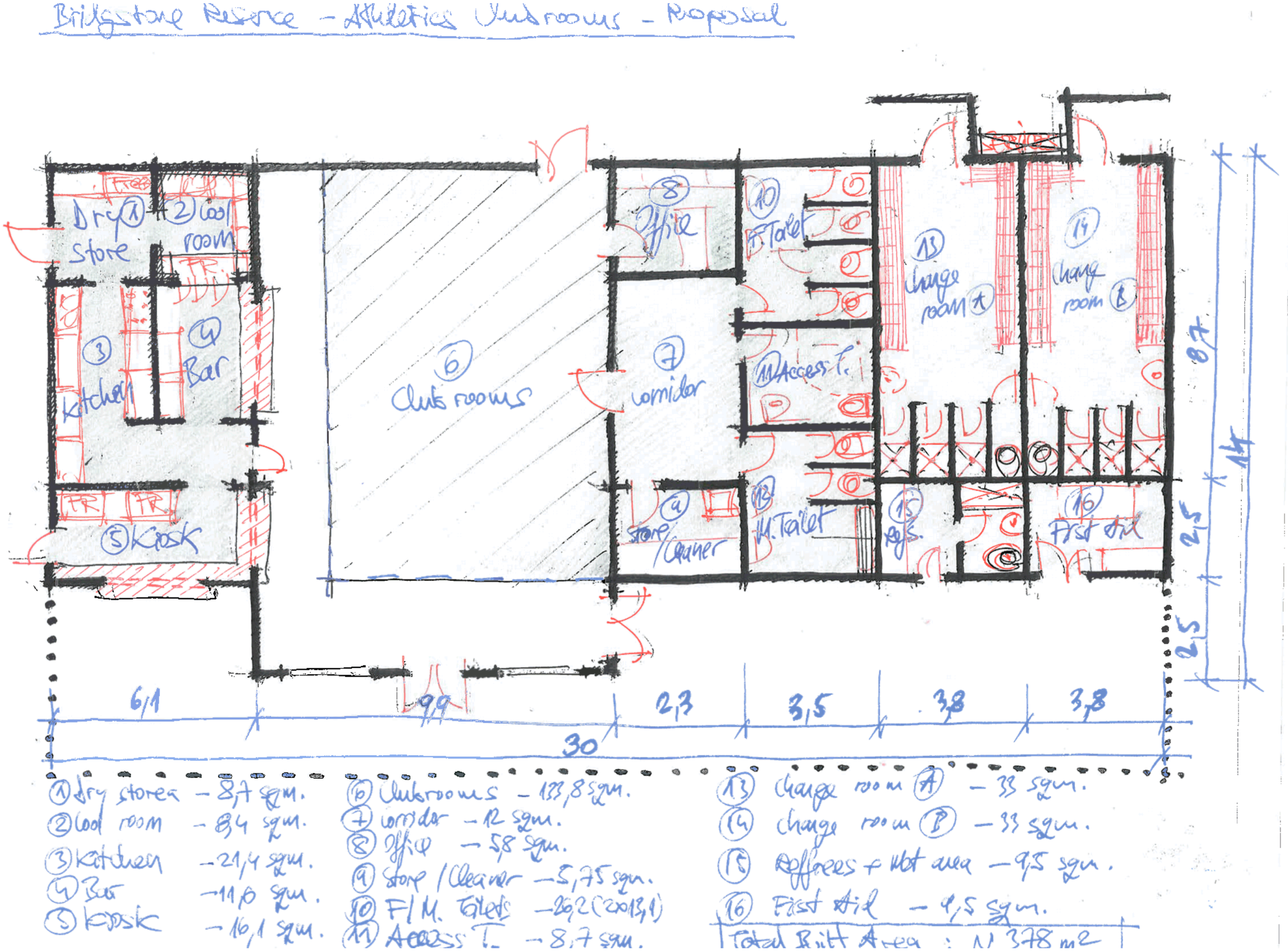
5.5 A further report would need to be brought back to Council regarding the detailed scope of works and operating costs associated with Council's preferred option.

5.6 A New Initiative Bid for the 2018/19 budget would need to be prepared for Council consideration for the development.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 13/11/2017


Semi-structured Community Recreation Space
Unstructured Community Recreation Space


Bridgstone Reserve - Athletics Club rooms - Proposal
Dry store
cool room
Kitchen
Bar
Kiosk
Club rooms
corridor
Office
Toilet
Access T.
change room A
change room B
store / Cleaner
M. Toilet
Coffees
First Aid
6,1
9,9
2,3
3,5
3,8
3,8
30
2,5
2,5
① Dry stores - 8,7 sqm.
② Cool room - 8,4 sqm.
③ Kitchen - 21,4 sqm.
④ Bar - 11,0 sqm.
⑤ Kiosk - 16,1 sqm.
⑥ Clubrooms - 133,8 sqm.
⑦ corridor - 12 sqm.
⑧ Office - 5,8 sqm.
⑨ store / Cleaner - 5,75 sqm.
⑩ F/M. Toilets - 26,2 (2013,1)
⑪ Access T. - 8,7 sqm.
⑬ change room (A) - 33 sqm.
⑭ change room (B) - 33 sqm.
⑮ Coffees + Hot area - 9,5 sqm.
⑯ First Aid - 9,5 sqm.
Total Built Area : N 378 m2

PLAN
SCALE 1:500

REVISIONS AND ISSUES			
REV	ISSUE/DESCRIPTION	DATE	APPROVED
A	-	-	-

DRAWING SHEET DETAILS	
ORIGINAL SHEET SIZE	A1
COORDINATE SYSTEM	
CAD FILE NAME	
PR No.	PR22955

APPROVED _____

NAME DAMEON ROY
MANAGER TECHNICAL SERVICES

DATE _____

CITY OF Salisbury

DESIGN VERIFICATION			
DESIGN TITLE	NAME	SIGNATURE	DATE
SURVEYOR	MARTYN ELLIOTT		
CIVIL DESIGNER	-		
TEAM LEADER CIVIL DESIGN & TRAFFIC	JASON TAMAS		
SENIOR TRAFFIC ENGINEER	TONY CALANDRO		
TEAM LEADER LANDSCAPE DESIGN	CRAIG JOHANSEN		
LANDSCAPE DESIGNER			
SENIOR ASSET & PROJECT ENGINEER	PETER STOKES		
MANAGER PROJECTS			

BRIDGESTONE RESERVE DEVELOPMENT

INDEX & LOCALITY PLAN

BRIDGESTONE PARK FROST ROAD SALISBURY SOUTH

PLAN No. PR22955 SHEET 01 A REV.

Bridgestone Reserve - athletics and field sports option

1. Synthetic athletics track with grassed field in centre
2. Long/triple jump
3. New club rooms
4. 400m synthetic athletics track
5. Existing playspace
6. Existing detention pond
7. Existing tanks and recycled water infrastructure

DRAFT 6/11/17

Scale 1:1500 @A3

ITEM	1.1.3
	POLICY AND PLANNING COMMITTEE
DATE	20 November 2017
HEADING	Age Friendly Salisbury Strategy
AUTHOR	Joanne Menadue, Health & Inclusion Senior Coordinator, Community Development
CITY PLAN LINKS	3.3 Be a connected city where all people have opportunities to participate. 3.4 Be a proud, accessible and welcoming community. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	This report provides an update on the progress to date of delivery of Age-Friendly Salisbury 2015-2020 since its endorsement in October 2015.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

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

1. Age-Friendly Salisbury progress Oct 2017

1. BACKGROUND

1.1 At October 2015 Council meeting Council adopted the Age-Friendly Salisbury Strategy 2015-2020. Age-Friendly Salisbury provides strategic guidance to council's actions to ensuring that older residents of Salisbury live in a supportive environment, have access to services and community connections and a clear voice in the issues that affect their lives.

1.2 The Strategy 'Age Friendly Salisbury' focuses on creating a City that supports and encourages active ageing, which is the process of optimising opportunities for health, participation, security and life-long learning in order to enhance the quality of life as people age.

1.3 Age-friendly Salisbury is based on the World Health Organisation (WHO) age-friendly cities communities guidelines and checklist. These guiding documents were developed following extensive research undertaken in 35 cities across the world on what elements of a city and community enable all ages to thrive.

1.4 To track progress to date on delivery of the actions outlined in Age-friendly Salisbury the following report and the attached Scorecard is the first report to council on progress to date.

1.5 The attached scorecard uses a traffic light indicator system indicating progress to date and a written status update on each of the actions within the Plan.

2. CONSULTATION / COMMUNICATION

2.1 Internal

Staff from the following Divisions were consulted in the development of this report:

- Community Health and Wellbeing
- Libraries and Community Centres
- Community Planning and Vitality
- Urban Economic Development and Policy
- People and Culture
- Technical Service
- Field Services
- Strategic Development Projects

3. REPORT

3.1 Attachment 1 shows that the City of Salisbury is on track with the majority of the 76 actions within the Plan:

- 60 actions are complete/ongoing;
- 14 actions are in progress; and
- 2 actions need attention.

3.2 Since the endorsement of Age-Friendly Salisbury in October 2015 a number of opportunities have arisen that contribute to developing Salisbury's age-friendliness. Some examples include:

- The Home and Community Services Business Model Framework project which identifies and informs future options for the aged and disability services council currently provide;
- Inspiring Health Project a preventative health screening for 40-70 year olds project in partnership with Flinders University;
- The City of Salisbury was recognised by the World Health Organisation as an Age Friendly City and Community.

3.3 Over this time period multiple awards have been received recognizing the Community Health and Wellbeing Divisions for its work engaging and supporting older people and people from Culturally and Linguistically Diverse backgrounds.

Next steps

3.4 Over the past two years a significant amount of work has been achieved across the City of Salisbury in delivering actions and embedding Age-friendly Salisbury. A large number of actions are ongoing and will continue to be delivered into the future.

3.5 Additional to this delivery is the development of additional actions to increase the positioning of Salisbury of an age-friendly city into the future. This will occur over the next 12 months.

3.6 A key focus during the next period will be to raise awareness that an age-friendly city benefits and creates communities where all ages can thrive. The work of the WHO found that by utilising the lens of older people to create an environment not only achieves better ageing for older residents, but also pays attention to the ageing process across the life span.

Evaluation and Age-friendly Indicators

3.7 Further work will be undertaken to evaluate progress to date on City of Salisbury's Age-friendliness. However this will be aligned with the work being undertaken by the Office of the Ageing in partnership with the University of SA. The first stage of this work is the release in late November of UniSA's review of OFTA's Age-Friendly Communities program. A key recommendation of this report is the development of a set of age friendly indicators.

4. CONCLUSION / PROPOSAL

4.1 Over the past two years a significant amount of work has been achieved across the City of Salisbury in delivering actions and embedding Age-friendly Salisbury. Delivery of the actions outlined in the Age-friendly Salisbury is on track with 60 actions having been completed or are ongoing, 14 actions are in progress and two actions need additional attention.

4.2 Over the next 12 months work will be undertaken to develop additional actions to increase the positioning of Salisbury of an age-friendly city into the future as well as focusing on working with OFTA to develop an age-friendly evaluation framework and age-friendly indicators.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 13/11/2017

Age-Friendly Salisbury Action Plan October 2015

Progress to date October 2017

Indicators:
- Needs Attention
- In progress
- Complete/ongoing

Outdoor Spaces and Buildings

Goal: An age-friendly Salisbury has attractive, safe and accessible outdoor spaces and buildings that encourage active participation and enjoyment by older people.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Planning, creating and improving inclusive and inviting outdoor spaces and buildings across the City of Salisbury	Embed age friendly criteria into routine conditions and asset assessments of Council buildings, footpaths, parks and open space to ensure accessibility, safety and independence of older people.	Technical Services	Ongoing		Universal Design, CPTED and Age-friendly design principles are used to assess spaces and make routines improvements.
	Include age-friendly standards in the design and functionality of new Council infrastructure, including the Community Hub.	Strategic Development Projects Technical Services Property and Buildings Community Health and Wellbeing	Ongoing		Age-friendly design principles as well as Universal Design and CPTED are being incorporated into the design of all new infrastructure. Key to designing the Community Hub has been incorporating considerations to be inclusive of the whole community including age-friendly standards.

Goal: An age-friendly Salisbury has attractive, safe and accessible outdoor spaces and buildings that encourage active participation and enjoyment by older people.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Include adult fitness equipment within the scope of the reserve upgrade and play space renewal programs.	Technical Services	Ongoing		Adult fitness equipment has started being incorporated into locations across the City including Mawson Lakes, Bridgestone Park and Fairbanks Drive.
	Ensure adequate and appropriate age-friendly seating is available in high use and connecting areas	Technical Services	Ongoing		Universal Design has been incorporated into all open space development across the City. This includes Age-friendly seating in high use areas.
	Include the provision of sheltered seating in the scope of scheduled reserve upgrades and play space renewal projects.	Technical Services	Ongoing		Sheltered seating has been installed at play spaces including St Kilda where sheltered seating has increased from one to six locations, Unity Park (Pooraka), St. Albans Drive Reserve (Salisbury Heights) and Farrington Green (Valley View).
	Enhance council's commitment to a safe, maintained and interconnected footpath and kerb ramp network.	Technical Services	Ongoing		Council continues to maintain its commitment to the development of a safe, maintained and interconnected footpath and kerb ramp network. A footpath defect audit will be completed in November and a kerb ramp audit will be completed this financial year however the kerb ramp data has been maintained through capital works and donated assets upgrades.
	Ensure that lighting is provided in public areas and the connections between them.	Technical Services	Ongoing		Across the Salisbury City Centre significant improvements in lighting has occurred resulting in increased accessibility and a safer environment.

Goal: An age-friendly Salisbury has attractive, safe and accessible outdoor spaces and buildings that encourage active participation and enjoyment by older people.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
					Currently a public lighting Asset Management plan is being developed to guide Council's public lighting provision into the future.
	Install wayfinding signage across the City to encourage walking and cycling.	Technical Services	Ongoing		The key areas where wayfinding signage has been installed are the Salisbury City Centre, the green trails network and at major intersections or junctions.
	Incorporate outward facing public accessible toilets where feasible in the upgrade of community recreation facilities to provide service provision to district reserves	Technical Services Property and Buildings	Ongoing		Outward facing toilets are proposed as a part of the development at Para Hills Community Hub and St. Kilda Adventure Park.
	Provide public toilets at regional level reserves where feasible and provide signage to existing neighbouring facilities at other locations where possible	Technical Services Property and Buildings	Ongoing		This is being addressed as a part of wayfinding directional signage as it is installed.

Transportation

Goal: An age- friendly Salisbury has regular, affordable and accessible transport options that support older people to actively participate, connect and enhance quality of life.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Supporting initiatives that create effective, safe and accessible transport options for older people	Advocate that public transport adequately services the changing needs of the community. This includes partnering with the Department of Planning Transport and Infrastructure to change bus routes to where clusters of older people live.	Technical Services Community Health and Wellbeing	Ongoing		The Integrated Transport Plan incorporates development of the relationship with DPTI.
	Continue to install senior appropriate bus shelters in high need areas.	Technical Services Community Health and Wellbeing	Ongoing		DPTI are no longer co-funding the delivery of bus shelters. A budget bid will be submitted as a part of the 2018/19 budget process to deliver a program of renewal and additional shelters. This will be accompanied by a policy outlining installation of shelters based on priorities of need.
	Support for partnership with Northern Community Passenger Network and Salisbury's Commonwealth Home Support Program to deliver Council's transport services	Community Health & Wellbeing	Ongoing		This partnership is active and consists of 2 fleet vehicles delivering transport services.

Goal: An age- friendly Salisbury has regular, affordable and accessible transport options that support older people to actively participate, connect and enhance quality of life.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Improve accessibility and knowledge of community buses and specialised transport services	Community Health & Wellbeing	Ongoing		Supporting independent transport options and encouraging My Aged Care Regional Assessment Officers to explore re-enablement options relating to using public transport. Promoting awareness of specialised transport services with individuals as relevant.
	Explore the possibility of allocating senior parking spaces in partnership with Seniors Card.	Community Health & Wellbeing	June 2016		This action has not been explored with the Seniors Card unit of the Office of Ageing to date.
Provide community education initiatives to enable greater access by older people to transport.	Delivery of driver training to older people to ensure skills are maintained.	Community Health & Wellbeing	Annual program		The City of Salisbury hosted the COTA 'Moving Right Along' program at the Jack Young Centre in May 2017. These sessions provided the community with the opportunity to be better informed about issues facing older drivers and encourage discussion about driving safely, motorised mobility scooter safety, and alternatives to driving - public transport options, safer greener and more active travel.

Goal: An age- friendly Salisbury has regular, affordable and accessible transport options that support older people to actively participate, connect and enhance quality of life.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Partner with RAA to provide forums for older people who are considering giving up their driving licence.	Community Health & Wellbeing	Annual program		A session in partnership with the RAA was held in 2016 on the topic of giving up your licence. No specific RAA session was held in 2017 as this was covered in the COTA forum.

Housing

Goal: An age-friendly Salisbury has appropriate and affordable housing options and supports to enable people to age well in place					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Contributing to support people to remain living independently and well in their community	Deliver Council's Commonwealth Home Support Program at the current service levels which includes: home maintenance, home modifications, gardening and domestic assistance	Community Health & Wellbeing	Ongoing		Council continues to deliver Commonwealth Home Support programme services to approximately 2500 older community members per annum. Demand for and availability of services varies with some being at capacity intermittently.
	Develop marketing to promote the programs available through the Commonwealth Home Support Program	Community Health & Wellbeing	March 2016		An engagement and marketing plan is in place that identifies a wide range of strategies for promotion. For example Salisbury Seniors magazine, information and resources developed participation at a number of community events and forums, website radio program, social media etc.
	Provide an annual housing information forum in partnership with COTA SA on the variety of housing options and support available	Community Health & Wellbeing	Annual program		This had happened for annually up until 2015. It wasn't identified as a priority topic in 2016 or 2017 by community members. The next housing forum has been scheduled for May 2018.
	Maintain Council's commitment to assistance with care and housing for older people in the northern metropolitan area who are homeless or at risk of becoming homeless through the ACHA program	Community Health & Wellbeing	Ongoing		This program continues to delivered with may positive outcomes for customers.

Goal: An age-friendly Salisbury has appropriate and affordable housing options and supports to enable people to age well in place					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Contributing to the accessibility of appropriate and affordable housing options across the City	Offer products in Council developments that suit the older age bracket including accessibility and affordability	Strategic Development Projects	Ongoing		Council developments have provided a wide range of allotment types to suit large family homes to a mix of small lot and affordable housing. This is supported by the provision of the Australian Government's Housing Affordability Fund grants to bring a new built form product mix to Salisbury community. Affordable houses represented well over 15% of the total housing.
	Inform the community about grants and products available to older people to increase their opportunity to secure appropriate and affordable housing	Strategic Development Projects Community Health and wellbeing	Ongoing		The availability of grants and affordable housing are marketed through project websites. A number of lots were offered to the market through the State Government's Affordable Housing Program with various lot types including small lots, single fronted cottages and two-storey affordable housing products catering for family and lone person households. As part of the Housing Forum held in 2015, opportunity to secure appropriate and affordable housing options through various means including via Council developments were communicated to the participants.

Social Participation

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Strengthening the connections and participation of individuals and groups who previously have not accessed community activities and services	Maintain commitment to the Aboriginal Yarning Circle and work with older Aboriginal residents to ensure that services are tailored to their needs	Community Health and Wellbeing	Ongoing		Relationship development has been an ongoing action. This has resulted in increased participation at the Jack Young Centre, through Reconciliation and NADOIC planning and activities. Next steps will include strengthening cultural safety in Senior centres and services and building on opportunities to increase Aboriginal (over 50) participation in community activities.
	Expand the Salisbury Seniors Cultural Program to be inclusive of new and emerging communities	Community Health and Wellbeing	Ongoing		Development of an intercultural social support group and expansion of several groups to be inclusive of the broader community this is inclusive of all cultures including new and emerging communities.
	Investigate models of connectivity for frail older people who have limited social connections	Northern Collaborative Project	Ongoing		The Northern Collaborative Project's focus has changed. The core focus for the NCP project now is on providing engagement opportunities for seniors so aged care information and strategies around wellness and re-enablement can be disseminated.
	Investigate ways of strengthening and empowering the community by using the Asset Based Community Development (ABCD) approach in key places across the City	Community Health and Wellbeing	Ongoing		There has been not specific progress to date on this action due to changing directions within the Commonwealth Home Support Program. However a number of existing initiatives work with assets and strengthens of different

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
					communities; for example the Paralowie Garden and the Bhutanese Seniors Social support group.
Provide a range of affordable and accessible programs and initiatives	Incorporate a wellness approach into programs, service and activities offered in seniors centres and the across the broader Salisbury community	Community Health and Wellbeing	Ongoing		This is integral to the delivery of the majority of services and activities offered in Seniors centres. Program staff are continuously seeking opportunities for strengthening the wellness approach.
	Work in partnership with a consortium of age care providers and Volunteering SA and NT Inc. to deliver innovative programs that support seniors to live well, e.g. the music project	Community Health and Wellbeing	Dependent on funding		The consortium pursuing the delivery of programs is no longer active in this space so no actions to date have been forthcoming.
	Deliver information, communication and technology initiatives to increase the access and use of technology amongst older people	Libraries and Community Centres Community Health and Wellbeing	Tailored responses to needs		There are a number of initiatives happening in this space across the community centres, libraries and seniors centres. This includes the Generation Connect project, a project connecting young people and older people to share stories and learn about technology; one on one mentoring and group technology training opportunities; and a COTA Conversation forum "Connecting with Computers" a forum that explored ways to get connected, stay informed and save money using computers and ways to minimise any fears,

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
					challenges and frustrations associated with computers.
	Deliver regular forums on topics of interest as identified by the Salisbury Seniors Alliance	Community Health and Wellbeing	Ongoing		Bimonthly Council of the Ageing (COTA) Conversations focus on various topics identified by conversation participants and the Northern Community Ambassadors hosted by the Northern Collaborative Project. Topics have included digital technology, assistive technology, brain health, active ageing, resilience, creative ageing, celebrating ageing and focussing on ageism.
	Increase the availability of books, magazines and papers online and in accessible formats including large print and audio and in other languages Encourage the use of e-readers to facilitate access to large fonts, audio and translated materials	Libraries and Community Centres	Ongoing		The libraries have increased the focus on digital formats including increasing accessibility including audio books. The use of e-readers is facilitated through the Home library service. This service works with customers to ensure access of the appropriate technology.
	Enhance the home library service by attracting new customers.	Libraries and Community Centres	Ongoing		The home library service works to attract new customers as this is integral to the objective of the service to reduce social isolation and maintain connection.
	Promote the Friends of the Library group and increase the activities they offer their members.	Libraries and Community Centres	July 2016		The Friends of the Library group has dissolved. The group choose to discontinue due to the unsustainability of membership.

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Improving or creating accessible and supportive environments that encourage engagement, connectedness and participation	Capitalise on the economic opportunity provided by an ageing population through delivery of an age-friendly retail project in partnership with the South Australian Government and Office for the Ageing	Community Health & Wellbeing	2015/16		This project has been delivered in partnership with Office for the Ageing. The project engaged businesses within the Salisbury City centre, Parabanks Management and the Salisbury Business association. The project has raised awareness and enhanced the age-friendliness of a number of retail businesses and within Parabanks.
	Ensure that every new or refurbished Council facility meets age-friendly requirements	Libraries and Community Centres Building and property Services	Ongoing		Universal Design principles and age friendly design is incorporated into the development of the Para Hills Hub.
	Create spaces within the libraries for the baby boomers, with information and material to plan safe travelling	Libraries and Community Centres	July 2016		There are hard copy and electronic publications available within the libraries on these topics.
Facilitating opportunities for lifelong participation in sport, recreation and other leisure activities	Raise the profile of opportunities for older adults for lifelong engagement in sport, recreation and other leisure activities	Community Health & Wellbeing Community Planning and Vitality	Ongoing		Salisbury Plays is a new concept that promotes sport, recreation and leisure activities across the community including older adults. The first Salisbury Plays at Bridgestone Reserve attracted several sporting clubs with a focus on older adults. The next event will be at St Kilda in November 2017.

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Engage older adults into organised physical activity through club and recreation centre based 'Vintage Gold' program	Community Health & Wellbeing Community Planning and Vitality	New initiative bid 2016/2017		Vintage Gold as a separate program will not be pursued however Recreation Centres operated by Belgravia Leisure continue to engage older adults through a range of programs including at swimming centre, Ingle Farm Recreation Centre and Parafield Gardens Recreation Centre.
	Support sporting clubs and recreation service providers to implement modified versions of sport to support new and ongoing participation opportunities for older adults	Community Planning and Vitality	Ongoing		Through the Salisbury Sport and Recreation Network, ongoing support is provided to clubs to both promote and support participation by older adults. This support is provided both one on one to clubs and via regular forums that cover a range of topics.
	Support community recreation clubs to engage with older adults, to promote opportunities for meaningful intergenerational exchanges including mentoring younger participants	Community Health & Wellbeing Community Planning and Vitality	Ongoing		Through the Salisbury Sport and Recreation Network, ongoing support is provided to clubs to both promote and support participation by older adults. This support is provided both one on one to clubs and via regular forums that cover a range of topics. In addition, the City of Salisbury is focusing on increasing the number of women participating in sport and in leadership positions in sport. Through the SA Women in Sport Taskforce, mentoring opportunities are being sought particularly for women and to support intergenerational opportunities.

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Seek funding to research opportunities and demand for older adults to apply their professional skills to support the administration and operation of community recreation associations	Community Planning and Vitality	Dependent upon successfully securing funding		There are currently limited opportunities available for funding of this initiative however when future funding opportunities are announced, staff will seek funding.
	Hold social participation programs at community recreation facilities to profile facilities and provide opportunities for engagement with physical activity	Community Health & Wellbeing Community Planning and Vitality	Ongoing		Recreation Centres operated by Belgravia Leisure continue to engage older adults through a range of programs including at swimming centre, Ingle Farm Recreation Centre and Parafield Gardens Recreation Centre.

Respect and Social Inclusion

Goal: An age-friendly Salisbury actively engages, recognises and celebrates the valuable contribution of older people to community life.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Providing a range of opportunities for older people to be involved in decision-making	Establish the Salisbury Seniors Alliance to ensure that older citizens have a voice in the issues that affect their lives	Community Health and Wellbeing	First meeting March 2016 then ongoing		Salisbury Seniors Alliance has been established and meets four times a year. The group has been trained on the 8 domains of an Age- friendly city and Age-friendly Salisbury. They are engaging with members of the community and contributing this information and feedback to the group. They have been actively engaged with the Community Hub consultations.
	Maintain support for the various consumer advisory groups e.g. Jack Young Centre, cultural and Aboriginal advisory groups	Community Health and Wellbeing	Ongoing		A number of groups continue to meet, provide advice and create opportunities for older people to be involved in decision making. This includes the Jack Young Centre advisory group and group leaders. The cultural social support groups continue to fully engage participants in program design and delivery.
	Continue Council's support for the Northern Collaborative project (NCP)	Community Health and Wellbeing	Ongoing		Council continues to support and facilitate the Northern Collaborative Project. The current funding agreement is until end of June 2018 however an announcement has been made regarding continuing the Collaborative Projects funding until end of June 2020.
Challenging any ageist, stereotypes, attitudes and practices	Deliver positive stories through various media and promotional initiatives.	Community Health and Wellbeing	Ongoing		A range of strategies used to promote positive stories and valued imaging of older people. These include:

Goal: An age-friendly Salisbury actively engages, recognises and celebrates the valuable contribution of older people to community life.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
					Salisbury Aware, Salisbury Seniors Magazine, the Messenger, 5PBA radio programs, social media and promotional materials including flyers, DVDs and YouTube; Theatre workshops and performances
	Raise awareness of Elder Abuse by: • Working in partnership with other agencies in the North • Develop and implement protocols for Council staff involved in delivery of the CHSP to identify any older person as risk of, or suffering abuse of any kind, including emotional and financial abuse • Promote Safeguarding to older people to ensure that they can identify occasions of abuse	Community Health and Wellbeing	Ongoing		A cross agency Northern Elder Abuse Taskforce was established with agencies from across the region. This taskforce successfully raised community and agency awareness on elder abuse. Activities included participating in World Elder Abuse Day, holding regional forums, endorsing and promoting the SA Strategy to Safeguard the Rights of Older South Australians. The Community Health and Wellbeing Division of Salisbury has developed policy, procedures and protocols on the identification and responses to Elder Abuse.
Celebrating the valuable contributions of Salisbury's diverse older people	Continue to provide opportunities for seniors to participate in creative arts e.g. City's Exhibition Program, Northern Writers Connect	Community Health and Wellbeing Community Planning and Vitality	Ongoing		Opportunities for older people to participate through the Salisbury Home and Community Services over the last two years include instrumental groups (acoustic music and ukulele) and choirs (Para Hills Songsters Pop Choir and JYC Choir), Creative Writing Group and Theatre Workshops (Don't Act Your Age). Resonance Festival Partnership

Goal: An age-friendly Salisbury actively engages, recognises and celebrates the valuable contribution of older people to community life.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
					Opportunities for individuals and groups to engage with the Aged to Perfection Month Exhibition and Activities. Connections for groups t broader Festivals e.g. JYC Creative Writing Group with Salisbury Writers' Festival.
	Celebrate and showcase the valuable contributions of older people in various media.	Community Health and Wellbeing Libraries and Community Centres	Ongoing		A range of strategies used to promote positive stories and valued imaging of older people. Strategies include through: Salisbury Aware, Salisbury Seniors Magazine, the Messenger, 5PBA radio, social media and promotional materials including flyers, DVDs and YouTube and theatre workshops and performances

Goal: An age-friendly Salisbury actively engages, recognises and celebrates the valuable contribution of older people to community life.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Ensure training is available to support staff and volunteers to work with older people and deliver quality services	People and Culture Community Health and Wellbeing	Ongoing		Community Health and Wellbeing Divisional coordinated training occurs across the year this includes customer service, Resilience (PERMA), wellness and re-enablement, training dementia awareness active ageing training. Organisational wide training to date has included Aboriginal cultural awareness, continuous improvement, wellbeing training. A training needs analysis has commenced to map and identify the training needs across the organisation.

Civic Participation and Employment

Goal: An age-friendly Salisbury will enable older people to participate in employment, volunteering and actively contribute to decision making processes (civic life).					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Supporting, promoting and developing opportunities for older people to access volunteering and employment opportunities	Ensure the leading practice of engaging and supporting older people, including baby boomers, in volunteering are reflected within Council's Volunteer Strategy	Community Health and Wellbeing	2016/2017		City of Salisbury Volunteer Strategic Management Framework details a number of priority actions that support older people, including baby boomers, to engage as a volunteer. Actions include offering meaningful and interesting work; targeted recruitment campaigns to attract skilled or professional people, people from diverse cultural backgrounds and older people; communication strategies to keep volunteers informed, involved and engaged, and; recognition for their contribution as valued workforce members. Sixty percent of volunteers were over the age of 55 in the 2016/17 financial year.
	Research older people's views on volunteerism including interests and challenges to inform future engagement and management of older people in volunteering	Community Health and Wellbeing	2016/2017		A number of external research reports on older people's views on volunteerism as well as feedback from Councils active volunteers inform future engagement and management of older people in volunteering.
	Identify career transition needs through Council's performance and development process and incorporate talent management and succession planning to retain	People and Culture	Ongoing		Performance & Development Plan & associated "My Career Plan" Guide includes a section on Transition to Retirement. Talent management & succession planning process includes succession plans for business critical roles and review of

Goal: An age-friendly Salisbury will enable older people to participate in employment, volunteering and actively contribute to decision making processes (civic life).					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	knowledge and ensure well-planned transition to retirement				retention risks to ensure knowledge capture and planning for retirement occurs. The Enterprise Agreement contains a clause relating to workplace flexibility which also supports transition to retirement. This has been used on a number of occasions across the organisation.
	Investigate broader opportunities for volunteers to participate and be more actively engaged within the library and community centres.	Libraries and Community Centres	Ongoing		There are a broad range of opportunities for volunteers to participate across the libraries and community centres. This includes within the Home Library, Justice of Peace, in program delivery in Community Centres, digital programs and for one of events. Volunteer roles continue to evolve and be developed.
	Deliver transitions to employment programs in the libraries and community centres.	Libraries and Community Centres	2016		Libraries and community centres are working in partnership to provide a variety of options across all the community centres. This includes foundations skills, Beyond the Auto, ACE funded program delivery.
	Promote and develop connections to the Polaris Centre to raise awareness of self-employment opportunities and support.	Polaris Centre	Ongoing		People over the age of 60 make up approximately 10% of business intenders assisted by the Polaris Centre. Polaris staff have undertaken professional development on the various labour market programs, including those for mature aged workers, available for business owners seeking to employ new staff.

Goal: An age-friendly Salisbury will enable older people to participate in employment, volunteering and actively contribute to decision making processes (civic life).					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Promoting and supporting the rights and abilities of older people to participate in civic life.	Provide a range of opportunities for older people to have a voice including: • Salisbury Seniors Alliance • Regional Community Ambassadors (NCP) • CHSP Consumer Advisory Group • Jack Young Centre Advisory Group • Para Hills Advisory Group • Yarning Circle	Community Health and Wellbeing	Ongoing		There are a range of opportunities for older people to have a voice. This includes: • Salisbury Seniors Alliance continuing to meet 4 times a year with 12 members. • Regional Community Ambassadors continue to meet on a monthly basis with 11members. • HACC Consumer Advisory Group ceased meeting as it is a time of rapid change in the sector and there is no capacity to influence. • Social Participation and Diversity Advisory Group (combined with the Jack Young Centre and Para Hills Centre Advisory Groups) continue to meet on a monthly basis. • The Yarning Circle Group has ceased. Other opportunities existing for older people to have a voice including • one off engagement e.g. during the development of the Intercultural Strategic Plan; Community Hub engagement; for the development of the State's Age friendly Strategy • regular survey's for CHSP consumers • regular surveys for participants at the Seniors centres • participants in Cultural social support programs

Communication and Information

Goal: An age-friendly Salisbury provides high quality, timely and accessible information to enhance older people's quality of life.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Providing timely and appropriate information in a range of accessible formats	Develop Salisbury Seniors Magazine to include information on areas of interest and to be distributed in a range of formats.	Community Health and Wellbeing	Ongoing		The magazine is produced 3 times a year it is distributed through hard copy through senior centres, community centres, libraries and retirement villages; it is available online and is accessible via the Readspeak tool on key information pages. The magazine promotes opportunities for developing connections and participation; it provides information on the age care sector and reforms, local services feedback on engagement and general health and wellbeing information.
	Work with Communications and Customer Relations to increase the accessibility of Council's communication and information including taking into consideration the diversity of languages and hearing and visual impairments.	Community Health and Wellbeing Communications and Customer Relations	Ongoing		This is an area for ongoing improvements. Initiatives that have occurred during the last couple of years include; • the Inclusive Hearing Project with Flinders University that identifies ways council can enhance its communication with community members with hearing impairments; • reactivation and promotion of the hearing loop within the Gallery, • procedures are in place for engaging interpreting and translating support and for accessing the National Relay Service, • availability of Readspeak (a text to speech tool) on key information on the website.

Goal: An age-friendly Salisbury provides high quality, timely and accessible information to enhance older people's quality of life.					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Develop a communication strategy to ensure that older people in Salisbury have access to information about Council services and broader community support programs • Ensure that the above has options for sharing this information with older people and their families from Aboriginal and Torres Strait Islander and culturally diverse communities • A range of information methods to be utilised to ensure wide coverage of messages	Community Health and Wellbeing Communications and Customer Relations Libraries & Communities Centres	Ongoing		An engagement and marketing plan is in place that identifies a wide range of strategies for older people to have access to information. For example Salisbury Seniors magazine, information and resources developed participation at a number of community events and forums, website radio program, social media etc. Increased information sharing and engagement has occurred with the Aboriginal community through the Reconciliation Action Plan and relationships developed at Pooraka farm community Centre. The ongoing relationships form with various culturally diverse communities has enabled increased information provision.
	Increase knowledge across the organisation on the City's Ageing Population, future needs, impacts and opportunities and the Age-friendly cities Framework	Community Health and Wellbeing Communications and Customer Relations	Ongoing		To date this has occurred on an ad hoc basis. This will be incorporated within the training needs analysis mapping process.

Community Support and Health Services

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Actively collaborating at regional state and national level to ensure appropriate provision of community support and health services.	Develop an Aged Services Alliances consisting of key industry partners representing various interest and specialist groups within the area of ageing. The partners will have a role in providing services to support positive and active ageing and implementing the actions developed as part of the strategy	Community Health and Wellbeing	First meeting by March 2016 then ongoing.		An Aged Services Alliance has not been developed due to increased demands on the sector and the age care reforms. However other avenues for partnership development and supporting age-friendly cities and communities have been pursued.
	Development of strategic partnerships to further improve the health and wellbeing of older people. Including the Northern Collaborative Project, Northern Health Network, Northern Local Health Network, COTA, the Office of the Ageing, Northern Futures, Northern Connections (nc-21), Community Safety Committee, Active Ageing Australia and NGO's.	Community Health and Wellbeing	Ongoing		Strategic Partnerships / relationships are ongoing with all of these listed organisations. An example of an additional partnership with Flinders University to develop and deliver the Inspiring Health Project which undertook preventative health screening for 40-70 year olds.
	Develop partnerships to ensure Squalor and Hoarding issues are addressed with sensitivity.	Community Health and Wellbeing	Ongoing		A cross agency Northern Squalor and Hoarding Taskforce has been developed. This taskforce brings together a diverse range of stakeholders from across the state government sector,

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
					adjoining councils and NGO's. The taskforce has enabled increased knowledge and greater coordination of services on squalor and hoarding across the region.
Provide accessible community support and health services to older people	Continue to deliver and improve Councils Commonwealth Home Support Program in accordance with funding requirements.	Community Health and Wellbeing	Ongoing		Council continues to deliver the CHSP in accordance with funding requirements. The current contract runs through to June 30 2018 at which point it will be extended with modifications until 2020. Strategic planning and modelling is currently being undertaken to inform future business model options and Council's ongoing commitment.
	Promote the availability of safety support through the Commonwealth Home Support Programme including the installation of security equipment in resident's homes and advice i.e. SAPOL	Community Health and Wellbeing	Ongoing		Safety assessments are undertaken on all homes as a part of the home assist service provision. Information on safety and security including SAPOL advice is included in information packs provided to all new customers of the programme.

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Deliver health and wellbeing, learning and lifestyle programs from Council facilities.	Community Development	Ongoing		• Guest speakers and special events are held at Jack Young Centre and Para Hills Centre • Extensive program of gardening workshops held throughout the year • UniSA Allied Health van visits once per term and special events such as Men's and Women's health events • 'Living Well' monthly newsletter and Living Well web-page continues to inform people of upcoming opportunities.
	Promote Heart Foundation walking groups for people with varying levels of fitness with a focus on increasing endurance and strength	Community Health and Wellbeing	Ongoing		• Are continued to be too promoted across various forms of media. • A Park Walk event was held at Mawson lakes as part of Active Ageing week Awards • A City of Salisbury walk Leader has won the Walk organiser of the Year (Golden Shoe Award) for the last two years (2016 & 2017) • 2016 – The Salisbury Heart Foundation Walk Organisers won the Active Legend award for City of Salisbury.

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Promote forums for the dissemination of health information and support for older people.	Community Health and Wellbeing	Ongoing		Opportunities include • ongoing active liaison with Northern Health Network to promote participation in Health events in the Northern area • delivery of bimonthly COTA Conversations • a number of forums/information sessions and special events are held across the year, • Wisemoves a 8 week healthy lifestyle course
	Support the Council's seniors centre's to provide nutritional and affordable meals.	Community Health and Wellbeing	Ongoing		An extensive menu review undertaken by external nutritionists has resulted in improved nutrition and choice. A biannual café customer survey is undertaken to assess customer satisfaction across a range of areas.
	Incorporate and deliver resilience training in programs offered within the Social Participation and Diversity Team.	Community Health and Wellbeing	Ongoing		Over the past two years no specific program has been delivered however all Community Health and Wellbeing Staff have received resilience training (PERMA). Staff are incorporating aspects of PERMA into all aspects of their work and interactions with clients. Northern Volunteering presented two sessions to community members on Resilience and Wellbeing supported by the City of Salisbury

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Through targeted training and leadership develop a culture where staff, volunteers and contractors are respectful, helpful and trained to support older people to maintain their independence and maximise their wellbeing.	Community Health and Wellbeing	Ongoing		Ongoing training opportunities have provided to build staff capacity and competence working with diverse communities. Training has included customers service training, Aboriginal cultural awareness dementia awareness training, better questions training, universal design etc. Regular contractor sessions were held to keep contractors up to date on Age care informed on age care reforms, wellness and re-enablement directions and compliance requirements.
	Identify initiatives and work with relevant stakeholders to improve the accessibility of programs, information and facilities for older people.	Community Health and Wellbeing	Ongoing		This is integral to all the work undertaken by the Community Health and Wellbeing Division. Key initiatives undertaken over the last couple of years include: - Delivery of universal design training across relevant areas of the organisation to enhance knowledge and application of increased accessibility of facilities, pathways to facilities and room and program set up; - Increasing the accessibility of communication and information into additional formats; - Applying reasonable adjustment to enhance the program accessibility.

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
	Identify and collaborate with relevant stakeholders to address the needs of older people in the planning and response to community emergencies.	Civil and Waste Community Health and Wellbeing	Ongoing		The LGA and SAFECOM are working with a number of Councils' to develop a strategic approach to developing and resourcing emergency management planning support.
	Provide information through a range of avenues to assist older people to understand how to respond to an emergency.	Community Health and Wellbeing	Ongoing		Information on how to respond to extreme heat conditions is promoted through the Salisbury Seniors magazine, the Wellbeing e-magazine, online and via local radio. As well as promotion in seniors and community centres. Once work has been completed to address the needs of older people in the planning and response to community emergencies as outlined in the action above addition information provision will occur.

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	**Action**	**Responsibility**	**Timeframes**	**Status**	**Notes**
Responding actively to climate change	Incorporate the needs and vulnerabilities of the ageing community into the regional community climate change action plan "Adapting Northern Adelaide". The outcomes of this plan will inform actions to be included in the next iteration of the Aged Friendly Salisbury Strategy Action Plan to be developed by March 2017	Economic Development and Urban Policy Community Health and Wellbeing Libraries and Community Centres	April 2016 March 2017		Adapting Northern Adelaide has a priority focus on the health and safety of vulnerable people. The Integrated Vulnerability Assessment undertaken identified specific concern relating to the impact of extreme events on a range of people including those over the age of 75. Short term responses identified included the provision of heat refuges and implementing/enhancing heatwave response services (ie Telecross REDi service).
	Support vulnerable older people within the parameters of the Commonwealth Home Support Program in extreme weather events	Community Health and Wellbeing	Ongoing		Preventative and health promotion information relating to hot weather extreme heat conditions is annually promoted and displayed in community centres. This information is also promoted through Salisbury Seniors magazine, the Wellbeing e-magazine. on-line and via local radio. Procedures and implementation direction for responding to extreme weather events are documented within the Salisbury Home and Community Services Operational Manual.

ITEM	1.2.1
	POLICY AND PLANNING COMMITTEE
DATE	20 November 2017
HEADING	Office of the Small Business Commissioner - Small Business Council Friendly Initiative
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. 4.2 Develop strong capability and commitment to continually improve Council's performance.
SUMMARY	To help foster stronger, more productive relationships between small business and council, the Office of the Small Business Commissioner has developed the Small Business Friendly Council Initiative. The Initiative aims to recognise Councils that are working to support their small business communities.

RECOMMENDATION

1. That the Office of the Small Business Commissioner's Small Business Friendly Council Initiative and supporting information be noted.
2. That the Chief Executive Officer be authorised to sign a Charter that commits Council to the Small Business Friendly Council Initiative.

ATTACHMENTS

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

1. Attachment 1 - Letter - Mayor Aldridge
2. Attachment 2 - Example SBFC Initiative Charter
3. Attachment 3 - SBFC Initiative Brochure

1. BACKGROUND

1.1 The Small Business Friendly Council (SBCF) Initiative was launched on 30 August 2017 by the Small Business Commissioner, John Chapman.

1.1.1 The SBCF Initiative has been developed with the support of the Local Government Association of South Australia to enhance engagement between Councils and small businesses across the state, and to simplify interactions between them. Similar initiatives have been successfully established in New South Wales and Western Australia.

1.1.2 The City of Salisbury, through letters to the Mayor and Chief Executive Officer, was invited to participate in this initiative.

1.1.3 By agreeing to take part in the SBCF Initiative, the City of Salisbury is making a:

- Commitment to small business and economic development.
- Commitment to customer services.
- Commitment to simplifying administration and regulation.

2. CITY PLAN CRITICAL ACTION

2.1 Promote a positive image of Salisbury to attract investment, visitors and tourists, and increase community pride.

2.2 Further our reputation as a business friendly Council by reforming our processes and how we work with business in the City.

3. CONSULTATION / COMMUNICATION

3.1 External

3.1.1 Office of the Small Business Commissioner – to understand in more detail what Council's commitments and requirements are if we were to commit to this Initiative.

4. REPORT

4.1 Most of the interactions between business owners and government are at a local level. Councils have significant influence over how attractive their area is for businesses to set up, and established enterprises to grow.

4.2 To participate in the SBFC Initiative, the City of Salisbury is required to sign a Charter to formally commit to the initiative.

4.3 As a part of the Charter, the City of Salisbury must commit to four required initiatives to deliver on the previously referenced commitments. These include:

4.3.1 Implementing activities to improve the operating environment for small businesses within its area;

4.3.2 Implementing a procurement policy which recognises that local small business is a significant contributor to economic development and should be provided with fair opportunity to service council wherever possible;

4.3.3 Adopting a policy to pay invoices from small business suppliers within 30 days; and

4.3.4 Introducing and promoting a timely and cost effective process to manage any disputes arising between the City of Salisbury and small business clients.

4.4 The City of Salisbury is already delivering on the four required initiatives referenced above:

4.4.1 Work is already underway to review policies and procedures to make them more business friendly in line with Council's decision in June 2017 and in line with respective Divisional Program Review recommendations.

4.4.2 Within Council's Procurement Framework, there is a commitment to maximise the opportunities for firms to do business with City of Salisbury through the selection of procurement methods suited to market conditions, the nature of the procurement, and the objectives of the procurement overall.

An important principle to in that Framework is the economic development of the Northern Region, with the commitment that Council will take into account accessibility of local providers when planning and designing infrastructure or services that will require external procurement. Council endeavours to provide support to local enterprises by holding briefings to encourage development of capacity to meet the needs of Council;

4.4.3 Council has a commitment to pay invoices within 30 days;

4.4.4 Council's *Customer Service Framework and Charter* provide guidance on the expectations of customer service for staff and how to address complaints and concerns. It should be noted that different types of complaints will have different processes to address them (eg. an infringement notice has a standard process for appeal and response).

4.5 Since receipt of the letter to the Mayor, the requirement to establish a business advisory group has been removed by the Office of the Small Business Commissioner. This has been confirmed with the SBCF Initiative Project Manager.

4.6 In addition, the City of Salisbury is required to select up to an additional three initiatives that best suit our circumstances. Selected initiatives do not need to impose an additional burden on current resourcing.

4.7 For the first year, the following additional initiatives have been identified:

4.7.1 providing more small business information on Council's website and the Polaris Business and Innovation Centre website;

4.7.2 facilitating small business forums and events; and

4.7.3 conclude delivery of recommendations endorsed by Council in June 2017, as a part of an approach to supporting business growth and investment, to:

- review Council's footpath trading policy;
- develop a policy to guide charges for use of council land;
- review of the policy approach for business signage; and
- review Council's Landscape Plan and Streetscape Guidelines.

The report in June 2017 identified the business friendly council initiative as one that Council may choose to consider participating in. However, at that time it had not been launched and details of commitments were unknown.

4.8 There are no timeframes to be met for delivery of the initiatives, and the City of Salisbury would set its own Key Performance Indicators in respect to the additional initiatives.

4.9 As a part of agreeing to take part in the SBFC Initiative, the City of Salisbury will be required to provide the OSBC with biannual progress reports that outline the results achieved in relation to the small business friendly activities, which will need to include details of both the required and additional initiatives.

4.10 The City of Salisbury is also required to forward success stories and case studies to the OSBC in relation to the SBFC Initiative for publication, when requested.

4.11 By committing to the initiative, the City of Salisbury would be able to use the Small Business Friendly Council logo on its print and online publications, and display a one page overview of the Charter.

4.12 The OSBC will also list the City of Salisbury on its website and in other marketing material associated with the SBFC Initiative.

5. CONCLUSION / PROPOSAL

5.1 A key direction in Council's City Plan is for Salisbury to be a prosperous City.

5.1.1 The City of Salisbury is positioned as a pro-business, pro-active and innovative Council, with a commitment to supporting business growth and investment.

5.2 Committing to the Small Business Friendly Council Initiative further enhances the City of Salisbury's reputation as a business friendly Council and acknowledges its commitment to improving processes and procedures to support local businesses. Participation is consistent with previous directions endorsed by Council.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 13.11.17

SBC201705348

Small Business Commissioner
SOUTH AUSTRALIA

Mayor Gillian Aldridge
City of Salisbury
PO Box 8
SALISBURY SA 5108

T 08 8303 2026
Toll Free 1800 072 722
F 08 8303 0943
E sasbc@sa.gov.au

GPO Box 1264,
Adelaide SA 5001

ABN 34 643 517 562

www.sasbc.sa.gov.au

Dear Mayor Aldridge Gillian

On 30 August 2017, the Office of the Small Business Commissioner (OSBC) in conjunction with the Member for Giles, Mr Eddie Hughes MP, launched the Small Business Friendly Council (SBFC) Initiative.

I would now like to personally invite the City of Salisbury to participate in this Initiative. Please find enclosed an Information Brochure and Charter Agreement for your consideration.

The SBFC Initiative has been developed with the support of the Local Government Association of South Australia to enhance engagement between Councils and small businesses across South Australia, and to simplify interactions between them. The role of Council is critical to ensuring a friendly and supportive environment for small business across its local community.

Similar initiatives have been successfully established in New South Wales and Western Australia.

The benefits of being small business friendly and supporting the growth of small business include:

- supporting Council's local economic area, including providing job opportunities;
- meeting the needs of ratepayers through the provision of local goods and services; and
- creating the right environment to establish and grow a business.

By participating in the SBFC Initiative, Council will receive:

- practical tools to improve Council's engagement with small business;
- opportunities to adopt new initiatives at minimal cost and resourcing to strengthen Council's engagement with the small business sector, making it simpler and easier to do business;
- opportunities to attend peer-to-peer sessions, which have been highly regarded interstate, for sharing ideas and knowledge; and
- the SBFC Initiative logo to use as a promotional tool to demonstrate Council's support for small business.

INFORM | MEDIATE | ADVOCATE

Government of South Australia

In order to participate in the SBFC Initiative, Council is asked to sign the enclosed Charter Agreement which contains a number of principles. The Charter Agreement sets out five required initiatives that Council agrees to meet, as well as additional initiatives designed to foster and support small business in its area.

The five required initiatives are as follows:

- implementing activities to improve the operating environment for small business within Council's area;
- establishing a business advisory group (if one does not already exist) to assist Council's understanding of small business needs in its local area;
- implementing a procurement policy which recognises and supports local small businesses wherever possible;
- paying undisputed invoices from small business suppliers within 30 days; and
- implementing a timely and cost effective dispute resolution process to manage disputes.

Once those initiatives have been met, we ask Council to:

- identify and implement three additional initiatives per year to support local small business. These may include initiatives already being implemented by Council; and
- provide biannual progress reports outlining the results achieved and case studies to communicate Council's success in meeting its identified initiatives.

We will contact you shortly to discuss this Initiative. In the meantime, if you have any queries, please do not hesitate to contact the SBFC Initiative Project Manager, Stephanie Burke, on 8303 2037 or stephanie.burke@sa.gov.au.

For your information, I have sent similar correspondence to the City of Salisbury's CEO.

I look forward to discussing the SBFC Initiative with you.

Yours sincerely

John Chapman
Small Business Commissioner
27 September 2017

Encl. SBFC Initiative Information Brochure
SBFC Initiative Charter Agreement
Media Release of the Minister for Small Business dated 30 August 2017

Small Business Friendly Council

AN INITIATIVE OF THE SOUTH AUSTRALIAN OFFICE OF THE SMALL BUSINESS COMMISSIONER

Small Business Commissioner SOUTH AUSTRALIA

SOUTH AUSTRALIA

Government of South Australia

Small Business Friendly Council Initiative Charter

Commitment to this Charter is a requirement for participation in the Small Business Friendly Council (SBFC) Initiative, and outlines what Council agrees to do to support small business in its area.

Part A: Commitment

1. Commitment to small business and economic development

Council agrees to:

a. recognise that the small business community is an important stakeholder and will undertake regular and targeted consultation with this group;
b. work towards understanding how its local small business community operates and its needs, goals, and key challenges;
c. provide networking and other development opportunities for its local small business community;
d. actively engage, where appropriate, with the Office of the Small Business Commissioner (OSBC) on matters affecting small business; and
e. progress additional initiatives to support small business as set out in section 9 of Part C below.

2. Commitment to customer service

Council agrees to:

a. maintain open lines of communication with small businesses through both formal and informal approaches;
b. provide clear advice and guidance to small businesses to assist them to understand and meet their regulatory obligations, and to work with them to achieve compliance;
c. publish clear and concise service standards which set out what small business can expect from Council;
d. consider the needs of local small business owners for whom English is not a first language; and
e. publish a link on its website to take small business owners to resources available on the OSBC and other relevant Government or Business/Industry Association websites.

3. Commitment to simplifying administration and regulation

Council agrees to:

a. take reasonable action to limit unnecessary administrative burdens on small business by:
   i. only asking for information that is absolutely necessary;
   ii. not asking for the same information twice; and
   iii. working collaboratively with other councils.
b. undertake regular policy reviews to limit policy impact on small business, and to test new policies and procedures for '*small business friendliness*'; and
c. ensure that Council officers have the necessary knowledge and skills to apply plans and regulations in a consistent manner.

Part B: Required Initiatives

4. Local government activities to support small business

Council agrees to implement activities to improve the operating environment for small business within its area. Details of these activities are to be included in Council's operational plans and strategies.

5. Business advisory group

Council agrees to establish a business advisory group (if one does not already exist) to assist its understanding of small business needs in its local area. The group should include local small business operators and members of their representative bodies.

6. Procurement

Council agrees to implement a procurement policy which recognises that local small business is a significant contributor to economic development in its area, and should be provided with a fair opportunity to provide goods and services to Council wherever possible.

7. On-time payment policy

Council agrees to work towards ensuring all undisputed invoices from small business suppliers are paid within 30 days.

8. Dispute resolution

Council agrees to implement (if it does not already have one) a timely and cost-effective process to manage any disputes it may have with small business. The process may include the referral of disputes to an independent dispute resolution service (such as that offered by the OSBC).

Part C: Additional Initiatives

9. Additional initiatives to support small business

In addition to the required initiatives set out in sections 4 to 8 of Part B above, Council agrees to implement at least three additional initiatives per year to improve the operating environment for small business within its authority as outlined in section 1(e) of Part A above.

Council may:

a. choose its own initiatives, which may include, but are not limited to:
   i. surveying local small businesses to assess their needs;
   ii. accepting online payments;
   iii. introducing deemed approvals;
   iv. simplifying processes and forms;
   v. providing more small business information on Council's website;
   vi. improving communication and customer service for small business;
   vii. encouraging 'buy local' shopping campaigns;
   viii. supporting business incubators or start-up spaces;
   ix. offering contracts to small business suppliers;
   x. introducing an economic development team;
   xi. facilitating small business forums and events.
b. adopt initiatives within the areas recommended by the Local Government Association of South Australia as follows:
   i. China Engagement;
   ii. Tourism Economy;
   iii. Minerals and Energy Development;
   iv. Planning;
   v. Innovation and Entrepreneurship; and
   vi. Skilled Workforce.
c. include its own Key Performance Indicators (KPIs) per additional initiative.

Part D: Administration

10. Progress reports

Council agrees to:

a. provide the OSBC with biannual progress reports outlining the results achieved in relation to its small business friendly activities, which will include details of both the required and additional initiatives; and
b. forward success stories and case studies to the OSBC in relation to the SBFC Initiative for publication when requested.

11. Promotion and marketing of the SBFC Initiative

Council:

a. agrees that its Mayor and Chief Executive Officer will make a public statement in relation to its commitment to the SBFC Initiative on its website;
b. will be provided with a logo which it agrees to use in accordance with the SBFC Initiative Style Guide (as supplied by the OSBC); and
c. is encouraged to promote the SBFC Initiative by displaying the approved logo on its online and printed marketing and communication materials.

12. Contact details

Council agrees:

a. that the primary contact for the SBFC Initiative will be the Chief Executive Officer, and that a secondary contact will be nominated as the day-to-day contact.
b. to provide the OSBC with direct contact details for the nominated contacts.

	Primary Contact	**Secondary Contact**
Name	Mr John Harry	
Position	CEO, City of Salisbury	
Phone No	8406 8212	
Email		
Address	PO Box 8 SALISBURY SA 5108	

13. Acceptance

On behalf of the «Organisation», we agree to the terms outlined in this Charter and agree to implement the SBFC Initiative.

Name	Mr John Harry
Position	**CEO, Salisbury**
Signature	
Date	/ /

Name	John Chapman
Position	**Small Business Commissioner**
Signature	
Date	/ /

Small Business Friendly Council

AN INITIATIVE OF THE SOUTH AUSTRALIAN
OFFICE OF THE SMALL BUSINESS COMMISSIONER

Small Business Commissioner SOUTH AUSTRALIA

SOUTH AUSTRALIA

Government of South Australia

SMALL BUSINESS FRIENDLY COUNCIL INITIATIVE

Item 1.2.1 - Attachment 3 - SBFC Initiative Brochure

Small business owners and operators create local employment, provide essential goods and services and help create attractive, liveable communities.

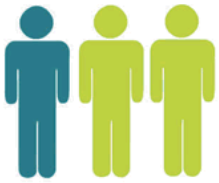
The right mix of small businesses can create a sense of vibrancy and attract people to live, work and visit.

Councils can have a significant influence over how attractive their area is for businesses to set up, and established enterprises to grow. They also play a key role in the lifecycle of a small business. Most of the interactions business owners have with government are at a local level.

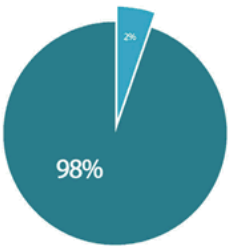
To help build stronger, more productive relationships between small business and Council, the Office of the Small Business Commissioner (OSBC) has developed the Small Business Friendly Council Initiative. The Initiative aims to recognise Councils that are working to support their small business communities.

Taking part in the initiative means your Council has committed through the Charter Agreement to work with, and support, small businesses by adopting five required initiatives and at least three additional initiatives (which suit your particular Council and community).

IN SOUTH AUSTRALIA...



1/3 OF THE WORKFORCE ARE EMPLOYED BY SMALL BUSINESS



98% OF BUSINESSES EMPLOY FEWER THAN 20 STAFF

68 LOCAL COUNCILS IN SOUTH AUSTRALIA

Accounting for 98% of all businesses in South Australia, small business has a significant impact on our economy. Small business is big business!

To participate in the initiative, we're asking you to sign a Charter Agreement to formally commit to the initiative and to your small business community.

- COMMITMENT TO SMALL BUSINESS AND ECONOMIC DEVELOPMENT
- COMMITMENT TO CUSTOMER SERVICE
- COMMITMENT TO SIMPLIFYING ADMINISTRATION AND REGULATION

EQUIRED INITIATIVES

response to some of the most common issues small usiness owners face in dealing with their Council, the itiative involves engaging in required initiatives that clude:

- implementing activities to improve the operating environment for small business within its area
- implementing a procurement policy which recognises that local small business is a significant contributor to economic development and should be provided with fair opportunity to service council wherever possible
- adopting a policy to pay invoices from small business suppliers within 30 days
- introducing and promoting a timely and cost effective process to manage any disputes arising between your organisation and small business clients

ROMOTING

ter committing to the Initiative, it's your opportunity to t everyone know that you are 'small business friendly'. ou will be able to use the Small Business Friendly Council go on your print and online publications, and display a ne page overview of the Charter, personalised for your ganisation. We will also list your organisation on our ebsite and in other marketing material associated with e Initiative.

EPORTING

e understand there are many demands on your time, so porting involves nothing more onerous than completing simple report card twice a year.

ADDITIONAL INITIATIVES

We understand that each Council area differs in size, demographics and geography, so you can choose at least three additional initiatives that best suit your circumstances. These may include, but are not limited to:

- surveying local small businesses to assess their needs
- accepting online payments
- introducing deemed approvals
- simplifying processes and forms
- providing more small business information on your website
- improving communication and customer service
- encouraging 'buy local' shopping campaigns
- supporting business incubators or start-up spaces
- offering contracts to local small business suppliers
- introducing an economic development team
- facilitating small business forums and events

Your selected initiatives need not necessarily impose an additional burden on your resources. We can help you to develop ideas that will work best for your organisation.

THERE ARE MORE THAN 143,000 SMALL BUSINESSES

COUNCIL AND BUSINESS
WORKING TOGETHER

"A key role of the South Australian Office of the Small Business Commissioner is advocating on behalf of small business to all tiers of government. We value our relationship with SA Councils and we are keen to strengthen our engagement with this important sector."

John Chapman
Small Business Commissioner

WHY YOU NEED TO BE INVOLVED

Being small business friendly can bring many benefits for your organisation and your community, including:

- creating a desirable location to live and to establish a business
- supporting your local economy, including providing employment opportunities
- building vibrancy in your community
- meeting the needs of ratepayers for local goods and services
- collaborating and sharing with other small business friendly Councils

YOUR NEXT STEPS

Our Small Business Friendly Council Project Manager can help you sign up to the Small Business Friendly Council Initiative and answer any questions.

Stephanie Burke
Project Manager
Phone: 08 8303 2037
Email: stephanie.burke@sa.gov.au

Small Business Friendly Council
AN INITIATIVE OF THE SOUTH AUSTRALIAN OFFICE OF

Small Business Commissioner SOUTH AUSTRALIA

SOUTH AUSTRALIA Government of South Australia

ITEM	1.3.1
	POLICY AND PLANNING COMMITTEE
DATE	20 November 2017
PREV REFS	Policy and Planning Committee 1.3.3 18/09/2017
HEADING	Community Engagement Charter (State Planning Commission) Consultation Stage 2
AUTHOR	Janine Philbey, Senior Urban Policy Officer, City Development
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The *Planning, Development and Infrastructure Act 2016* (the Act) mandates the introduction of a Community Engagement Charter that will establish requirements for engaging the community on proposed changes to planning policy. Council previously provided feedback on the initial draft Charter via the Local Government Association. The State Planning Commission is now seeking formal feedback on the draft Charter. The majority of the principles are consistent with Council's current approach to community engagement and best practice; further clarification is required on processes and requirements of Council and private developers to better understand resource implications on Council.

RECOMMENDATION

1. That the report be noted.
2. The General Manager, City Development write to the State Planning Commission to provide Council's feedback on the draft Community Engagement Charter, as discussed in Paragraph 3.5 of the report to Item 1.3.1 to the Policy and Planning Committee meeting on 20 November 2017.

ATTACHMENTS

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

1. Community Engagement Charter - Stage 2 - (State Planning Commission) - Consultation Draft
2. Draft guide to the Community Engagement Charter 2017
3. Q&A - Community Engagement Charter - Stage 2 - Consultation Draft

1. BACKGROUND

1.1 The Expert Panel on Planning Reform identified a desire to elevate engagement practices within the planning system, with an emphasis on providing opportunities for early upfront engagement to encourage citizen participation in policy matters. Specifically the Panel recommended legislating for a new statutory charter of citizen participation to replace existing prescriptive consultation requirements.

1.2 The *Planning, Development and Infrastructure Act 2016* includes the requirement for the introduction of a Community Engagement Charter. The State Planning Commission previously sought feedback on an initial discussion paper and a report relating to this was considered by the Policy and Planning Committee at its meeting on 18 September 2017.

1.3 Council provided feedback on the initial discussion paper through the Local Government Association.

1.4 The State Planning Commission has reviewed the feedback received and has now released a Consultation Draft on the Community Engagement Charter (provided as Attachment 1). Feedback is sought by 8 December 2017. Concurrently the Commission has released a guide that outlines a methodology for implementation.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Manager Development Services

2.1.2 Senior Social Planner

2.1.3 Manager Communications & Customer Relations

2.2 External

2.2.1 Not applicable

3. REPORT

3.1 In previous reports relating to the *Planning, Development and Infrastructure Act 2017* Council raised no objections to the concept of a Community Engagement Charter (Policy and Planning Committee 18/9/2017, item 1.3.3, recommendation 2 and Council 25/9/2017 as a Committee Report).

3.2 The Community Engagement Charter package will ultimately consist of three elements:

- Community Engagement Charter (statutory instrument) which includes principles, performance outcomes and measures,
- A guide outlining the methodology, and
- A forthcoming toolkit to provide methods for engagement, expected to be released in 2018.

3.3 The content of the Charter is relatively high level and covers:

- Mandatory requirements that override the principles and performance outcomes;
- Principles that guide engagement
- Performance outcomes that would be expected from successful engagement
- Types of measures for measuring performance.

3.4 Engagement plans required under the Charter are to be submitted to the Minister for Planning for approval, who acts on the advice of the State Planning Commission.

3.5 Council's submission to the State Planning Commission should note:

3.5.1 Broad support for the post feedback/amended principles proposed to be in the Charter as they are largely consistent with Council's existing policies and processes.

3.5.2 Support for separating the strategic elements in the Community Engagement Charter with more operational matters covered in the Guide.

3.5.3 The Community Engagement Charter specifies that amending the future Planning and Design Code will require engagement with the community. It is not clear however whether all planning engagement processes will be required to use the framework provided by the Charter or whether it will be triggered at a certain point in the process. The formulation of policy can be preceded by several other non-statutory processes which may or may not come to fruition in policy, and which would otherwise be guided by Council's Public Consultation Policy.

3.5.4 The Guidelines do not provide direction on the relationship between engagement undertaken at an investigations or master planning stage (which may occur prior to Ministerial approval being required) and engagement undertaken to amend the future Planning and Design Code.

3.5.5 Further detail is sought regarding the process for providing Council's engagement plan to the State Planning Commission and the Minister for Planning. For example, whether a Statement of Intent (or similar in the new system) consolidates engagement, investigations and implementation of a Planning and Design Code amendment. An integrated project approach would reduce the duplication within the Minister for Planning's process. The Minister then would consider a Statement of Intent (or similar) and the engagement plan as a holistic package rather than each being provided separately.

3.5.6 Privately funded amendments to the Planning and Design Code also need consideration. Given that holding costs can be significant and outweigh investment value if timeframes are too long, more direction is sought from the Commission to provide greater clarity to proponents of privately funded amendments.

3.5.7 It is difficult to determine from the information provided whether additional resources will be required to prepare and deliver engagement plans. The Expert Panel previously noted that elevating engagement upfront will necessitate "*effective resourcing by agencies and councils. This is likely to be offset by savings at other stages in the process."* It remains unclear where those savings are likely to arise so this stage Charter implementation is expected to increase workloads because detailed engagement plans are mandatory.

3.5.8 It remains unclear who will fund post-engagement evaluation, who is responsible for compiling statistics and how they will be used across the State to improve outcomes.

4. CONCLUSION / PROPOSAL

4.1 It is proposed that items outlined in paragraph 3.5 will be provided to the State Planning Commission by the General Manager, City Development. Responses need to be provided by 8 December 2016. A copy of the response will be provided to the LGA for information.

4.2 It is expected that a finalised Engagement Charter will be released in December 2017 pursuant to implementation of the PDI Act and its instruments.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 13.11.17

Item 1.3.1 - Attachment 1 - Community Engagement Charter - Stage 2 - (State Planning Commission) - Consultation Draft

Item 1.3.1 - Attachment 1 - Community Engagement Charter - Stage 2 - (State Planning Commission) - Consultation Draft

Message from the State Planning Commission

The new *Planning, Development and Infrastructure Act 2016* was designed to improve the way we plan in South Australia.

The Act establishes Community Engagement Charter, an initiative to change the way we consult our communities. In the past, our system for notifying affected communities about establishing or changing planning policy has been too rigid and restricted and has not always reached the people affected.

The Charter defines a more flexible, effective and meaningful framework for engagement that will:

- foster better planning outcomes that takes account of community views and aspirations
- establish trust in the planning process, and
- improve the community's understanding of the planning system.

The State Planning Commission wants to see a vast improvement in the engagement process. This means finding new and innovative ways to engage with communities and other interest groups as the new planning system is rolled-out.

The Commission will also be responsible for making sure the Charter is complied with and may provide direction, or step in, if it considers the standard of engagement anticipated by the Charter has not been met.

A community panel process has been used to help shape the principles and outcomes of this Charter, supported by further community, council and industry consultation. In response to the feedback, a draft Engagement Charter Guide has been prepared for release with the Charter for consultation. It will provide guidance on engagement processes, practices and behaviours that satisfy the principles.

The Charter will help build community trust and confidence in the planning system by providing an engagement framework that is robust and adaptable. We intend to promote genuine engagement through our own activities.

We now invite the community, planning and development specialists and others to provide feedback on this statutory draft which will assist us in completing the Charter over the coming months.

What is the role of the Charter?

The Charter has a statutory role under the *Planning, Development and Infrastructure Act 2016*. The Act prescribes that the Charter must be used to guide public participation with respect to the preparation and amendment of designated instruments as set out in the table below. It also contains methods to measure the success and effectiveness of the engagement process.

Designated instruments and schemes	Entity
State Planning Policies	State Planning Commission
Regional Plans	Joint Planning Board State Planning Commission
The Planning and Design Code	Chief Executive Officer of DPTI State Planning Commission Council Joint Planning Board Government Agency
Design Standards	State Planning Commission
Infrastructure Delivery Scheme	Scheme Co-ordinator

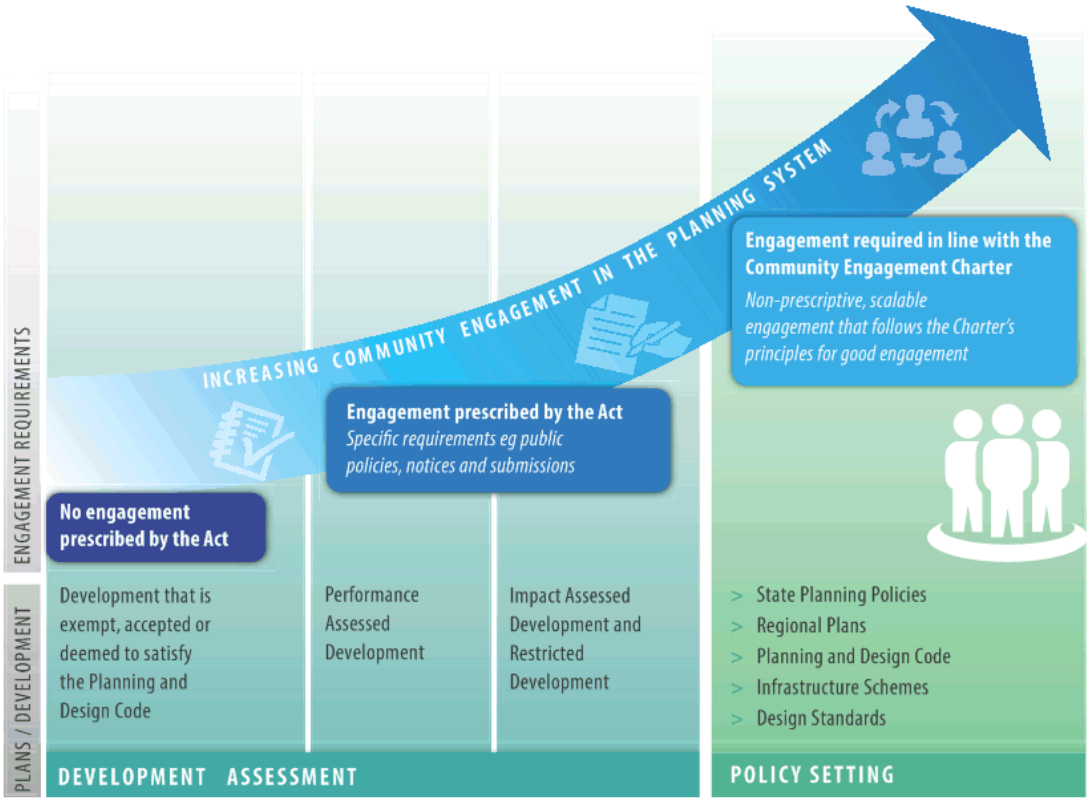
Under the Act, entities that are responsible for preparing or amending designated instruments are required to comply with the Charter for the purposes of consultation. They are responsible for the preparation and implementation of a community engagement plan that meets the principles and performance outcomes of the Charter. However, the State Planning Commission may specify that the entity consults with a particular person or body.

If the State Planning Commission considers an entity has not complied with the Charter, it may require that entity to do so. The State Planning Commission or the Minister for Planning is not compelled to accept any of the above documents until it is satisfied with the engagement process. If necessary, the State Planning Commission may undertake the engagement on behalf of the entity and recover the associated costs.

The Charter does not have a statutory role in the assessment of development applications. Separate and specific requirements for the public notification of certain classes of development applications are outlined in the Act and the procedures to be followed will be subsequently determined by regulation.

Item 1.3.1 - Attachment 1 - Community Engagement Charter - Stage 2 - (State Planning Commission) - Consultation Draft

Item 1.3.1 - Attachment 1 - Community Engagement Charter - Stage 2 - (State Planning Commission) - Consultation Draft



COMMUNITY ENGAGEMENT IN THE PLANNING SYSTEM
(As required by the Planning, Development and Infrastructure Act, 2016)

Structure of the Charter

The charter includes the following components:

- Mandatory requirements: Requirements that override the principles and performance outcomes.
- Principles: A set of principles which guide engagement.
- Performance outcomes: The outcomes you would see from successful engagement
- Measuring performance: Types of measures for measuring performance.

Mandatory requirements

An entity to which this Charter applies must comply with the following mandatory requirements that are applicable, based on the consultation category below. Where the mandatory requirements do not apply, an entity must have regard to, and seek to achieve, the principles and performance outcomes that apply under the Charter.

The State Planning Commission, or an entity acting with the approval of the State Planning Commission, may adopt an alternative way to achieving compliance with the mandatory requirements if the State Planning Commission is satisfied that the alternative way is at least as effective in achieving the public consultation requirements under the Charter. An entity will therefore need to obtain the approval of the State Planning Commission for any variation of the mandatory requirements.

Consultation Category	Mandatory requirement
Proposals that are specifically relevant to a particular Council or Councils (where Council did not initiate the proposal).	That Council or Councils must be directly notified of the proposal and consulted.
Proposals that are generally relevant to councils.	The Local Government Association must be notified in writing and consulted.
A proposal to enter a place within the Planning and Design Code as a place of local heritage value.	The owner of any land on which the place resides, must be directly notified in writing of the proposal and consulted for a minimum period of four weeks.
A proposal to amend the Planning and Design Code to include any heritage character or preservation policy that is similar in intent or effect to a local heritage listing.	The owner of any land on which the place resides, must be directly notified in writing of the proposal and consulted for a minimum period of four weeks.
Infrastructure delivery scheme.	Landowners affected by the scheme must be directly notified in writing of the scheme under section 166 of the PDI Act for a minimum of four weeks.

Principles

The following principles describe what is important when engaging under this Charter. The principles guide good engagement.

The application of the principles is mandatory and they must be considered when a decision maker determines the appropriate approach to engagement. Each engagement may have a different purpose, and may be undertaken in different places, with different outside influences and with different people involved.

The principles are a reference point for good engagement. If a decision maker can 'tick off' on each of the principles as the engagement strategy is designed and delivered, then the public can have confidence that the engagement will be appropriate and effective.

The principles are:

Performance outcomes

To provide clarity about these principles the following descriptions and performance outcomes have been developed to inform what successful achievement of each principle would look like. The performance outcomes must be considered in the preparation of the engagement process and must be reported against at the conclusion of the process.

Engagement is genuine

All parties are genuine in their participation. Those conducting the engagement use their best endeavors to proactively seek community involvement and genuinely listen to and understand the range of views. Those participating are open to a range of perspectives and are well informed. Participants respect that their views may not prevail.

Performance outcomes

People had faith and confidence in the engagement process.

Engagement is inclusive and respectful

Affected and interested people can have their say and be heard, regardless of background or status. People are involved early so that they can influence the process and the thinking from the start. All views are acknowledged and considered.

Performance outcomes

Affected and interested people had the opportunity to participate and be heard.

Item 1.3.1 - Attachment 1 - Community Engagement Charter - Stage 2 - (State Planning Commission) - Consultation Draft

Item 1.3.1 - Attachment 1 - Community Engagement Charter - Stage 2 - (State Planning Commission) - Consultation Draft

Engagement is fit for purpose

The process matches the significance of the planning change. It is value-for-money, targeted, flexible, scalable and timely.

Performance outcomes

People were effectively engaged and satisfied with the process.

People were clear about the proposed change and how it would affect them.

Engagement is informed and transparent

People have access to all relevant information at the time it is needed so that they can participate fully. They understand what is happening, why it is happening and what the consequences are. When decisions are made, the reasons behind them will be explained.

Performance outcomes

All relevant information was made available and people could access it.

People understood how their views were considered, the reasons for the outcomes and the final decision that was made.

Engagement is reviewed and improved

After each engagement exercise, the process is reviewed to see whether the principles have been met and what can be done to improve the process next time.

Performance outcomes

The engagement was reviewed and improvements recommended.

Measuring performance

Engagement is undertaken to achieve better outcomes, decisions, projects and policies. Establishing engagement objectives, and then measuring progress helps to gauge how successful the engagement process has been. Evaluation can build transparency and accountability. It can contribute to the evidence base, identify good engagement practice and improve future practice.

Planning for evaluation should commence as early as possible in the engagement process. The scope of activities in the evaluation will vary based on the purpose and scale of the engagement. Early planning enables identification of the criteria that could be used to measure success and the information to be collected to support this, as well as what tools and resources are required. Early evaluation planning also provides an opportunity to clarify the purpose and objectives of the engagement process.

There are a range of ways that performance can be measured including surveys, capturing the number of responses received, the general tone of feedback and a range of other techniques.

Following are some examples of the types of measures that could be considered when preparing an engagement plan.

The Guide assists in planning for evaluation in the engagement plan.

Consideration in measuring performance		
Principles	**Performance outcomes**	**Types of measures**
Engagement is genuine	People had faith and confidence in the engagement process	*Primary* Was there an opportunity for different knowledge and perspectives to be shared? *Secondary* How did people interact with each other, and did the process build community capacity? Would people participate in a similar process in the future?
Engagement is inclusive and respectful	The affected and interested people had the opportunity to participate and be heard.	*Primary* Did everyone who is impacted and/or interested have an opportunity to participate? Was there an opportunity for different knowledge and perspectives to be shared? *Secondary* What was the level of emotion and controversy?
Engagement is fit for purpose	People were effectively engaged and satisfied with the process.	Did people feel the process enabled appropriate input? Did people understand how to participate in the engagement? Did people understand what was being proposed?
Engagement is informed and transparent	All relevant information was made available and people could access it. People understood how their views were considered and reasons for the outcomes.	*Primary* Did people have access to the information they needed? Was community input considered in the final decision?
Engagement is reviewed and improved	The engagement was reviewed and improvements recommended.	*Primary* Were learnings about the process documented?

Item 1.3.1 - Attachment 1 - Community Engagement Charter - Stage 2 - (State Planning Commission) - Consultation Draft

Definitions

State Planning Policies

The State's overarching goals or requirements for the planning system (and to be given effect through the various instruments prepared in the system).

www.saplanningportal.sa.gov.au/our_new_system/state_planning_policies

Regional Plans

A long-term vision for a region or area, including provisions about the integration of land use, transport infrastructure and the public realm, and including maps and plans that relate to spatial patterns that are relevant to the long-term vision.

www.saplanningportal.sa.gov.au/our_new_system/regional_planning

Planning and Design Code

A comprehensive set of policies, rules and classifications which may be selected and applied in the various parts of the State for the purposes of development assessment and related matters within the State. The Code will include the use of zones, subzones, overlays and policies.

www.saplanningportal.sa.gov.au/our_new_system/planning_and_design_code

Design Standards

A design standard that relates to the public realm or infrastructure, which may specify design principles, design standards, or design guidelines.

Infrastructure Delivery Schemes

A scheme approved by the Minister for Planning in relation to the provision of basic or general infrastructure, and the funding arrangements associated with the provision of that infrastructure.

www.saplanningportal.sa.gov.au/our_new_system/infrastructure_schemes

Designated Entity

A person or entity that is approved by the Minister for Planning to undertake the legislative processes, (including engagement) involved in preparing or amending a designated instrument.

Designated Instrument

A state planning policy, regional plan, the planning and design code and a design standard are Designated instruments.

OUR NEW SYSTEM Community Engagement Charter

Consultation

The Community Engagement Charter and Guide is open for comment

A number of engagement activities will be run by the State Planning Commission during the 6 week formal consultation process including:

- general community feedback on-line via the SA Planning Portal
- written submissions invited from the general community
- a survey for planning professionals and practitioners on the SA Planning Portal
- further consultation with the Practitioner Group
- feedback invited specifically from the Planning Together Panel.

Submissions on the draft Charter and Guide may be made as follows:

By:	8 December 2017
Email to:	DPTI.PlanningEngagement@sa.gov.au
Comment on:	www.saplanningportal.sa.gov.au
On line survey:	www.saplanningportal.sa.gov.au
Mail to:	The State Planning Commission GPO Box 1815, Adelaide, SA, 5001

Engagement to date

The first Discussion Draft of the Charter released for informal comment in August 2017 was prepared with significant contribution by a public Planning Together Panel. This Panel was also influenced and guided by the "Practitioner Group" and the more widely represented "Larger Stakeholder Group".

The feedback received on the Discussion draft has assisted the State Planning Commission refine the Charter and build on the work of the Panel. This includes exploring in greater detail implementation measures that will assist authorities in making decisions about how to engage, the community's role in the engagement process, and how to evaluate the success (or otherwise) of the engagement process.

The 6 workshops and 25 submissions received during the engagement on the discussion draft also assisted the State Planning Commission in preparing the draft Guide which is also now available for comment.

We have been working with three key groups to prepare the draft Charter. These groups include:

- **Planning Together Panel** - a randomly selected, statistically representative group of 50 community members who were tasked with developing the draft Charter in collaboration with representatives from the planning sector and other groups with an interest in planning. This group met for four full days over two weekends in July 2017. An outline of the Panel's work is provided attached.
- **Practitioner Group** - a hand-selected group of senior planning professionals (encompassing local and state government, peak bodies and consultants) tasked with providing industry perspective and context for the Panel and ensuring the Charter's 'decision-making framework' is relevant and practical in a strategic planning policy setting. This group met prior to the first Panel session and their advice was considered by the Panel in their deliberations.
- **Broader Stakeholder Group** - includes planning practitioners and groups and individuals with an interest in the planning system (around 50 people), who contributed knowledge and experience of the planning system as part of the Panel discussions.

TThese groups continue to be provided opportunities to input in the Charter and Guide.

Input into the Charter's development has also been sought from the broader public through yourSAy.sa.gov.au.

Item 1.3.1 - Attachment 1 - Community Engagement Charter - Stage 2 - (State Planning Commission) - Consultation Draft

Our Next Steps

On completion of consultation the State Planning Commission will collate the feedback into a report for the Minister for Planning, along with the draft Charter and Guide, for consideration.

Over the first 12 months or so, the Charter will primarily be used by the State Planning Commission as it develops the designated instruments as set out in the Act. The work entailed in developing the new State Planning Policies and the Planning and Design Code library, as well as the Infrastructure Scheme pilot programs, will be an opportunity for the Charter to be tested and reviewed, allowing the State Planning Commission to evolve the document in collaboration with the intended 'end-users'.

During this time an on-line tool kit will also be developed to enable future users of the Charter to have extra guidance, tools and access to examples of 'best practice'.

Ongoing refinement

Being the first of its kind, it is recognised that the Charter will need to evolve over time. In its first year, it will primarily be applied to the development of the new State Planning Policies, the Planning and Design Code, and Infrastructure Schemes required under the Act. As the State Planning Commission prepares these documents, it will test the Charter and its application to allow for its ongoing evolution. During this time the State Planning Commission welcomes feedback to assist in monitoring and improving the Charter.

Implementation assistance will be available for Government agencies, Councils and other practitioners to help consider how they will frame their engagement programs in accordance with the Charter well in advance of them being required to formally undertake this role.

STATE
PLANNING
COMMISSION
DRAFT
Guide to the
Community
Engagement Charter 2017
Government of South Australia
Department of Planning,
Transport and Infrastructure

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The Charter

Introduction

The Community Engagement Charter (the Charter) is the first of its kind in Australia, putting consultation and participation at the forefront of the planning process.

The Charter is a central component of the *Planning, Development and Infrastructure Act 2016* (the Act), which is the most significant change to South Australia's planning system in over 20 years. In drafting the new legislation it was recognised that there was a need to improve community participation in planning processes and encourage innovation in engagement methods.

The Charter establishes an outcome-based, measurable approach for engaging community members on planning policy. It provides a flexible framework that enables fit-for-purpose engagement rather than prescriptive minimum standards.

The Act states that the Charter must seek to:

- Ensure that the community has timely and meaningful opportunities to participate in, or access information about, planning policy setting
- Weight community engagement towards the early stages of policy-setting, and scale it back when dealing with an advanced or settled policy
- Ensure that information about policy development is readily accessible, expressed in plain language and in a form that facilitates participation
- Support the use of participation methods that foster constructive dialogue and debate, and have regard to the significance or likely impact of a proposed policy,
- Keep the community informed throughout the engagement process of their input and how it will be, or has been, used to shape policy.

The Government of South Australia has acknowledged the importance of good engagement through its Better Together community engagement framework. The Charter follows the key principles of this framework and adds to it by focusing specifically on the planning system.

Why is engagement in the planning system important?

People expect to have a role in the matters that impact their lives. In the past, many people's first interaction with the planning system was when a new house or shopping centre or other form of development was built near them or a tree was cut down without their understanding the planning policy that enabled this to occur.

The Charter seeks to change this by increasing the community's knowledge of the planning system and inviting their input early when developing the planning policies that will shape the places they value.

The Charter seeks to support community engagement, not for engagement's sake, but to add value to the planning process and deliver improved planning outcomes.

What is the legislative role of the Charter?

The Act requires that the Charter be established by the State Planning Commission. The Act sets out requirements for the Charter's implementation, including the consideration of engagement plans and reports by the Commission.

Who does the Charter apply to?

The following entities are required under the Act to comply with the Charter when proposing and establishing changes to particular planning instruments:

- State Planning Commission
- Chief Executive of the Department of Planning Transport and Infrastructure
- Infrastructure Scheme Coordinators and government agencies
- Councils
- Joint Planning Boards

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What does the Charter apply to?

The Charter must be used to develop the engagement process associated with the preparation or amendment of the planning instruments and schemes listed in **Table 1**.

Figure 1 shows the process for preparation or amendment of these planning instruments and when community engagement fits in.

What does the Charter not apply to?

The Charter does not have a statutory role in the assessment of development applications. Separate and specific requirements for the public notification of certain classes of development applications are outlined in the Act and the procedures to be followed will be subsequently determined in regulations (yet to be prepared) under the Act.

Table 1 - Planning instruments and schemes to which the Charter applies

Planning Instruments and schemes	Role
State Planning Policies	Provide the government's overarching goals or requirements for the planning system. They are to be taken into account when preparing other statutory instruments.
Regional Plans	Set the long-term vision for an area of the state, and must align with any relevant State Planning Policies.
Planning and Design Code	Set the rules and process for assessing development applications. Will replace Development Plans.
Design Standards	May specify design principles and standards and provide design guidance in relation to the public realm and infrastructure (e.g. public roads, footpaths, lighting, stormwater)
Infrastructure Schemes	Are legally binding arrangements for the delivery of basic and essential infrastructure within a defined area.

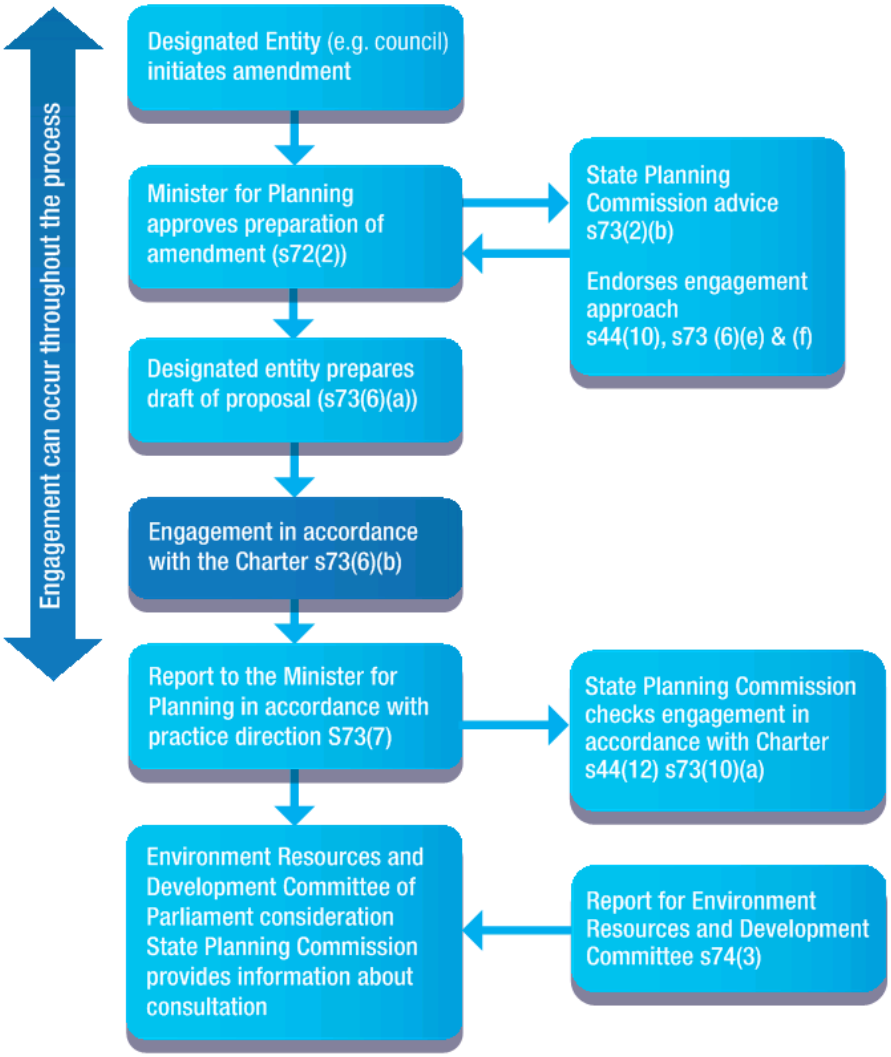
What is the role of the State Planning Commission?

The State Planning Commission is responsible for establishing and maintaining the Charter, which must be reviewed at least every 5 years.

Engagement plans required under the Charter are to be submitted to the Minister for Planning for approval, who acts on the advice of the State Planning Commission. Once the engagement on the instrument has been finalised, the instrument is required to be submitted to the Minister along with a public consultation report in accordance with a practice direction. If the Minister considers that the Charter requirements may not have been sufficiently met, he/she may consult with the State Planning Commission and ask them for advice as to whether they consider the Charter has been satisfied by the engagement conducted.

The State Planning Commission will use lessons learnt from reviewing the effectiveness of engagement to support ongoing sector-wide improvements in community engagement.

Figure 1 - Process for preparing or amending designated planning instruments in accordance with the *Planning, Development and Infrastructure Act, 2016*



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Guide for the Community Engagement Charter

What might the Charter look like in action?

The Charter outlines five principles that describe what is important when engaging on changes to planning instruments and the outcomes sought by the community when they are involved in an engagement process.

Table 2 outlines these principles what they might look like in practice.

Table 2 - Engagement Charter Principles in Practice

Charter Principle	Performance Outcomes	How the principle may look in practice
Engagement is genuine *All parties are genuine in their participation. Those conducting the engagement use their best endeavours to proactively seek community involvement and genuinely listen to and understand the range of views. Those participating are open to a range of perspectives and are well informed. Participants respect that their views may not prevail.*	▮ People had faith and confidence in the engagement process.	▮ A variety of opportunities are provided to participate (e.g. time of day, day of the week, online, face-to-face) to genuinely seek input. ▮ Information is presented in an easy-to-understand and accessible language and is available in multiple languages and formats, including graphics and other visual forms. ▮ Those engaging are open to considering change to a proposal as a result of engagement feedback. ▮ Engagement actively seeks input to shape proposals early in their development. ▮ The proponent is available to the process. ▮ Engagement allows adequate notice and time for input. Should a final proposal be presented, people have adequate time to understand and provide comments before the proposal is adopted.
Engagement is inclusive and respectful *Affected and interested people can have their say and be heard, regardless of background or status. People are involved early so that they can influence the process and the thinking from the start. All views are acknowledged and considered.*	▮ Affected and interested people had the opportunity to participate and be heard.	▮ Engagement is tailored to support people of different ages, backgrounds, abilities and perspectives to participate. ▮ Effort is made to ensure that those affected or interested are aware of the proposal and engaged through the most direct means possible. ▮ Engagement actively seeks input to shape proposals early in their development. ▮ All comments and views are captured and considered. ▮ Participation methods encourage constructive discussion and debate. Real and potential conflicts are acknowledged in an open and non-judgemental way and those tensions are held in respectful dialogue.
Engagement is fit-for-purpose *The process matches the significance of the planning change. It is value-for-money, targeted, flexible, scalable and timely.*	▮ People were effectively engaged and satisfied with the process. ▮ People were clear about the proposed change and how it would affect them.	▮ The "reach" of the engagement is determined based on the extent of the impact of the proposal and the level of community interest. ▮ Engagement activities address specific issues and/or matters of contention. ▮ Engagement activities are appropriate to the significance and likely impact of the proposal. ▮ Engagement activities match the scope of influence the community has in the proposal (i.e. what they can or cannot influence).
Engagement is informed and transparent *People have access to all relevant information at the time it is needed so that they can participate fully. They understand what is happening, why it is happening and what the consequences are. When decisions are made, the reasons behind them will be explained.*	▮ All relevant information was made available and people could access it. ▮ People understood how their views were considered, the reasons for the outcomes and the final decision that was made.	▮ Information about the proposal is provided in a timely fashion and is readily available online or at request. ▮ Information is presented in an easy-to-understand language and format, uses visual tools or scenarios where possible, and builds knowledge from the starting point of community understanding on the matter. ▮ The process of the engagement, proposal development and when and how people can provide input and about what they can influence or not is clearly articulated. ▮ Engagement materials and activities articulate the key drivers for the proposal: what is the imperative, need, issue or opportunity that it will address. ▮ The potential impacts of the proposal and on-ground development outcomes, including those that may be contentious, are clearly articulated. ▮ Feedback is provided to participants at the end of each stage of engagement and at the end of the process, that outlines the input gathered and how it will be, or has been, used to inform the proposal and why. A decision maker's reasons for supporting a particular outcome demonstrate that alternatives have been considered.
Engagement is reviewed and improved After each engagement exercise, the process is reviewed to see whether the principles have been met and what can be done to improve the process next time.	▮ The engagement was reviewed and improvements recommended.	▮ As the engagement plan is implemented, debriefs occur after each activity is completed to determine if any changes are required. ▮ At the conclusion of the engagement process, debriefs occur that identify lessons learnt and learnings are shared with peers. ▮ Engagement plans contain measures of success for the engagement undertaken. Where possible the community will be involved in setting measures about performance. ▮ Measures consider what successful engagement would mean for the community and the proponent (e.g. government). ▮ Engagement reports at the end of projects report and measure the outcomes of the engagement.

What is the role of this Guide?

This Guide provides step-by-step advice on putting the Charter into action when developing and implementing an engagement plan associated with the preparation or amendment of a designated planning instrument.

It is recognised that there are many organisations across South Australia- such as local governments - who have been actively engaging with their communities about planning using innovative and best practice techniques. It is intended that this Guide reinforces and builds on this work to move towards great engagement broadly across the planning system.

This Guide does not set prescriptive, one size fits all approaches for community engagement. Instead it provides prompts to stimulate thinking about why you are engaging and encourages you to tailor your engagement approach to fit your project's and community's unique characteristics.

How to use this Guide

This Guide presents 5 key steps when developing and implementing your engagement (**Fig. 2**). Considering this process will enable you to tailor your engagement so that it suits your needs, whilst also addressing the directions of the Charter.

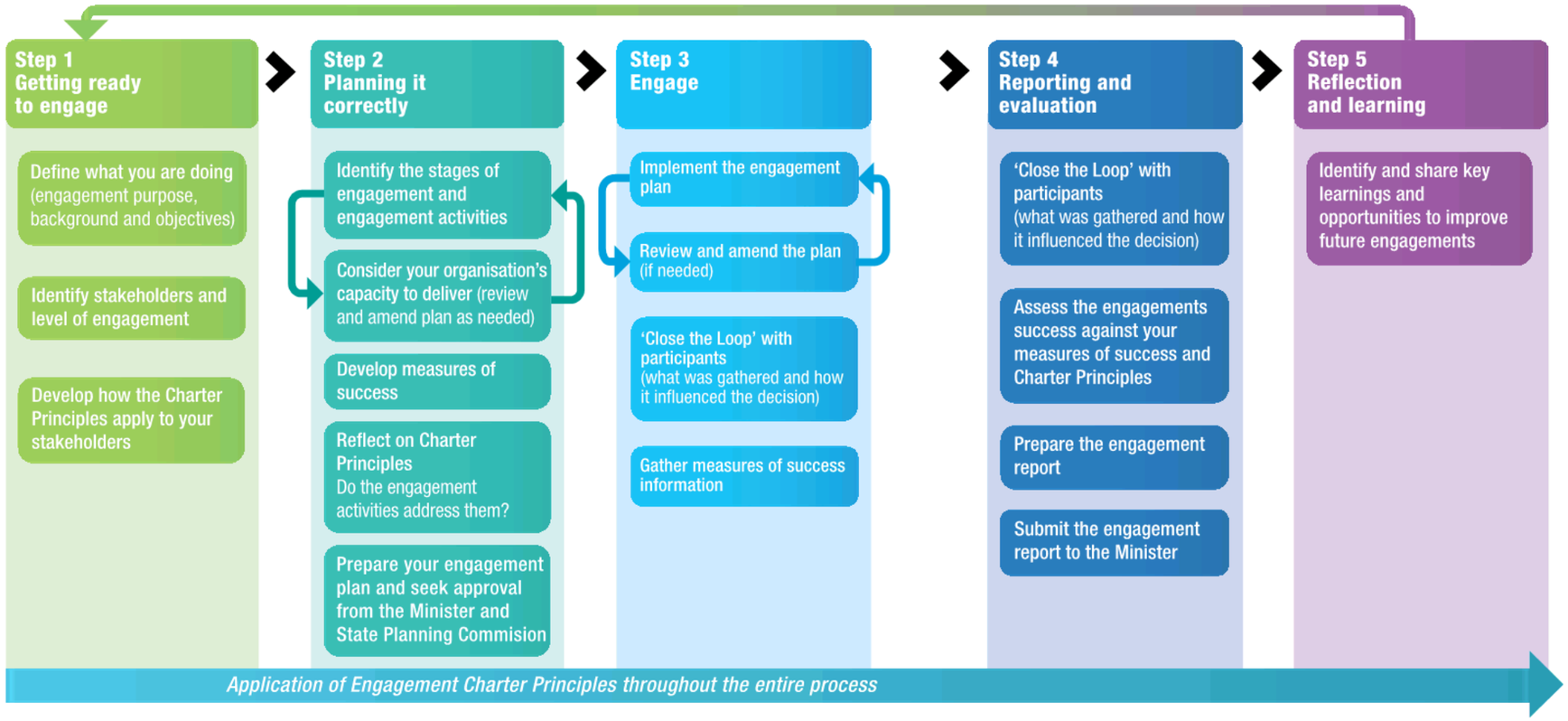
This Guide does not provide prescriptive templates. You can use your own or those suggested.

A series of actions are provided at the end of each step.

Completing these actions will enable you to build and implement your engagement plan.

A checklist is provided at the end of this Guide to assist you in determining if you have all actions in place to meet the Charter's requirements.

Figure 2 The Charter Engagement Process



Item 1.3.1 - Attachment 2 - Draft guide to the Community Engagement Charter 2017

This first step involves getting ready to engage and includes ensuring that you are clear about who you are engaging, why you are engaging them and what their scope of influence is.

Define what you are engaging on

In preparing for your engagement it is essential to have clear project team agreement on what is being engaged on and why. This will ensure from the outset that the best process is followed. It's important to be on the same page, as all your engagement activities will stem from this point on.

It is also important at this stage that you understand what engagement may have already been undertaken as this will influence who you engage with and how you go about it.

Defining what you are doing involves being clear about the planning decision you are focused on and articulating aspects such as:

- What proposed planning instrument you are engaging on?
- Is it being proposed or amended?
- Why it is being initiated (e.g. what are the key drivers, what issues are looking to be resolved or what opportunities are looking to be maximised)
- Any relevant background or history
- The location/area that it applies to.

Being clear about what you are doing and why will assist you with designing and implementing an appropriate engagement plan.

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Determine the scope of influence

Determining your approach to engagement and the activities you will deploy depends on the level of influence people will have in the decision making process.

At the project's outset it is important to define the 'scope of influence' that applies to the decision at hand. This means identifying the extent to which the community, through their participation in engagement activities, can influence the final decision.

There may be aspects of the proposed planning instrument (i.e. the proposal) that are not negotiable (e.g. the geographic extent of a zone amendment) but others that are (e.g. specific conditions within a zone amendment).

Determining the scope of influence will enable you to identify the appropriate engagement activities in step 2. For instance, where there is a lot of room to move in a proposal, use techniques that encourage people to contribute diverse ideas (e.g. a workshop for open ideas sharing). Where there is less room to move, you may create activities that seek feedback on particular options only.

It is important that the community understands from the outset what aspects of the proposal they can influence and those they cannot. This must be clear in communication materials.

Identify stakeholders and the level of participation

In preparing for your engagement it is essential to have clear project team agreement on who your stakeholders are, their interest in the proposal and the level of participation they will have in the engagement. Agreeing on these things will determine the 'reach' of your engagement and the engagement activities you later identify.

Reach refers to those who the engagement is targeted at and whose participation is desired. This could be those people impacted (positively or negatively) by the decision and/or those that have a particular interest. Reach can therefore be defined by a locality, geographical area, people, communities and/or groups.

To determine the level of engagement, this Guide recommends the International Association of Public Participation (IAP2) Spectrum (**Fig.3**), as it is well known and used by councils. The spectrum is the foundation of 'Better Together' the State Government's approach to engagement. If desired, alternative engagement frameworks can be used to determine your approach to engagement.

Identifying the level/s of participation for your engagement requires two steps:

1. **Identifying stakeholders** who are likely to have an interest and/or be impacted (positively or negatively) by the proposal and what this interest or impact is.
2. **Identifying the levels of engagement for each stakeholder** by considering:
   - Their level of INTEREST in the proposal and
   - The extent to which the proposal IMPACTS them.

It is important to recognise that in establishing or amending the various planning instruments the engagement will likely:

- Involve multiple levels on the IAP2 Spectrum.
- Differ depending on the level of impact and/or interest that the decision may have for members of the community.
- Be dependent on the 'promise to the public' and the extent to which the community can influence what is being proposed.

Figure 3 IAP2 Public Participation Spectrum

The International Association of Public Participation (IAP2) Spectrum provides a guide to help define the public's role in any engagement process. A key element of the IAP2 Spectrum is identifying your 'promise to the public'. The further along the Spectrum, the greater the scope of influence available.

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Increasing scope of influence

Engagement Charter Principles in practice

Now that you have identified your stakeholders, consider how the Charter Principles may apply to them.

Points to consider to ensure your stakeholders have the best opportunity to contribute include:

- Cultural needs
- Age related needs or preferences
- Language needs
- Preferred means of communication
- Accessibility requirements (physical ability and also timing and location of engagement)
- Particular forums or processes of stakeholder for providing feedback.

These considerations will inform the engagement activities developed in Step 2.

Diversity
Every community is unique. The reach of your engagement may require you to work with stakeholders of different cultural, professional or religious etc. backgrounds. Considering particular needs or preferences in how your stakeholders engage will maximise the most they and you get out of the process.

Step 1 Actions

Discuss as a project team what your engagement purpose is, the background and your objectives. These will ultimately form part of your Engagement Plan.

For example:

Engagement purpose:

To engage on the establishment of a Climate Change Policy that will apply to the whole of South Australia.

Engagement background:

Establishing a Climate Change Policy for South Australia is a requirement of the Planning, Development and Infrastructure Act 2016. The Policy is one of four State Planning Policies, which are designated instruments of the Act required to support the delivery of the new planning system. The Climate Change Policy will ensure that development in South Australia is resilient and mitigates and responds to the impacts of climate change. The Act requires that community engagement be conducted on the Policy's establishment in accordance with the requirements of the community engagement charter.

Engagement objectives:

- *Obtaining localised knowledge and perspective to inform climate change mitigation and adaptation approaches*
- *To ensure stakeholders can provide early input to inform the development of the Climate Change Policy*
- *To ensure stakeholders are aware of the proposed changes to the Climate Change Policy*
- *To ensure that all affected and interested stakeholders have the ability to provide input*

Determine the scope of influence of the community and stakeholders. Highlight what aspects of the proposal are negotiable (open to change) and those which are not negotiable (not open for change).

For example:

Negotiable

What elements of the proposal can stakeholders influence

- Specific conditions within the zone amendment, being...
- etc.

Not Negotiable

What elements do the stakeholders not have any opportunity to influence? This may be due to safety, technical or legislative requirements.

- The geographic extent of an amendment of an existing zone to an urban corridor zone
- etc.

As a project team conduct a stakeholder and community analysis to identify:

- Your stakeholders
- Their level of interest in the proposal
- The level to which they are impacted by the proposal
- Their anticipated expectations for the engagement and their scope of influence
- The level of participation they can expect in the engagement
- Any engagement they may have previously been involved in

For example:

Stakeholder analysis for changing zoning of an area as an amendment to the Planning and Development Code. These are for example only. The stakeholders and levels of engagement will be specific to the nature and significance of your proposal.

Stakeholder	Level and nature of Interest and Impact	Expectations	IAP2 Level
Property/Business owners within the zone	High interest and impact as zone change will affect their participation	That they will be made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed	Involve
Neighbouring land owners	Medium interest and impact as zone change will impact some qualities of their neighbourhood	That they will be made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed	Consult
etc			

Through the lens of the Charter Principles, consider how the characteristics of your stakeholders and community will need to be considered in the design of your engagement.

For example:

Stakeholder	Engagement need or avenue
Chinese community	Information brochure in Mandarin
Climate change officers in local government	Local Government Climate Change Officers Group
Regional community with limited internet	Hard copy materials in community hubs (e.g. libraries and sporting clubs)
etc.	etc.

Consider how to best demonstrate the tangible impacts of policy changes through visual and graphic means appropriate to your stakeholders and the nature of the policy changes.

For example:

For a policy that will effect built form consider 'now' versus 'future' drawings or visualisations.

Now that you know what you are engaging on, why it is important, what you want to achieve, who you want to engage with and the level of engagement required, you can put your mind to identifying and selecting the engagement activities to be undertaken.

Identify stages of engagement and engagement activities

Stages of engagement

The Charter encourages engagement to be weighted towards engagement at an early stage and scaled back when dealing with a settled or advanced policy. As such your engagement is likely to occur over multiple stages- at least early in the proposal's development and once the draft proposal is prepared.

Different stakeholders may be engaged at each stage and the primary level of engagement may change at each stage. For example you may involve or collaborate with residents in the development of a draft proposal (Stage 1) and then consult with them on the draft proposal (Stage 2). You may consult with the wider community only as part of Stage 2.

Attachment B demonstrates how the level of engagement may change across the stages of a proposal's development for the various designated instruments.

Determining the stages of engagement require you to consider:

- That engagement it is likely to occur over multiple stages.
- The objective of each stage. Is it early input to inform a draft feedback on the proposal's development; or notification that the proposal is complete?
- The primary level of engagement for each stage.
- The timeframes in which these stages of engagement must occur.

Engagement activities

Determining your engagement activities will require you to consider:

- The Charter Principles (see **Table 2**)
- The characteristics of your stakeholders and what their needs may be in the engagement e.g. the venue, timing and communication requirements. (Use methods tailored to stakeholders that they are comfortable with by reflecting on your stakeholder analysis and assessment against the Charter Principles in Step 1).
- The level of engagement required. If for instance, if you are simply 'informing' then a public press advertisement or letter may suffice. However if you are 'consulting' you may feel that inviting submissions, or holding a community event is more appropriate.
- Any mandatory requirements for engagement. (refer **Fig. 4**)
- The scope of influence stakeholders have to influence the outcome of the proposal. (Choose activities that gather the level of information needed to develop the proposal and that set the right level of community expectation.)
- The information that needs to be provided for the community to build their understanding of the matter so they can provide informed feedback. (Provide information in plain language and consider visual tools or scenarios to demonstrate on-ground development outcomes.)
- How you will 'close the loop' with stakeholders. This involves providing them feedback about the results of engagement and how it will be, or has been used to inform the development of the proposal.

Attachment B provides some guidance about the types of activities that can be conducted for different levels of engagement.

The Charter provides flexibility about how the engagement takes place. The important thing is to ensure that the Charter Principles and any statutory obligations (**Fig. 4**) are adhered to in the approach you take.

When developing your engagement approach remember to:

- Be clear about the scope of influence that is available in relation to the decision being made, and
- Ensure that the engagement techniques used match the scope of influence.

Figure 4 Statutory Obligations for engagement

The Planning Development and Infrastructure Act identifies a number of mandatory requirements for engagement in relation to the preparation and amendment of statutory instruments which must be reflected in engagement plans established under the Charter.

Consultation Category	Mandatory requirement
Proposals that are specific to a particular Council or Councils (where a Council did not initiate the proposal).	Council(s) must be directly notified of the proposal and consulted.
Proposals that are generally relevant to councils.	The Local Government Association must be notified in writing and consulted.
A proposal to enter a place within the Planning and Design Code as a place of local heritage value.	The owner of the land on which the place is situated, must be directly notified in writing of the proposal and consulted for a minimum of four weeks.
A proposal to amend the Planning and Design Code to include any heritage character or preservation policy that is similar in intent or effect to a local heritage listing.	The owner of the land on which the place is situated, must be directly notified in writing of the proposal and consulted for a minimum of four weeks.
Infrastructure delivery scheme.	Landowners affected by the scheme must be directly notified in writing of the scheme for a minimum of four weeks.

Determine your capacity to deliver

How ready is your organisation to deliver your engagement plan?

It is important to ensure that you have the resources (e.g. people, skills, finances, materials, venues) to implement your engagement plan.

Reflecting on your organisation's readiness will help identify areas that need more support or resourcing and the good engagement work that is already happening.

Preparation of the engagement plan and consideration of your organisation's capacity to deliver may lead you to amend your engagement plan.

Similarly, as the engagement plan is implemented, it may be subject to change as new issues or ideas emerge.

Table 3 Charter Engagement Measures

Considerations in measuring performance		
Principles	**Performance outcomes**	**Types of measures**
Engagement is genuine	People had faith and confidence in the engagement process	*Primary* Was there an opportunity for different knowledge and perspectives to be shared? *Secondary* How did people interact with each other and did the process build community capacity? Would people participate in a similar process in the future?
Engagement is inclusive and respectful	Affected and interested people and parties had the opportunity to participate and be heard.	*Primary* Did everyone who is impacted and/or interested have an opportunity to participate? Was there an opportunity for different knowledge and perspectives to be shared? *Secondary* What was the level of emotion and controversy?
Engagement is fit-for-purpose	People were effectively engaged and satisfied with the process.	Did people feel the process enabled appropriate input? Did people understand how to participate in the engagement? Did people understand what was being proposed?
Engagement is informed and transparent	All relevant information was made available and people could access it easily. People understood how their views were considered and the reasons for the outcomes.	*Primary* Did people have access to the information they needed? Was community input considered in the final decision?
Engagement is reviewed and improved	The engagement was reviewed and improvements recommended	*Primary* Were learnings about the process documented?

Develop measures of success

Consider how the 'success' of your engagement process will be measured. It is important to do this early, as you will need to incorporate the methods for collecting information into the engagement so it can be evaluated and you can ultimately determine whether the principles of the Charter have been met. This information will be needed as part of your reporting to the Minister and the State Planning Commission when you submit your initial or amended planning instrument.

Table 3 shows the areas in which engagement can be measured. These measures were developed with the assistance of the community during the preparation of the Charter. The Charter identifies some measures as being of primary importance and places secondary importance on others.

In developing measures of success, consider what a successful engagement would look like for:

- The project team
- The decision maker
- The community and stakeholders.

The extent to which you can collect information that helps you measure the success of your engagement process will differ depending on the level of participation. It is expected that the higher the level of participation on the IAP2 Spectrum, the easier the engagement will be to measure as more direct contact is generally occurring with the public at this level and it is easier to gather feedback (e.g. via a survey or feedback form). This differs to the example of a widespread information campaign 'advertising' that consultation is occurring on a draft document and seeking input via an online survey. In this scenario, it is much more difficult to measure who has been 'reached' by the engagement and their level of satisfaction with the process.

Reflect on the Charter Principles

Reflect on the Charter Principles (**Table 2**) and assess how well your engagement plan addresses them.

Make any adjustments to ensure they are adequately represented, along with all statutory requirements.

How well your engagement plan addresses the principles will be a major consideration of the Minister and the State Planning Commission in approving your engagement plan.

Prepare your engagement plan

Using the information gathered through steps 1 and 2, prepare your engagement plan.

The Charter does not prescribe a particular template for the plan. The important thing is that it captures the information outlined in the steps of this Guide.

You may use your organisation's engagement plan template, another template or the example shown in **Attachment C.** This template is also available on the Better Together website (www.bettertogether.sa.gov.au) along with other great engagement tools.

Seek State Planning Commission approval

You are required to submit your engagement plan to the Minister for Planning, who acting on advice of the State Planning Commission, will consider it for approval.

Step 2 Actions

Determine the stages of engagement required for your proposal. Consider the engagement's objective(s), stakeholders, level of engagement and timeframes for each stage.

For example:

Stage	Objective	Stakeholders	Level of engagement	By When
Stage 1	We will engage early to enable stakeholders to understand the proposal and give their input into the development of the first draft.	Ministers Residents Interest groups	Involve	January 2018
Stage 2	We will refine and test the draft proposal and provide feedback to stakeholders arising from the early engagement.	Ministers Residents Interest groups Wider community	Consult	April 2018
Stage 3	We will inform stakeholders that proposal is completed and to provide feedback on the draft engagement.	Ministers Residents Interest groups Wider community	Inform	August 2018

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Determine the engagement approach to be conducted for each stage of the engagement. Outline the activity/technique, resourcing and timing.

For example:

Stage	Engagement Level & Objective	Stakeholders	Technique/s	Who & Where	Estimated Timing
Stage 1	INVOLVE to obtain early input into the development of the proposal	The State Planning Commission	State Planning Commission meeting/paper	Project Manager DPTI Offices	January 2018
	As above	Ministers	Ministerial Briefing	Project Manager DPTI Offices	January 2018
	As above	Residents	Community open day	Engagement Officer Local reserve	February 2018
	As above	Interest Group	Stakeholder workshop	Engagement Officer Community Centre	February 2018
Stage 2	To CONSULT/seek adoption of the draft proposal for the purposes of stage 2 engagement and to INFORM how the results of stage 1 were taken into account	The State Planning Commission	State Planning Commission meeting/paper	Project Manager DPTI Offices	April 2018
	CONSULT on the draft proposal and INFORM how the results of stage 1 were used	Ministers	Ministerial Briefing Stage 1 results report	Project Manager DPTI Offices	April 2018
	As above	Residents	Letter Online feedback form Submissions Stage 1 results report	Engagement Officer	May 2018
	As above	Interest Groups	As above	Engagement Officer	May 2018
	To CONSULT on the draft proposal	General public	Public ad Social media Media release	Engagement Officer	May 2018
Stage 3	To INFORM about the final proposal and how the results of stage 2 were used	Ministers	Ministerial Briefing	Project Manager DPTI Offices	April 2018

Consider your organisation's capacity to deliver the engagement plan.

Key questions to ask include:

- What resources do we have available to implement this engagement plan (both financial and staffing)?
- Do we have the internal capacity to deliver this engagement process (i.e. the skills and expertise)?
- How else might we resource this engagement plan?
- How do we build our internal capacity to deliver this (or any future) engagement plan?
- Do we need to adjust the engagement plan to match our available capacity?
- Are there any opportunities to collaborate and share the responsibilities for engagement?

Identify measures of success for your engagement for areas in Table 3 (focusing on the primary measures as a minimum). Consider what success would look like for the project team, decision maker and stakeholders. Determine how you will collect the data or information required for the measures as part of the implementation of your engagement.

For example:

Measure	How measure
Number of stakeholder groups	Attendance sheet for workshops Web or social media hits or promotions reach
Extent that participants' comments influence the final position	Engagement report(s) that outline the themes of the feedback and how they have influenced the policy's position
Activities tailored to match the scope of influence of the community Activities tailored to stakeholder groups Information materials clearly articulated the proposal, its impacts and the engagement process	Description of activities undertaken Participant feedback form on workshop experience

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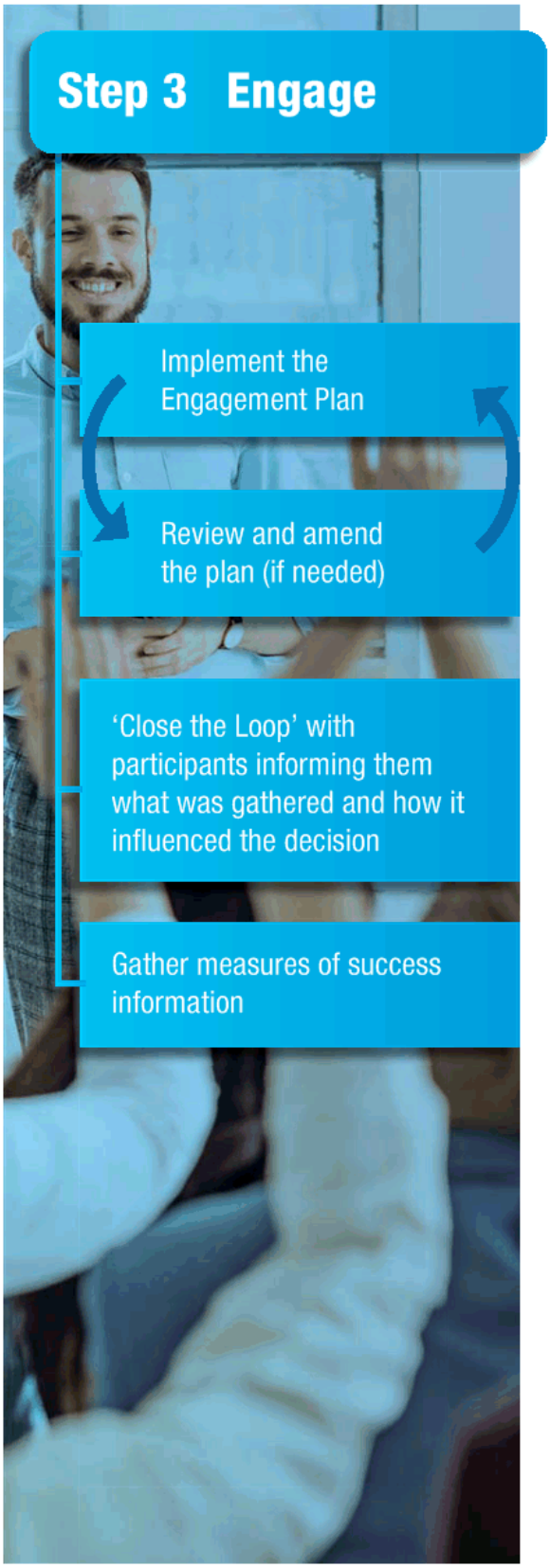
Include a table in your engagement plan that outlines how the engagement approach addresses each of the Charter Principles. Refer to **Table 2** for examples of the Charter Principles in practice but make them specific to the actions your engagement will deliver. Also ensure that the activities you have selected consider the specific needs of the stakeholders you identified in Step 1.

For example:

Charter Principle	How the principle can be addressed
Inclusion and participation is genuine	▪ Open day held on weekend to maximise opportunity for people to attend. ▪ Etc.
People affected are meaningfully engaged and those interested have an opportunity to participate	▪ Letterbox drop/direct email to those immediately affected. ▪ Etc.
Differing views are acknowledged, respected and considered	▪ Invitation only workshop(s) held for most affected stakeholder group(s) and tailored to their needs ▪ Etc.
People have access to complete information that they can understand, they know about proposals and the impacts of the potential outcomes	▪ Information brochure (online and hard copy) in basic language clearly articulates the proposal, potential impacts, engagement process and invites feedback/participation ▪ Etc.
Engagement processes make clear the reasons for the outcomes and the decisions	▪ Community engagement report prepared at the end of each stage of engagement summarising the feedback received and how it has been, or will be, used to inform the decision. ▪ Etc.
Engagement is accountable and improving	▪ Measures of success are identified and measured at the conclusion of the engagement and reported on in the Engagement Report to the State Planning Commission. ▪ Etc.
Engagement is targeted, flexible, scalable and specific	▪ Engagement activities included the following activities to involve the broader community and the following to target specific stakeholder groups... ▪ Etc.
People recognise that decision making often involves some interests being supported and others not	▪ Key messages prepared and used across all engagement activities to articulate the key drivers for the proposal.

Prepare an engagement plan for your project which includes the information gathered through Steps 1 and 2.

Submit your engagement plan to the Minister and the State Planning Commission for consideration for approval.



Once the engagement plan is prepared, approved by the State Planning Commission and the resources are available, the engagement process can be delivered.

Implement the engagement plan

Deliver the engagement activities in line with your engagement plan.

Review and amend your plan

As the engagement gets underway, you may need to review and amend your plan as new issues or ideas emerge; you learn more about the community; and/or your resourcing needs change. This may mean rethinking the activities you have planned and/or, the timing of the engagement or you may need to change who you engage with. As you review your actions, consider the resourcing requirements and adjust your plan as required.

Be flexible. Actively review and change direction if you need to throughout the engagement.

The reality is that all engagement plans will change in some way.

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Close the loop

As you complete the stages of the engagement, 'close the loop' and provide information back to participants (such as those who attended a workshop or forum or the broader community) summarising the information that was gathered and how it will be, or has been, used.

An important direction of the Charter is to ensure that participants involved in engagement are shown that their input was heard and whether or not it has impacted the proposal. Doing so shows participants that their participation was valued and meaningful, and that the engagement and policy process is open, transparent and accountable.

The Charter does not require a set format to do this. The important thing is to ensure that by closing the loop you summarise the diversity of feedback received, outline how the information has been, or will be, used to inform the proposal, and does so in a way that is accessible to stakeholders.

Options for closing the loop include:

- Preparing an engagement report and providing it to participants and/or the wider public at the end of each stage of engagement.
- Providing closing statements at the end of activities, such as workshops, reiterating the kinds of feedback received during the event and how the information will be used.
- Sharing the results of the engagement online in information brochures or other published means.
- Conducting information events or presentions to groups on how the engagement results have influenced the evolved proposal.

Gather measures of success

As you implement your engagement activities, ensure you are gathering the required information, data and observations to support the analysis of the measures of success identified in Step 2. You will need this information to be able to complete your engagement report (in Step 4), which is submitted to the Minister and the State Planning Commission.

If multiple people are running different engagement activities, ensure that everyone is aware of the data collection requirements for their activities, prior to any activities being implemented.

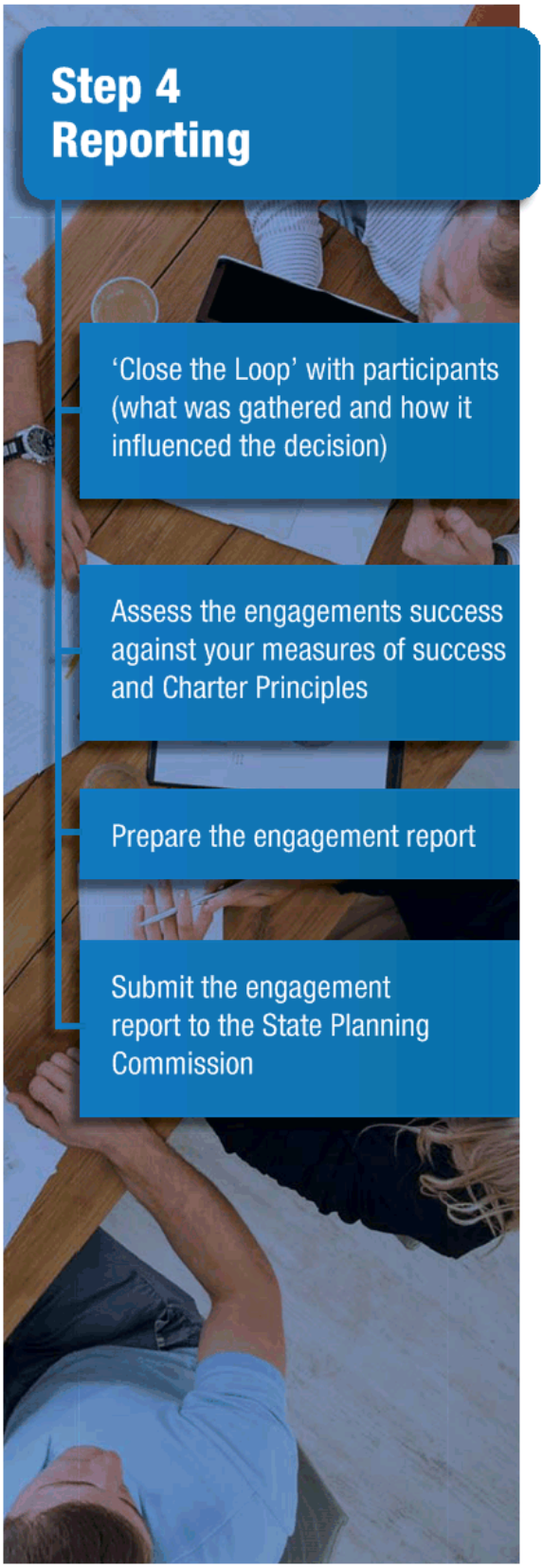
Ensure that people have the tools to gather the information you need (e.g. feedback form, attendance sheet, web analytic tools) and the specific details you need (e.g. attendance numbers events, postcodes of participants, names of organisations).

Step 3 Actions

Implement the Engagement Plan and actively review and amend as required.

As your engagement progresses, provide feedback to participants (and/or the wider community) at the end of activities or stages to summarise the information gathered and how it will be, or has been, used to inform the proposal.

As the engagement progresses, gather the information required to measure the success of your engagement.



Step 4 involves reporting on what you heard during the engagement, how this input has been used to inform the final proposed planning instrument and how well the engagement achieved its measures of success.

Closing the loop

An important direction of the Charter is ensuring that people know how their feedback was used to influence a planning outcome.

If your project involved a multi-stage engagement, you will have already closed the loop with your stakeholders and community at the end of each engagement activity and stage.

Once the proposal for the planning instrument has been completed, you need to again close the loop with your stakeholders and community about the feedback received and how it has been used to inform the proposal.

Remember, **'closing the loop'** is not just something that occurs at the end of the process when you submit your instrument to the State Planning Commission for approval.

Instead, it may occur multiple times as you provide feedback after each engagement activity or stage regarding information that has been gathered and how it has been used.

Review measures of success

At the end of the project it is important to determine how successful the engagement has been.

Understanding what went well in your engagement and what could have gone better will help inform future engagements. The information gathered will also form part of your engagement report to the Minister and the State Planning Commission.

Using the information collected, analyse how well your measures of success were achieved and how well the principles of the Charter were addressed.

Your measures of success will (at the very least) have considered the primary engagement measures in **Table 3**. You may also like to reflect on the secondary measures.

Questions to consider in reviewing the engagement's success include:

- Was there an opportunity for different knowledge and perspectives to be shared?
- How did people interact with each other, and did the process build community capacity?
- Would people participate in a similar process in the future?
- Did everyone who is impacted and/or interested have an opportunity to participate?
- Was there an opportunity for different knowledge and perspectives to be shared?
- What was the level of emotion and controversy?
- Did people feel the process enabled appropriate input?
- Did people understand how to participate in the engagement?
- Did people understand what was being proposed?
- Did people have access to the information they needed?
- Was community input considered in the final decision?
- Were learnings about the process documented?
- Did engagement result in a better planning outcome?

The questions you can answer will depend on the information and data gathered and the observations made.

Prepare your engagement report

You are required to submit an engagement report in accordance with a practice direction, along with the final proposed planning instrument (or amended version of), to the Minister. If the Minister considers that the Charter requirements may not have been sufficiently met, he/she may consult with the State Planning Commission and ask them for advice as to whether they consider the Charter has been satisfied by the engagement conducted.

This engagement report should outline the engagement conducted, the feedback received and how that feedback was used to shape the final proposed policy.

The engagement report must also include an evaluation of the effectiveness of the engagement that considers whether:

- The measure of success been achieved
- The principles of the Charter been achieved
- All mandatory requirements been met.

Step 4 Actions

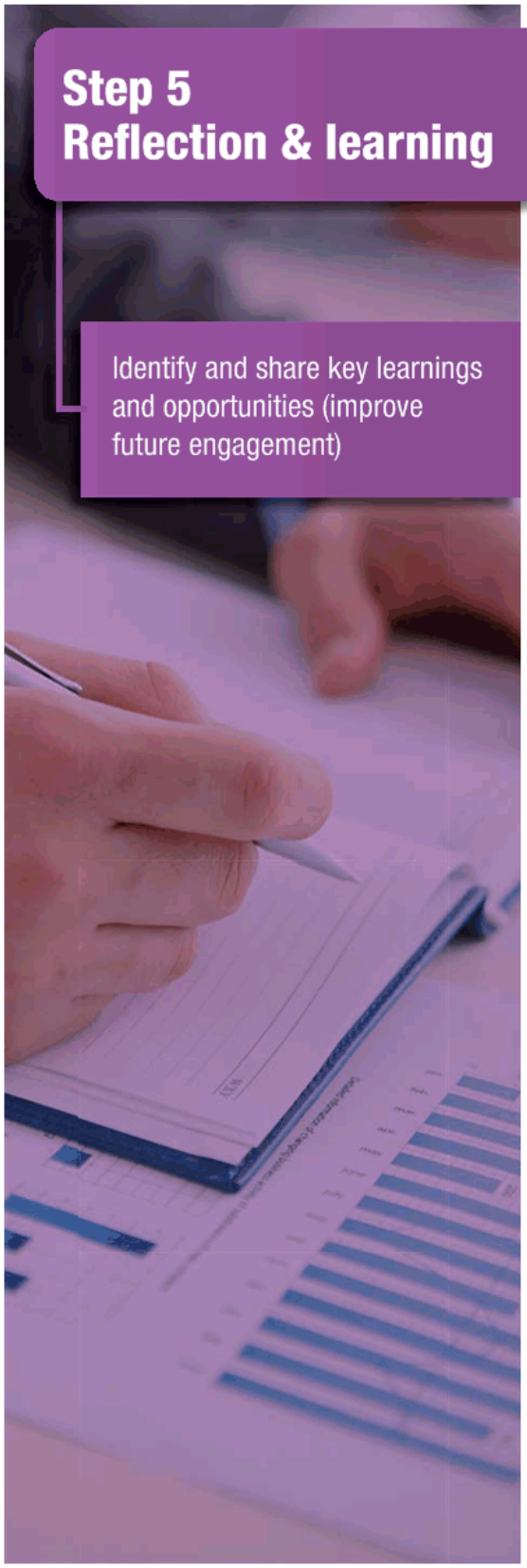
At the end of the project report back to participants and the community regarding:

- The decision outcome
- How input gathered via the engagement has been used to inform the ultimate proposed planning instrument.

Compile the data collected and gather project team opinion to determine the level to which your measures of success have been achieved.

Also cross check how the engagement was delivered against the Charter Principles to identify where the engagement worked and where there were challenges.

Prepare your engagement report and submit it to the Minister and the State Planning Commission along with the completed proposed planning instrument.



Step 5 Reflection & learning

Identify and share key learnings and opportunities (improve future engagement)

This final step involves reflecting on the engagement process to identify key learnings and opportunities to improve future engagement processes.

Reflect on the engagement

As a project team reflect on how well the engagement went. Record and share your learnings to improve future engagement processes.

Key questions to ask include:

- What went well?
- What was challenging?
- What would you change if the same or similar situation presented itself again in the future?
- Was there anything you could have done better?
- Were the measures useful in understanding the success of the engagement?
- How could you incorporate these learnings into your next engagement process?

The important thing is to celebrate your successes and hard work, and where short fall is recognised, identify what you would do differently in the future.

Share your engagement journey with your colleagues and the industry to help improve their engagement skills.

Consider doing a presentation to staff or at an industry event, or share your story in a publication or as a case study on the Planning Portal.

Step 5 Actions

Conduct a lessons learnt exercise with your project team and share your engagement journey with your peers or industry.

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Checklist

Step 1

- ✓ Decide as a project team, your engagement's purpose, background and objectives. These will ultimately form part of your engagement plan.
- ✓ Determine the scope of influence of the community and stakeholders. Highlight what aspects of the proposal are negotiable (open to change) and those which are not negotiable (not open for change).
- ✓ Consider how to best demonstrate the tangible impacts of policy changes through visual and graphic means appropriate to your stakeholders and the nature of the policy changes.

Step 2

- ✓ Determine the stages of engagement required for your proposal. Consider the engagement objective, stakeholders, level of engagement and timeframes for each stage.
- ✓ Determine the engagement approach to be conducted for each stage of engagement. Outline the engagement objective, level of engagement, stakeholders, activity/technique, resourcing and timing.
- ✓ Consider your organisation's capacity to deliver the engagement plan.
- ✓ Identify measures of success for your engagement for the areas in **Table 3** (focusing on the primary measures as a minimum). Consider what success would look like for the project team, decision maker, stakeholders and community. Determine how you will collect the data or information required for the measures as part of the implementation of your engagement.
- ✓ Include a table in your engagement plan that outlines how the engagement approach addresses each of the Charter Principles. Refer to **Table 2** for examples of the principles in practice but make them specific to the actions your engagement will deliver. Also ensure that the activities you have selected consider the specific needs of stakeholders you identified in Step 1.
- ✓ Prepare an engagement plan for your project which includes the information gathered through steps 1 and 2.
- ✓ Submit the plan to the Minister and the State Planning Commission for approval.

Step 3

- ✓ Implement the engagement plan and actively review and amend as required.
- ✓ As your engagement progresses, provide feedback to participants (and/or the wider community) at the end of each activity and stage to summarise the information gathered and how it will be, or has been, used to inform the proposal.
- ✓ As the engagement progresses, gather the information required to measure the success of your engagement.

Step 4

- ✓ At the end of the project report back to participants and the community regarding: the decision outcome and how input gathered via the engagement has been used to inform the ultimate proposed planning instrument.
- ✓ Compile the data collected and gather project team opinion to determine the level to which your measures of success have been achieved. Also cross check how the engagement was delivered against the Charter Principles to identify where the engagement succeeded and where there were challenges.
- ✓ Prepare your engagement report and submit it to the Minister and the State Planning Commission along with the completed proposed planning instrument.

Step 5

- ✓ Conduct a lessons learnt exercise with your project team and share your engagement journey with your peers and industry.

Attachment A

Examples of the varying levels of engagement that may be used throughout an engagement process for different designated instruments or schemes.

(These are examples only and not designed to provide direction for real projects)

Instrument or scheme to be prepared or amended	Examples of the levels of engagement that could be used throughout the process to prepare or amend an instrument or scheme	
State Planning Policies	**Inform**	stakeholders and the broader community that the instrument is being prepared/amended and communicate opportunities for involvement
	Consult	stakeholders to gather information to inform the preparation/ amendment of the instrument
	Involve	stakeholders in the identification of key directions for preparing/ amending the instrument
	Consult	on the draft instrument
	Inform	stakeholders and the broader community about how input gathered via the engagement has or has not been used to prepare/amend the instrument and communicate the final outcome that has been delivered
Regional Planning	**Inform**	stakeholders and the broader community that the instrument is being prepared/amended and communicate opportunities for involvement
	Collaborate	with stakeholders to gather information to inform the preparation/ amendment of the instrument
	Consult	with the broader community to gather information to inform the preparation/amendment of the instrument
	Consult	on the draft instrument
	Inform	stakeholders and the broader community about how input gathered via the engagement has or has not been used to prepare/amend the instrument and communicate the final outcome that has been delivered
Planning & Design Code	**Inform**	stakeholders and the broader community that the instrument is being prepared/amended and communicate opportunities for involvement
	Collaborate	with stakeholders to gather information and together shape the preparation/amendment of the instrument
	Consult	with the broader community to gather information to inform the preparation/amendment of the instrument
	Involve	stakeholders in the identification of key directions for preparing/ amending the instrument
	Consult	on the draft instrument
	Inform	stakeholders and the broader community about how input gathered via the engagement has or has not been used to prepare/amend the instrument and communicate the final outcome that has been delivered

Instrument or scheme to be prepared or amended	Examples of the levels of engagement that could be used throughout the process to prepare or amend an instrument	
Design Standards	**Inform**	stakeholders and the broader community that the instrument is being prepared/amended and communicate opportunities for involvement
	Consult	stakeholders to gather information to inform the preparation/ amendment of the instrument
	Involve	stakeholders in the identification of key directions for preparing/ amending the instrument
	Consult	on the draft instrument
	Inform	stakeholders and the broader community about how input gathered via the engagement has or has not been used to prepare/amend the instrument and communicate the final outcome that has been delivered
Infrastructure Schemes	**Involve**	stakeholders to identify key directions or features to inform the draft scheme outline
	Consult	stakeholders and the broader community about how input gathered via the engagement has or has not been used to prepare/amend the scheme and communicate the final outcome that has been delivered

Attachment B

Example engagement tools for different levels of engagement (IAP2)

		Providing Information	Maintaining Awareness/ Updating Information	Identify Concerns and Issues	Develop Objectives/ Visions	Develop Options	Test Ideas | Prioritise Options	Build Relationships and Involvement	Potential for Consensus/ Agreement	Potential to Reach Large Numbers	Suitable for People who don't readily participate	Suitable for small groups/individual contact	Obtaining input into decision making	Make decisions	Satisfy statutory Requirements
Inform	Advertisement/ Media	✓	✓							✓					✓
	Letter/Phone Call/ Door Knock	✓		✓				✓			✓	✓			
	Newsletter/ Brochure	✓	✓							✓					
	Internet/Social Media	✓	✓	✓			✓	✓		✓	✓		✓		
	Signs/Maps/ Models	✓	✓							✓					
	Public Display/ Exhibition	✓					✓			✓	✓		✓		✓
Consult	Submissions			✓						✓		✓	✓		✓
	Telephone Hotline	✓		✓						✓		✓			
	Surveys			✓			✓			✓	✓		✓		
	Presentations to Existing Groups	✓		✓								✓			
	Public Meetings	✓		✓						✓			✓		✓
	Seminar/Forum	✓	✓	✓						✓					
	Community Event	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		
	Open Day Information Session	✓	✓	✓				✓		✓	✓	✓			

		Providing Information	Maintaining Awareness/ Updating Information	Identify Concerns and Issues	Develop Objectives/ Visions	Develop Options	Test Ideas | Prioritise Options	Build Relationships and Involvement	Potential for Consensus/ Agreement	Potential to Reach Large Numbers	Suitable for People who don't readily participate	Suitable for small groups/individual contact	Obtaining input into decision making	Make decisions	Satisfy statutory Requirements
Involve	Meetings with key Individuals	✓	✓	✓				✓				✓	✓		
	Local Community Group Meetings	✓	✓	✓		✓	✓	✓				✓	✓		
	Workshops	✓		✓	✓	✓	✓	✓	✓			✓	✓		
	Value Management Workshop	✓			✓	✓	✓	✓	✓				✓		
	Participatory Design Exercise	✓			✓	✓	✓	✓	✓				✓		
	Search Conference	✓		✓	✓	✓		✓	✓				✓		
Collaborate	Consultative Committee	✓	✓					✓	✓				✓		
	Community Forum/ Precinct Committee	✓	✓					✓	✓				✓		
	Advisory/ Reference Group	✓	✓					✓	✓				✓		
	Steering/ Management Committee	✓	✓					✓	✓				✓	✓	
	Board/Authority	✓	✓					✓	✓				✓	✓	✓

Attachment C

Engagement Plan Template

Item 1.3.1 - Attachment 2 - Draft guide to the Community Engagement Charter 2017

Engagement Plan

An engagement plan takes you through a step by step process to guide planning, engaging and reporting successful and appropriate engagement activities for your project.

Engagement Plan

BetterTogether

ENGAGEMENT PLAN

Project: *Insert title*

Prepared By: *Insert name*

Date: *Insert date*

The red guiding text has been provided to prompt your thinking about what you may need to consider for each stage. You can delete it as you go and replace with text relating to your project.

BACKGROUND INFORMATION

Gather and compile background information on the project, from its very beginning through to its current status.

Work with staff and stakeholders, review past reports or strategies and research related studies, media articles and press releases.

Draft a clearly written background information statement and a project purpose statement.

*If you have followed the **Prepare** process you can simply copy and paste this information here.*

Please visit the Better Together website to see what tools you can use to help guide you.

www.bettertogether.sa.gov.au/prepare

PURPOSE OF ENGAGEMENT

Craft a clear statement that summarises:

- the purpose of the project,
- the opportunity to be explored,
- the problem to be solved,
- the decision to be made and
- the 1of influence the community can have on the project outcome.

A clear statement should be:

- reflective of the needs of decision makers and the public
- expressed clearly in common language
- a statement that the majority of stakeholders can live with.
- Keep the language concise and to the point.
- Where possible limit its length to one paragraph

ENGAGEMENT OBJECTIVES

Engagement objectives are where you can start to 'upack' your engagement purpose statement.

Here you can be really clear about each stage of engagment.

Remember – a good objective is Succint, Measurable, Achievable, Realistic and Timely (SMART)

For example, you may have developed the following purpose statement

"The purpose of the engagement is to consult with affected stakeholders during May 2016 to seek their level of support for the proposed laneway closure for an upcoming event in mid July 2016"

Your objectives may then be to:

- Inform the community of the proposed laneway closure at the beginning of May 2016 and the rationale as to why this is required.
- Promote engagement opportunities and timeframe input is required by during May 2016.
- Consult with directly affected stakeholders via a survey to identify how they currently use the laneways and how their needs can be considered in the negotiable aspects of the closure.
- Inform the community the consultation period has closed end of May 2016 and when you will be in touch with them about the outcome - June 2016.
- Follow up any queries or concerns and summarise key themes in survey using an engagement report.
- Inform the community of how their input was considered by distributing the feedback report by mid June 2016.
- Provide a project information update to explain the closure of the laneways by start of July 2016.

Engagement Plan

BetterTogether

STAKEHOLDER AND COMMUNITY ANALYSIS

This table identifies stakeholders who may be impacted by the decision and those who will influence the outcomes of the engagement process. The level of impact / influence will help to determine the level of stakeholder engagement and communication required.

**There are a number of tools you can use to identify your stakeholders. Please visit the Better Together website to see examples to suit your project.*
http://bettertogether.sa.gov.au/prepare

Stakeholder	Interest / Impact / Influence	Expectations	IAP2 Level
Ministers	*High interest, impact and influence.*	*That they will remain informed of community feedback and the engagement process as it progresses*	*Involve*
Business owners	*Medium interest / high impact / medium influence*	*That they will be invited to participate in the decision to ensure their needs are considered during the closure*	*Consult*
Traffic users and pedestrians	*Medium interest / high impact / low influence*	*That they will know how to easily access alternate routes during closure and know when it is occurring*	*Inform*
Event organisers	*High interest / high Impact / high influence*	*That they will receive the support required from the Department to facilitate a successful event*	*Consult*
General public (community)	*Medium interest / low impact / low influence*	*A good experience at the event*	*Inform*

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BetterTogether

ENGAGEMENT SUMMARY TABLE

Project Stage	Engagement Level & Objective	Stakeholders	Technique/s	Who & Where	Estimated Timing
List the stage	***State the IAP2 level to be used (Inform, Consult, Involve, Collaborate, Empower) and the objective of the engagement activity for each stage.***	***List key stakeholder groups from your stakeholder identification worksheet. Stakeholder list may vary per project stage.***	***Describe the activity and techniques being used for each stage - eg mail out, workshop, online survey, focus group***	***Insert name/s of responsible officer and where the activity is to occur***	
Planning	*Involve*	*Ministers*	*Ministerial briefing*	*Department*	*Month 2016*
Planning	*Consult*	*Event Organisers*	*On site meeting Briefings Traffic planning session*	*Traffic engineers Communications department Community Engagement Coordinator*	*Month 2016*
Planning	*Consult / Inform*	*Business owners Traffic and pedestrian users*	*Information update/flyer Website Online and hard copy survey Door Knock business*	*Community Engagement Coordinator*	*Month 2016*
Feedback	*Inform*	*Business owners Traffic and pedestrian users Event Organisers Ministers*	*Feedback report Website update*	*Community Engagement Coordinator*	*Month 2016*
Implementation	*Inform*	*Business owners Traffic and pedestrian users, community*	*On site signage for alternate route Media release, website, social media.*	*Signage team Community Engagement Coordinator*	*Day / Month / Year*

You may need to develop an Action Plan or program to outline when and how these activities will be implemented and by whom.

Check with your agency if they have a project management system with a template or tools that may assist with this.

KEY MESSAGES

Consider developing key messages with your project team / working group to communicate consistent messages during the engagement process.

These key messages will form the basis of all communications materials and for use with stakeholder meetings.

Key messages could include:

- Relevant background information
- High level project/policy/initiative overview
- Project / initiative timeframe
- Purpose of the engagement process
- Overview of engagement process / key timing
- What can the community influence and how will feedback be used
- What is your promise to the public? (refer to IAP2 Spectrum)
- Outline what is negotiable and what is NOT negotiable.
- Status of funding – i.e. if your initiative is not curently funded, let the community know during the engagement process to manage expectations.

Item 1.3.1 - Attachment 2 - Draft guide to the Community Engagement Charter 2017

PARAMETERS AND LIMITATIONS

Consider your available budget to conduct engagement activities. This can impact the kind of techniques you may use. Think about budget considerations for the engagement – separate to the project budget.

Consider the timeline of key dates and project milestones for delivery of your project. Ensure that the dates comply with any specific legislative requirements.

These types of considerations can be parameters or limitation to your project engagement, which neds to be considered in the planning.

Type of limitation/parameter	
Staff capacity and skills	*e.g. Our Communications staff member is unavailable during June 2016 – we will need to consider using external resources to assist us to develop our information*
Government meeting dates information may be required by	*It will be important to provide a summary of the feedback at the departments meeting by 15 June 2016*
Legal requirements you need to abide by	
Time to engage a consultant if required	
Time needed to complete enagement	
Consultation period	
Key organisational milestones	
Adverts/Notices dates	
Dates of face to face activities	

Negotiable and Not negotiable	Negotiable	Not Negotiable
	What elements do stakeholders not have any opportunity to influence? **This may be due to safety, technical or legislative requirements**	
	Length of laneway required for closure	*Height of temporary fencing required (as per Australian Standards)*
	Alternate route can be negotiated	*Timeframe lane closed for (as per event requirements)*

Engagement Risks	Issue	Response
	IT systems such as online survey does not work properly	*Prepare and provide hard copies as well* *Speak with IT about options if this occurs*
	Stakeholders you want to engage with not participating	*Ensure a variety of communication and engagement techniques* *Door knock the businesses with a high level of impact*

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REPORTING BACK

How will you respond to your participants	Who will do it	When
Phone call/email follow up as issues raised during survey process	*Project team*	*During engagement in May 2016*
Build on FAQs on website and update during engagement process	*Community Engagement Coordinator*	*During engagement in May 2016*
Formal feedback report	*Community Engagement Coordinator*	*June 2016*

EVALUATION

What success looks like for:	The project team	The decision maker	The stakeholders

Evaluation measure	How we will measure	Who will do it
How successful was the engagement?		
What could we do better?		
What did we learn?		

CHECKLIST

Before you send your engagement plan for sign off take some time to think….have you?

- ✓ **Had input from others in your team or work group?**
- ✓ **Asked for some feedback and proof reading?**
- ✓ **Spoken with the Better Together team about your approach?**

It is useful to read over your plan with others to identify how you have met each of the Better Together Principles

- ✓ **We know why we are engaging**
- ✓ **We know who to engage**
- ✓ **We know the history**
- ✓ **We start together**
- ✓ **We are genuine**
- ✓ **We are relevant and engaging**

SIGN-OFF

Discuss with the project manager who is the appropriate body to sign off this Engagement Plan. Obtain their approval prior to commencing with implementation.

Full Name:		
Position Title:		
Signature:		**Date:**

Item 1.3.1 - Attachment 3 - Q&A - Community Engagement Charter - Stage 2 - Consultation Draft

OUR NEW SYSTEM

Community Engagement Charter

FREQUENTLY ASKED QUESTIONS

These frequently asked question are to be read in conjunction with the Community Engagement Charter 2017- Consultation Draft and the Draft Guide to the Community Engagement Charter 2017.

Q&A For the General Public

Questions	Answers
When will the Charter first be used?	The Charter will be first be used by the State Government during the development of the State Planning Policies and the first version of the Planning and Design Code in 2018. The Charter will then be used by councils by spatially applying the Planning and Design Code to their area.
Why isn't the Charter used for Development Assessment?	The Act and Regulations will prescribed the consultation requirements for development applications in the new system. Where applications meet the planning policy, no consultation will be required – as is the current approach. Applications that require more performance assessment such as those that impact on adjoining neighbours and/or don't meet all the criteria in the policy will have some consultation. Applications that are not consistent with policy or are not envisaged by the current policy will require the most consultation.
Who will ensure the principles of the Charter have been met in the Charter?	The State Planning Commission.

Q&A For Practitioners

Questions	Answers
How does the Community Engagement Charter fit with the State Government's Better Together program?	The Better Together program advises public sector employees on ways to deliver innovative engagement techniques across a range of government departments. In contrast, the Community Engagement Charter specifically focuses on improving engagement practices to inform proposed changes to planning policy. The Charter also includes methods to measure the success and effectiveness of the engagement. The Better Together principles and frameworks were taken into account In preparing the principles for engagement in the Charter and are embedded within it. For more information on the Better Together program visit bettertogether.sa.gov.au/home-page

SAPLANNINGPORTAL.SA.GOV.AU

SOUTH AUSTRALIA

Government of South Australia
Department of Planning, Transport and Infrastructure

ISSUE DATE: XX/XX/XX

Questions	Answers
How do the Charter's proposed principles, outcomes and performance measures reflect the recommendations of the Planning Together Panel?	The Planning Together Panel developed seven principles with outcomes as written in the Discussion Draft Charter. As a result the engagement process the Draft Charter now has five principles of engagement. Whilst the number of principles have been reduced it was not intended that the overall intent was lost. The principles have been further explained with clear outcomes and the Draft Guide further expands on the explanation by providing guidance on how each principle may look in practice. The proposed performance measures were initially drafted by the Planning Together Panel and Stakeholder Group and were restructured and amended in response to the second stage of engagement. Feedback from the second stage of engagement made it clear that practitioners did not consider that mandating a numerical requirement for measuring success is practical, particularly given that the scale of engagement for specific projects will differ. It has now been proposed that the measurement of public consultation will form part of the engagement plan.
What is the IAP2 framework and where can we learn about it?	IAP2 is the acronym for the International Association for Public Participation. IAP2 seeks to improve public participation on issues that affect the public interest throughout the world. IAP2 Australasia is the leading public participation Association in Australasia. The IAP2 Framework, or spectrum, was developed over a number of years to help groups define the public's role in any public participation process. The spectrum advises that the level of engagement is dependent on the impact of the decisions. The levels are: *Inform, Consult, Involve, Collaborate* and *Empower. Inform* is the engagement method with the least impact and *Empower* is the highest level of community involvement. The Department for Planning, Transport and Infrastructure will co-ordinate an education program for practitioners to explain how to use the IAP2 framework. The following websites provide further information on the international and the Australasian IAP2 Federation: www.iap2.org/?page=A3 www.iap2.org.au/Home
The LGA has a Community Engagement Handbook using the IAP2 framework. Will councils have to use both guides?	DPTI has been working closely with the LGA on the preparation of the Charter and a Guide to its use. When the Charter is finalised DPTI will work with the LGA on updating their handbook to resolve any inconsistencies.

Questions	Answers
Council and government departments already have guides, procedures and templates for engagement that extend beyond 'planning' processes but are consistent across the business. Is it necessary to have separate documentation just for planning?	The Charter recognises that many councils and government organisations already have established engagement practices and it is not intended that existing templates and procedures be replaced. The Charter provides checklists, which means changes would only be required to existing documentation if any of the Charter's requirements are not met.
I am a planning practitioner, not an engagement specialist. Will my council need to hire an engagement specialist?	While some councils have an engagement specialist it not intended that this must be the case. The Charter, Guide and (future) toolkit will equip planners to plan and undertake engagement. In 2018, DPTI will undertake a needs analysis for education on the Charter and will organise training for practitioners as appropriate.
Will the expected engagement practices cost more than existing practices?	Not necessarily. The Charter, Guide and (future) toolkit will enable the level and type of engagement to be targeted to each individual case. This guidance, pre-planning and risk management should assist in reducing costs by eliminating reactionary consultation later in the process. The previous Act's statutory consultation relied on notice in publications and the hiring of venues. The Charter now provides for flexibility in the notification and the holding of engagement activities which could reduce costs. For instance the use of on-line media would be cheaper.
Does the State Planning Commission need to sign off on engagement plans?	Yes. It is expected that an engagement plan will be required for State Planning Commission consideration at both the initiation of a statutory instrument (section 73(1)) and amendment (section 73 (2))). This will ensure that there is an agreed engagement approach to enable the State Planning Commission to assess compliance with the Charter at the end of the process (section 44(12)). The procedures for the required endorsements of engagement plans (including their amendment) will be outlined in a Practice Direction prepared by the State Planning Commission in the future.

Questions	Answers
Will the Engagement Charter delay planning processes?	The intent of the Charter is not to delay planning processes. The Charter seeks to adapt engagement activities to suit the individual case. For instance, it is likely that the extent of change; its likely impacts; and the size of the community affected will determine the extent of the engagement. For instance, the extension of an Employment Zone over a few allotments would require more targeted and simplified engagement (quicker) then rezoning over a number of streets. It is intended that a performance approach to engagement with purposeful planning at the beginning (utilising the Guide and Toolkit) will add certainty about the success of engagement and give greater confidence to decision makers about the recommendations they receive.
What is the role of the State Planning Commission in measuring the implementation of the Charter?	Once the consultation on the instrument has been finalised it is required to be submitted to the Minister along with a public consultation report in accordance with a practice direction. If the Minister considers that the Charter's engagement requirements may not have been sufficiently met, the Minister may consult with the State Planning Commission and ask them for advice on whether they consider the Charter has been satisfied by the engagement conducted.
How do we get the public interested in policy matters and away from development assessment?	This will be a challenge and requires a change to planning practices beyond the Charter. In the future, greater attention will need to be given to the ongoing education of the public about strategic goals and the changing nature of our suburbs. Once a Regional Plan has completed its engagement process, its visibility to the public should be maintained and its relevance to other planning matters should be made evident.
How often will the Engagement Charter be reviewed?	The Act (section 45(7)) prescribes that the State Planning Commission must ensure that the Charter is reviewed at least every 5 years. Measuring the success of engagement activities is an integral theme of the Engagement Charter. It is expected that the toolbox will provide ongoing guidance about a range of best practice techniques for engagement.
What will be the minimum engagement expectations especially for minor rezonings?	No minimum standard is proposed. To do so would not enable a tailored engagement approach. It would assume that all 'minor' rezonings have the same impacts and the same community of interest, which would be unlikely. The engagement toolkit will provide examples of engagement plans utilised for a range of different instruments. These will provide guidance on the quick preparation of engagement plans.

Item 1.3.1 - Attachment 3 - Q&A - Community Engagement Charter - Stage 2 - Consultation Draft

Questions	Answers
Can the engagement undertaken under the Charter be subject to judicial review?	Any process under legislation can be subject to judicial review. S44(11) of the Act prescribes that a decision or process under the Charter cannot be held invalid unless the failure is a provision that requires compliance with the Charter. As proposed, compliance with the Charter will commence with the preparation of an engagement plan which will have considered the checklist in the Charter's Guide and met the principles of the Charter. The State Planning Commission will sign off on the engagement plan at the initiation for the statutory instrument. At the end of the process the State Planning Commission will receive a consultation report from the entity undertaking the consultation which will outline how the engagement has met the agreed engagement plan. The State Planning Commission will then determine whether the engagement has met the purpose of the Charter. It can then request that any outstanding issues be remedied. It can also undertake the engagement itself and seek the costs for this engagement.

Q&A For Elected Members

Questions	Answers
What is the role of elected members in the development of engagement plans?	It is anticipated that the role of elected members will be similar to their current role in the initiation of a Development Plan Amendment. Elected members will need to approve the initiation of a change to the Code which will need to include an engagement plan that accords with the Engagement Charter.