



AGENDA

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

**13 FEBRUARY 2018 AT CONCLUSION OF THE AUDIT COMMITTEE OF
COUNCIL**

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

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

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
Acting General Manager City Development, Mr G Ratsch
General Manager Community Development, Ms P Webb
PA to General Manager Community Development, Mrs B Hatswell

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 14 November 2017.

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OTHER BUSINESS

CLOSE



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

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	SIPSC1
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	13 February 2018
HEADING	Strategic Civic Building Partnerships
AUTHOR	Julie Douglas, Senior Social Planner, Community Development
CITY PLAN LINKS	4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.2 Develop strong capability and commitment to continually improve Council's performance. 3.1 Be an adaptive community that embraces change and opportunities.
SUMMARY	This report outlines potential strategic civic building partnerships with communities across Australia, providing a business case assessment for consideration.

RECOMMENDATION

1. That this report be received.
2. That the business case set out in Attachment 1 to this report (Item No. SIPSC, Strategic and International Sub Committee, 13/02/2018) be noted.
3. That best and continuing opportunity to deliver on the relationships suggested by the Sub Committee are within existing operations of Council under the Reconciliation Action Plan and Intercultural Strategic Action Plan.

ATTACHMENTS

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

1. Civic Building Partnership Business Case

1. BACKGROUND

- 1.1 At the September 2017 meeting of the Strategic and International partnerships Subcommittee it was resolved:

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:

- Develop the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component;*
- Developing a project to build strategic civic building partnerships with communities across Australia (such as indigenous communities, and intercultural communities) to enhance understanding.*

- 1.2 This report will address the second part of the resolution relating to the civic building partnerships. The first part of the resolution, relating to the Linyi relationship, will be the subject of a separate report.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Community Development – Reconciliation Action Plan Project Officer
- 2.2 External
 - 2.2.1 N/A

3. REPORT

- 3.1 Two potential civic building partnerships were identified in the Subcommittee resolution, one relating to indigenous communities and the other relating to intercultural communities.

Indigenous Community Partnership Option

- 3.2 Advice sought from the Reconciliation Action Plan project officer identified that pursuing a partnership with an indigenous community first requires extensive consultation with the Reconciliation Action Plan working group and local indigenous community members to gauge willingness to proceed, guidance on acceptable communities to reach out to, and appropriate projects to work on.
- 3.3 Developing a business case for this option can be pursued in consultation with the Reconciliation Action Group and local indigenous community members. This work naturally fits with the work of the Council Reconciliation Action Plan and can be addressed in collaboration with the existing relationships which have developed with the Indigenous Community through the RAP working group.
- 3.4 As a result further work by the Strategic and International Partnerships Committee is not recommended.

Intercultural Community Partnership Option

- 3.5 Under the Intercultural Plan and during the Development of the Strategic Plan staff have developed relationships with relevant councils and benefited from knowledge exchange. Now that the Intercultural Strategic Action Plan has been endorsed staff will continue to develop these relationships and respond to the City's rapid demographic changes in the City of Salisbury's population over the last 10 years.
- 3.6 The Intercultural Strategic Action Plan, have drawn attention to the need for Council to further develop its intercultural knowledge and service delivery.
- 3.7 The existing staff working on the implementation of the Intercultural Strategic Action Plan will continue to undertake this work.
- 3.8 As a result further work by the Strategic and International Partnerships Committee is not recommended.

4. CONCLUSION / PROPOSAL

- 4.1 This report has provided a summary of two options for civic building partnerships with communities across Australia and provides a business case for consideration by the Subcommittee. In the preparation of the report it was apparent that the existing Reconciliation Action Plan would have carriage of any work in the Indigenous relationships area. It was also noted that in the preparation of the Intercultural Strategic Action Plan, some of these relationships have been formed and will continue to be developed.
- 4.2 It is recommended that the civic building partnership business case attached to the report be noted. It is also recommended that best and continuing opportunity to deliver on the relationships suggested by the Sub Committee are within existing operations of Council under the Reconciliation Action Plan and Intercultural Strategic Action Plan, and don't require any actions by the Sub Committee.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 06/02/2018

Strategic & International Partnerships Business Case –Civic Building Partnerships

Intercultural Civic Building Partnerships	Comments	Questions/Actions
Motives	<p>Rapid demographic changes in the City of Salisbury’s population over the last 10 years, and the development of Councils first Intercultural Strategic Action Plan, have drawn attention to the need for Council to further develop its intercultural knowledge and service delivery.</p> <p>As a result of the development of the Plan Council has begun developing relationships with interstate Councils with extensive intercultural communities and longer experience in working with diverse and rapidly changing communities to build Council’s knowledge and service diversity to meet changing cultural needs.</p>	<p>Research required determining Australian Councils recognised as leaders in intercultural engagement, service delivery and planning.</p> <p>During the development of the Intercultural Strategic Action Plan contact with the following Council was made;</p> <ul style="list-style-type: none"> • City of Ballarat (Australia’s first accredited Intercultural City) • Maribyrnong City Council (progressing accreditation as an Intercultural City) • Moreland City Council (long experience in multicultural engagement/ programming) <p>In addition to these the following Council of interest has been identified.</p> <ul style="list-style-type: none"> • City of Darebin (hosts an Intercultural Centre) <p>Staff working on the Intercultural Strategic Action Plan have been alerted to this additional opportunity/connection.</p>
Context for the alliance	<p>The Strategic and International Partnerships Subcommittee resolved to develop a business case to develop a project to build strategic civic building partnerships with communities across Australia.</p> <p>Note: In 2016, 31.2% of the City of Salisbury's population was born overseas, 19.9% of the overseas born population were new migrants.</p>	<p>Note the above work of Intercultural Strategic Action Plan.</p>

Intercultural Civic Building Partnerships	Comments	Questions/Actions
Links to Council City Plan & Strategic Priorities	<p>The intent of the Sub Committee resolution is consistent with the following objectives of Councils</p> <p>City Plan2030:</p> <p><u>Liveable City</u></p> <ul style="list-style-type: none"> • Be an adaptive community that embraces change and opportunities • Be a proud, accessible and welcoming community <p><u>Enabling Excellence</u></p> <ul style="list-style-type: none"> • Strengthen partnerships that enable us to better address our community's priorities • Develop strong capability and commitment to continually improve Council's performance • Embed long term thinking, planning and innovation across the organisation <p>The Reconciliation Action Plan</p> <ul style="list-style-type: none"> • Strengthening Relationships: the City of Salisbury commits to developing and strengthening relationships between • Aboriginal community members, Elected Members and staff –and beyond this, within the community. • Enhancing Respect: the City of Salisbury commits to fostering mutual respect between Elected Members, staff and Aboriginal people. This includes building the capacity to provide culturally relevant services, working together towards a deeper understanding of culture and appropriately acknowledging heritage and history. • Building Opportunities: the City of Salisbury commits to working 	Consistent with the intentions of the Strategic and International Sub Committee's resolution are both the implementation actions of the Intercultural Strategic Plan and the Reconciliation Action Plan. It is also consistent with the Reconciliation Working Groups remit.

Intercultural Civic Building Partnerships	Comments	Questions/Actions
	<p>with Aboriginal people to build opportunities that contribute to closing the gap on disadvantage</p> <p>Intercultural Strategic Action Plan:</p> <ul style="list-style-type: none"> • Encourage intercultural exchanges • Develop and intercultural community alliance • Improve training and awareness of Council staff of the needs of diverse community groups • Commit to achieving progress in shaping a diverse and welcoming community • Boost Councils image as an intercultural organisation • Increase staff's capacity to engage with diverse community groups in planning for the future of the City 	
Potential overlap/leverage with other tiers of government	<p>Limited potential to leverage the Dept. of Immigration and Border Protection.</p> <p>Minimal potential to engage more closely with Multicultural SA.</p> <p>The significant overlap/leverage potential relates to Non-government organisations who have been funded to provide services/supports to CALD populations, or who have adapted service delivery to better engage with CALD people.</p>	Check for areas of potential duplication, points of difference and potential synergies and mutually beneficial opportunities.
MOU or Agreement considerations	<p>Agreement should consider the benefits and any risks associate with forming a civic building relationship. At this stage the benefits to Council and the community include:</p> <ul style="list-style-type: none"> • Building knowledge on working with diverse CALD communities • Reputational enhancement • Greater service responsiveness from Council to CALD communities • Linkages to similar communities interstate 	The form and content of the agreement must be negotiated in partnership.

Intercultural Civic Building Partnerships	Comments	Questions/Actions
	<p>An agreement should also set out the expectation of each party as negotiated, and may include:</p> <ul style="list-style-type: none"> • Goals and objectives of the partnership • Roles, responsibilities and expectations of partners • Commitment to the partnership • Communication expectations, processes and information sharing protocols • Duration of agreement 	
Resources required	Resources are currently allocated to both the Reconciliation Action Plan and the Intercultural Strategic Action Plan	
Estimated ROI (including goodwill)	Calculating ROI (based on its standard calculation of (Gains – Cost)/Cost) is difficult. An alternative contextually attuned social value measurement process could instead be investigated.	<p>Further work required to determine how gains to Council will be measured. Refer to the Valuing Social Outcomes in South Australian Local Government report:</p> <p>https://www.lqprofessionalssa.org.au/resources/Networks/Community%20Managers%20Network/Valuing%20Social%20Outcomes%20-%20Research%20Stage%20Final%20Report%20-%20AITI.pdf</p>
Level of Community support	Feedback through Councils service delivery arms indicates that CALD groups currently using Council services are supportive. This is reflected in the Intercultural Strategic Action Plans objectives.	Continued stakeholder consultation to be undertaken.
6 & 12 month Evaluation Measures and KPIs	Both the Intercultural Strategic Action Plan and the Reconciliation Action Plan have measurable deliverables.	Further refinement of these deliverables and KPI's will be undertaken in the course of implementation.

ITEM	SIPSC2
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	13 February 2018
HEADING	Strategic and International Partnerships Sub Committee Membership
AUTHOR	Pippa Webb, General Manager Community Development, Community Development
CITY PLAN LINKS	3.1 Be an adaptive community that embraces change and opportunities. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	On Monday 11 th of December the Mayor received advice from Fr Roderick O'Brien that he would be leaving Salisbury parish to take a position at Port Adelaide. This report proposes seeking a new representative from Northern Economic Leaders, as this membership position is currently vacant.

RECOMMENDATION

1. That;
 - a. the Sub-Committee note the correspondence from Fr O'Brien, and his change of parish from Salisbury to Port Adelaide-Enfield Council area.
 - b. Staff prepare a letter on behalf of the Mayor to thank Fr O'Brien for his participation on the Sub-Committee.
2. Staff seek a membership nomination from Northern Economic Leaders to fulfil the membership requirements as per the Strategic and International Partnerships Sub Committee Terms of Reference Clause 4.1.

ATTACHMENTS

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

1. Resignation Email Fr R O'Brien - 11 December 2017

1. BACKGROUND

- 1.1 On Monday, 11 December 2017, the Mayor received advice from Fr Roderick O'Brien that he would be leaving Salisbury parish to take a position in the Port Adelaide Enfield Council area. This change in circumstances provides an opportunity for the Sub-Committee to update Membership in line with the Terms of Reference for the Sub Committee.

- 1.2 Voting Membership of the Sub-Committee is currently comprised of:
- Four Elected members (Cr Betty Gill, Cr David Balaza, Cr Graham Reynolds, and Cr Julie woodman In accordance with Council resolution 0025/2014.
 - The University of South Australia Pro-Vice Chancellor, Professor Nigel Relph
 - The Principal of a Salisbury based School, Heather Vogt
 - Two representatives from service clubs, Christopher Moore and Pat Trimboli
 - One representative from a local sporting Club, Brett George
 - A Member of the Northern Economic Leaders actively engaged with international trade and investment - Vacant
- 1.3 Non-voting Membership comprises of:
- a senior staff member/administrative representative of the South Australian Government, Rik Morris, DPC and;
 - a senior staff member/administrative representative of the City of Playford – Vacant.
- 1.4 The Mayor is an ex officio a Member of the Sub Committee.
- 1.5 This report proposes seeking a new representative from Northern Economic Leaders, as this membership position is currently vacant and leaving the Non-voting Membership position vacant at this time.
- 1.6 Fr O'Brien has been listed as a Community Representative, however the terms of reference currently make no reference to this membership category.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
- 2.1.1 Manager Economic development
- 2.2 External
- 2.2.1 Nil

3. REPORT

- 3.1 Fr O'Brien's contribution and participation on the Sub-Committee was highly valued and his contribution would best be acknowledged by a formal letter of thanks and well wishes for his new posting.
- 3.2 As a result of changes to Fr O'Brien's Parish Location. There is an opportunity to re-align the Membership of the Sub Committee to the terms of reference (clause 4.1).
- 3.3 Currently there are two vacant memberships:
- A Member of the Northern Economic Leaders actively engaged with international trade and investment; and
 - a senior staff member/administrative representative of the City of Playford.

- 3.4 Given the focus on the economy and international trade, it is proposed that staff explore a nomination from the newly incorporated Northern Economic Leaders to fulfil an existing vacant membership position.
- 3.5 It is not proposed that a non-voting membership be sought to fill “a senior staff member/administrative representative of the City of Playford”, at this time but rather to focus on the directions set by the newly adopted selection and maintenance procedure.

4. CONCLUSION / PROPOSAL

- 4.1 It is important to acknowledge the contributions of Fr O’Brien and to thank him for his participation on the Sub-Committee. Staff will prepare a letter for the Mayor to formally thank Fr O’Brien for his contribution to the Sub Committee.
- 4.2 In addition it is proposed that staff seek a membership nomination from Northern Economic Leaders to fulfil the membership requirements as per the Strategic and International Partnerships Sub Committee Terms of Reference Clause 4.1.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 06/02/2018

Gillian Aldridge

Subject: leaving the city of salisbury

From: R O'Brien [REDACTED]
Sent: Monday, 11 December 2017 3:24 PM
To: Gillian Aldridge
Subject: leaving the city of salisbury

To: Mayor Gillian Aldridge
From: Fr Roderick O'Brien
Date: Monday 11 December 2017

Dear Mayor Aldridge,
Recently our parish was informed that my term as parish priest of Salisbury Catholic Parish will end on the 18 February 2018. After some weeks of leave, I will take up a new appointment as parish priest of the Le Fevre Catholic Parish (our neighbour across the Barker Inlet and Torrens Reach).

You and your staff have been very welcoming in including me personally, and the parish in general, in the life of the City of Salisbury. I am glad that Fr Shibu Jacob, who has been assistant here for five years, will take over as parish priest. I am sure that you will invite his participation as generously as you have encouraged mine.

I also tender my resignation from the Strategic and International Partnerships Sub-Committee. That has been a most interesting experience, and I am glad that you kindly invited me. I have also very much enjoyed attending the City's citizenship ceremonies. I will still be in Salisbury for Australia Day!

With good wishes,
Roderick

ITEM	SIPSC3
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	13 February 2018
HEADING	Delegation to Mobara July 2018
AUTHOR	Jo Cooper, Manager Community Capacity & Learning, Community Development
CITY PLAN LINKS	3.1 Be an adaptive community that embraces change and opportunities. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	This report provides details of the options for the duration of the delegation to Mobara, Japan in July 2018; and the proposed membership of the delegation.

RECOMMENDATION

1. That the duration of the itinerary delegation to Mobara, Japan be for a total of 7 days tentatively proposed for 26th July – 1st August 2018, to coincide with the Tanabata-Matsuri Festival which occurs 27th – 29th July 2018.
2. That membership of the delegation comprise of a maximum of 15 people.
3. That the delegation consists of:
 - Mayor - Gillian Aldridge
 - CEO - John Harry
 - Jo Cooper – Manager Community Capacity and Learning (liaison and coordinator for the delegation);
 - the balance of the 15 member delegation be determined via an expression of interest process open to:
 - Members (and adult partners) of the Strategic and International Partnerships Sub Committee;
 - Elected Members (and adult partners); and
 - City of Salisbury Executive Team.
4. That costs associated with the participation in the Mobara delegation for Jo Cooper as the liaison and coordinator for the delegation be met by Council.
5. That costs associated with the participation in the Mobara delegation for members of the Strategic and International Partnerships Sub Committee; Mayor, Chief Executive and any other staff of Council (other than Jo Cooper), Elected Members and all adult partners be borne by those participants.

ATTACHMENTS

There are no attachments to this report.

Item SIPSC3

1. BACKGROUND

- 1.1 As previously reported the City of Salisbury has been invited by Internalisation Promotion Section, Mobara City Hall to send a delegation to Mobara, Japan in July 2018 to coincide with the staging of the Tanabata-Matsuril Festival.
- 1.2 It was endorsed at the November 2017 (Item SIPSC3, Strategic and International Partnerships Sub Committee, 14th November 2017) that the Sub Committee would accept the invitation for the delegation to visit Mobara in July 2018. This decision has been communicated with the Internalisation Promotion Section, Mobara City Hall.
- 1.3 City of Salisbury previously sent a delegation to Mobara, Japan in July 2014
- 1.4 The 2014 Mobara delegation was formed by way of an expression of interest process open to all Elected Members, Members of the Sister Cities Sub Committee and Mawson Lakes Rotarians. The 2014 Salisbury delegation included:
 - Mayor Gillian and Robyn Aldridge;
 - Cr Betty Gill;
 - Cr Julie Woodman;
 - Cr Donna Proleta;
 - John Harry and Sue Harry;
 - Sarah Bevan – Salisbury Youth Council;
 - Awa Chibikwa – Salisbury Youth Council;
 - Gail Jackman – University of SA;
 - Linda Vining – Sister Cities Sub Committee Member;
 - Michael Whelan – Reds Baseball Team
 - Christopher Moore and Kerrie Moore – Salisbury Rotary Club; and
 - Nicola Kapitza – Manager Community Planning and Vitality.
- 1.5 The 2014 Mobara delegation departed Adelaide on the 23th July, arriving in Mobara on 24th July (6 nights/7 days). The delegation was in Mobara until 30th July, before departing for their return travel back to Adelaide.
- 1.6 Costs associated with the delegation were met by individuals with the exception of the Manager Community Planning and Vitality, whose costs were met by Council.

2. REPORT

- 2.1 The invitation from the Internalisation Promotion Section, Mobara City Hall to send a delegation to Mobara, Japan in July 2018 to coincide with the staging of the Tanabata-Matsuri Festival has been accepted, as endorsed (*Item SIPSC3, Strategic and International Partnerships Sub Committee, 14 November 2017*).
- 2.2 Following established practice from previous delegations, key Council representatives and staff form the delegation along with further composition to be determined via an expression of interest process open to Members (and adult partners) of the Strategic and International Partnerships Sub Committee and Elected Members (and adult partners).
- 2.3 Once tentative expressions have been received travel dates and costs will be sought to enable further planning of the itinerary.
- 2.4 As the delegation is official Council business the costs associated with the participation in the Mobara delegation for the required Council staff member to provide liaison and coordinate the delegation, would be covered by Council.
- 2.5 The costs associated with the delegation for invited delegates, those who have expressed an interest or adult partners would be borne by those participants.
- 2.6 The CEO will be undertaking his role whilst part of the Delegation, but will self-fund his airfares and accommodation. Other work related expenses incurred whilst performing his CEO duties will be consistent with existing policies as if performed in Australia.
- 2.7 There are options associated with the length of the delegation. The invitation from Mobara City Hall details a proposed itinerary to coincide with the Tanabata-Matsuri Festival over 6 nights and 7 days.
- 2.8 The following options have been considered:
 - 2.8.1 Attend the Tanabata-Matsuri Festival only for a period of 3 days. This would exclude all other official events and activities with Mobara City Hall.
 - 2.8.2 Attend all proposed official events and activities as proposed for a total of 7 days.
 - 2.8.3 Attend all proposed official events and activities as proposed and extend the delegation for a further 3 days to pursue other official business.
 - 2.8.4 It is recommended that the delegation length be a total of 7 days (excluding travel to and from Mobara from Adelaide) to attend all proposed official events and activities and the Tanabata-Matsuri Festival.

3. CONCLUSION / PROPOSAL

- 3.1 The duration of the itinerary delegation to Mobara, Japan be for a total of 7 days tentatively proposed for 26th July – 1st August 2018, to coincide with the Tanabata-Matsuri Festival which occurs 27th – 29th July 2018.
- 3.2 Key Council representatives and staff form the delegation along with further composition to be determined via an expression of interest process open to Members (and adult partners) of the Strategic and International Partnerships Sub Committee and Elected Members (and adult partners).

- 3.3 A further report is provided to the Strategic and International Partnerships Committee outlining details of the confirmed membership of the delegation, costs, and itinerary and travel arrangements.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 06/02/2018

ITEM	SIPSC4
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	13 February 2018
HEADING	Request for Development of a Sister City Relationship from Bharatpur Municipality, Nepal
AUTHOR	Julie Douglas, Senior Social Planner, Community Development
CITY PLAN LINKS	3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities. 3.1 Be an adaptive community that embraces change and opportunities.
SUMMARY	This report informs of a request received from the Nepalese Ambassador for the development of a Sister City relationship between Bharatpur Municipality and the City of Salisbury. The request has been assessed using guidelines in the Sister City and Friendship City Selection and Maintenance policy and procedure.

RECOMMENDATION

1. That this report be received.
2. That the request for a Sister City relationship between the Bharatpur Municipality of Nepal and the City of Salisbury outlined in attachment 1 to this report (Item No, SIPSC1, Strategic Partnerships Sub Committee, 13/02.2018) be declined based on the assessment undertaken in attachment 4 to this report (Item No. SIPSC4, Strategic Partnerships Sub Committee, 13/02.2018).
3. That a letter be prepared for the Mayors signature to advise the Embassy of Nepal of this decision.

ATTACHMENTS

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

1. Letter from Embassy of Nepal requesting Sister City relationship with the City of Salisbury
2. Sister City and Friendship City Selection and Maintenance Policy
3. Sister City and Friendship City Selection and Maintenance Procedure
4. Bharatpur Sister City Assessment

1. BACKGROUND

- 1.1 A letter requesting the development of a Sister City relationship was received from the Embassy of Nepal dated 14 December 2017, appended to this report as attachment 1.

1.2 The letter (attachment 1) outlines the request for a Sister City relationship based on perceived geographical and wildlife similarities between the Bharatpur Municipality of Nepal and the City of Salisbury. It expresses interest in developing a Sister City relationship to build understanding of cross cultural community development, enhance economic development, and cultural and educational exchanges. Other points of consideration raised in the letter are:

- A population in Bharatpur of 1.5 million people;
- Development of Bharatpur's public health, education, social services and transport sectors; and
- Cultural tourism potential.

1.3 This report will provide an assessment of the request in accordance with the endorsed Sister City and Friendship City Selection and Maintenance policy and procedures, attachments 2 and 3.

2. CONSULTATION/COMMUNICATION

2.1 Internal

2.1.1 City Development – Economic Development and Urban Policy

2.1.2 Community Development – Community Health and Wellbeing

2.2 External

2.2.1 Secondary schools within the City of Salisbury

3. REPORT

3.1 An initial assessment of the Bharatpur Sister City request (attachment 4) was undertaken using the guidelines within the Sister City and Friendship City Selection and Maintenance procedures (attachment 3). The assessment determined that there was:

- Limited opportunities for economic development based on feedback from local businesses;
- Some potential opportunities for cross cultural development based on a resident Nepalese population;
- Unknown opportunities for relationships between cultural institutions, universities, arts, libraries & sporting bodies;
- Limited opportunities for relationships between schools based on feedback from secondary schools located within the Salisbury Council area;
- Limited historical, cultural, social or geographic similarities;
- Some opportunities to promote cultural communities within City of Salisbury;
- No known interest in developing a relationship expressed by other organisations;
- No known interest in developing a relationship expressed by local community;

- 3.2 Based on this assessment it is viewed that establishing a relationship with the Bharatpur Municipality of Nepal would not deliver sufficient benefit to the City of Salisbury and its community to justify the financial and staff resources required to establish and maintain a Sister City relationship.
- 3.3 It is therefore recommended that a Sister Relationship with the Bharatpur Municipality of Nepal not be entered into at this time, and that this decision be communicated to Ambassador Lucky Sherpa at the Embassy of Nepal in Canberra.
- 3.4 Should Council wish to peruse the Sister City relationship the cost of establishing support and development of the relationship would require budget of the order of \$20,000-\$30,000, depending on the scope of the relationship.

4. CONCLUSION / PROPOSAL

- 4.1 This report has outlined a request received from the Nepalese Ambassador for the development of a Sister City relationship between Bharatpur Municipality of Nepal and the City of Salisbury.
- 4.2 An assessment of the request was undertaken using the guidelines within the Sister City and Friendship City Selection and Maintenance procedures, and found insufficient grounds for entering into such a relationship.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 06/02/2018



Ambassador



नेपाली राजदूतावास
Embassy of Nepal

Canberra, Australia

Date: 14 December 2017

Mayor Gillian Aldridge, JP
City of Salisbury Council.

Dear Mayor Aldridge,

I recall our meeting on 30 November 2017 and would like to extend you my sincere thanks for your time and gesture of warm friendliness shown towards me. Following our conversation, I, through this letter, express our interest to develop Sister City Relationship between Bharatpur Municipality of Nepal and City of Salisbury Council.

While proposing for the Sister City Relationship, I find it worthwhile to mention some of the features that both the cities bear in common. Bharatpur is located in the border of Northern hills and southern plain land in the west of capital city Kathmandu. The wetland named Bishhazari taal (literally mean twenty thousand lakes) located in the Chitwan National Park is the main attraction for visitors and tourists which is home to many types of water-animals including endangered crocodilian called gaviyal/ghariyal. Many species of migratory birds coming from the coldest temperature of Siberia and Central Asia, crossing about 5000 kilometers of journey, to this land to protect from cold and breeding, is one of the attractions for general travelers to ornithologists. Bharatpur Bird Sanctuary is a combination of both indigenous birds and migratory birds as well as forest birds to waterside birds. Chitwan National Park alone offers a variety of options to the visitors including rafting, fishing, bird watching and elephant riding. Asian one-horn rhino is native to this wetland common to be seen for every visitor and some lucky people can have the chance to click Royal Bengal tiger in their camera.

Bharatpur has around 1.5 million population and the city is increasing its vibrancy with development in the areas of public health, education, social services and transport. Bharatpur has become a unique place with the integration of indigenous Tharu community and hilly migrants that offers tourists a glimpse of distinct culture blended with modernity. A brief information of Bharatpur Municipality may be obtained from the website: <http://bharatpurmun.gov.np>

The Sister City Relationship between two cities helps understand cross cultural community development, enhance economic development, exchange cultural and educational tours and learn from each others positive experience.

Viewing these similarities and mutual benefits, we intend to maintain Sister City Relationship and look forward to your positive response. We are ready to provide any support and information needed to materialize this initiative.

Sincerely Yours,

Lucky Sherpa

AMBASSADOR



Sister City and Friendship City Selection and Maintenance Policy

Policy Type:	Policy		
Approved By:	Strategic and International Partnerships Sub Committee	Decision No:	2046
Approval Date:	18 September 2017	Last Reapproval Date:	
Review Date:	September 2019	Internal Reference No.:	
Department:	Community Development	Division:	Social Policy
Function:		Responsible Officer:	General Manager, Community Development

A - PREAMBLE

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

It takes time and effort to establish and maintain relationships and contacts that promote social and cultural exchanges, economic development and learning between cultures. To build and maintain such relationships requires the support and participation of Council, administration, community, local industries, educational institutions and other organisations within the City of Salisbury.

B - SCOPE

This policy and its related procedures apply to all Sister City and Friendship City relationships that the City of Salisbury seeks to develop or is invited to develop. It extends to all parties to Sister City and Friendship City invitations, proposals and agreements, including the Strategic and International Partnerships Sub Committee members, elected members, Council staff and community and business organisations with interest or involvement in Sister City and Friendship City relationships.

C – POLICY PURPOSE/OBJECTIVES

Sister City and Friendship City relationships should offer many benefits to the City of Salisbury including enhancing economic development, cross cultural community development, international cooperation and educational exchanges and learning. While the objectives of individual relationships may differ, all Sister City and Friendship City relationships should align with the City of Salisbury’s strategic priorities as outlined in Council’s City Plan.

The objectives of this policy are:

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

Assessment and review of Sister City and Friendship City invitations, prospective relationships (whether invited or sought), and ongoing relationships will be managed in accordance with the guidelines set out in the Strategic and International Partnerships - Sister City / Friendship City Selection and Maintenance Procedure.

D - DEFINITIONS

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

Friendship City (or Friendship Cooperative Agreement) – is a partnership between two cities that is more limited in scope and sometimes created when there is already a Sister City relationship established with another city.

E - POLICY STATEMENT

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

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

H - ASSOCIATED PROCEDURES

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

Document Control

Document ID	Strategic and International Partnerships Sub Committee
Prepared by	Julie Douglas
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Sister City and Friendship City Selection and Maintenance Procedure

Procedure Type:	Procedure		
Approved By:	Strategic & International Partnerships Sub Committee	Decision No:	2046
Approval Date:	18 September 2017	Last Reapproval Date:	
Review Date:	September 2019	Internal Reference No.:	
Department:	Community Development	Division:	Social Policy
Function:		Responsible Officer:	General Manager, Community Development

A - PREAMBLE

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

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

B - SCOPE

These procedures apply to all Sister City and Friendship City relationship invitations, prospective relationships and agreements. The procedures extend to parties to agreements, which include the Strategic

and International Partnerships Sub Committee members, elected members, Council staff and community and business organisations with interest or involvement in Sister City and Friendship City relationships.

C - PROCEDURE PURPOSE/OBJECTIVES

The objectives of this procedure are:

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

D – SELECTION AND ASSESSMENT GUIDELINES FOR SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS

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

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

- Alignment with Council's City Plan and strategic priorities:
 - Economic Development -
 - there are opportunities to expand business contacts and relationships;
 - there are opportunities to accelerate economic growth through commercial partnerships;
 - there are opportunities to increase international investment in the City of Salisbury;
 - there are opportunities to provide a conduit between local innovation and international industry;
 - there are opportunities to leverage existing industry strengths into increased innovation and job creation; and
 - there are opportunities to promote the City of Salisbury and Northern Adelaide region as a tourist destination.
 - Cross Cultural Development -
 - there are opportunities to establish relationships between cultural institutions, universities and schools, community arts, libraries and sporting bodies;
 - there are significant historical, cultural, social or geographic similarities between the City of Salisbury and the prospective City;

- there is a substantial migrant population from that City or region in the City of Salisbury; and
- there are opportunities to promote the various cultural communities within the City of Salisbury.
- International Cooperation -
 - there are opportunities to support international education, research and cooperation; and
 - there are opportunities to increase global awareness of the City of Salisbury and the Northern Adelaide region.
- Local Support -
 - there is support from other organisations and a willingness to engage in cross-sectoral collaborations; and
 - there is community support for the proposed relationship.
- Organisational Capacity -
 - there is adequate financial support is available to participate in exchanges and maintenance of the relationship generally; and
 - there are adequate organisational resources and support are available to maintain and manage the relationship.

E –BUSINESS CASE DEVELOPMENT TO ASSESS AND SUPPORT SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS

Every Sister City or Friendship City relationship under consideration should have a business case developed which outlines key considerations such as:

- Motives for the relationship;
- Context for the relationship;
- Links to Council City Plan & Strategic Priorities;
- Potential overlap/leverage with other tiers of government;
- MOU or Agreement considerations;
- Resources required;
- Estimated Return On Investment (including goodwill);
- Level of Community support; and
- 6 & 12 month Evaluation Measures and KPIs.

F – APPROVAL PROCESS FOR NEW SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS

Building new international relationships can be a lengthy process. All requests for relationship development, whether initiated by the City of Salisbury or another body, will be carefully considered by the City of Salisbury. Feedback and support will be explored with relevant stakeholders and communities, which may involve meetings, briefings and workshops to obtain relevant supporting information.

The request or proposal will be presented to the Strategic and International Partnerships Sub Committee with all supporting and relevant assessment information, and a recommendation to proceed with or decline the formalisation of a relationship. Each request must be resolved by the Sub Committee and Council before an international relationship can progress further.

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

1. Requests for the development of a relationship, whether initiated by the City of Salisbury or another body, are reviewed and assessed by Council staff according to the guidelines outlined in the Sister City and Friendship City Selection and Maintenance Policy and Procedures. A report, including a draft business case, is referred to the Strategic and International Partnerships Committee for review and recommendation;
2. The Strategic and International Partnerships Committee reviews the request and recommends to Council a potential relationship;
3. Adoption at a General Council Meeting of a resolution to establish a Sister City or Friendship City relationship;
4. Formalising the relationship with the exchange of a Memorandum of Understanding (MoU) signed by the Mayor of the City of Salisbury and the leader of the nominated city.

G –FUNDING PROGRAMS TO SUPPORT SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS

The City of Salisbury will at its discretion consider providing financial assistance to community members and community groups for projects and activities that support Sister City and Friendship City relationships through its existing funding programs:

- Youth Sponsorship Program; and
- Community Grants Program

Applications made to either funding program are subject to the guidelines and eligibility criteria determined by the Sports, Recreation and Grants Committee, as published on the City of Salisbury's website.

H –MAINTENANCE AND REVIEW OF SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS

All of the activities associated with Sister City and Friendship City relationships (such as visits overseas, hosting visits and coordinating local groups seeking to engage with Sister City and Friendship City partners)

should be coordinated through the Strategic and International Partnerships Subcommittee to ensure that all activities meet the objectives of the Policy and Procedures for Sister City and Friendship City relationships.

Each year, an annual report and review of relationship activities and the relationship plan including an audit of key performance indicators and budget will be provided to the Strategic and International Partnerships Sub-Committee to ensure that the City of Salisbury is benefitting from the relationship.

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

I – ROLES AND RESPONSIBILITIES FOR IMPLEMENTING THE SISTER CITY AND FRIENDSHIP CITY SELECTION AND MAINTENANCE POLICY AND PROCEDURES

The General Manager of Community Development is responsible for implementing the Sister City and Friendship City Selection and Maintenance Policy and Procedures.

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

Document Control

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

Sister City/Friendship City Selection Assessment -

Bharatpur Municipality, Nepal

Alignment with City Plan and Strategic Priorities		Opportunities exist or supportive factors evident	Opportunities are limited or unknown
Economic Development	<i>Opportunities to expand business contacts & relationships</i>		No known interest expressed by local businesses.
	<i>Opportunities for economic growth through commercial partnerships</i>		No known interest expressed by local businesses.
	<i>Opportunities for international investment in City of Salisbury</i>	Unknown.	Unknown.
	<i>Opportunities to provide conduit between local innovation & international industry</i>		No known interest expressed by local businesses.
	<i>Opportunities to leverage existing industry strengths into increased innovation & job creation</i>		No known interest expressed by local businesses.
	<i>Opportunities to promote City of Salisbury & Northern Adelaide region as a tourist destination</i>		Limited opportunities.
Cross Cultural Development	<i>Opportunities for relationships between cultural institutions, universities, schools, arts, libraries & sporting bodies</i>	No intent to develop relationships with Nepalese institutions was uncovered. Further investigation required to further define potential opportunities.	No formal relationships currently exist between local schools and schools in Nepal.
	<i>Significant historical, cultural, social or geographic similarities</i>	Existence of extensive wetlands.	Limited similarities.
	<i>Substantial migrant population from that region in City of Salisbury</i>	2016 Census identified a resident population of Nepalese in the City of Salisbury: <ul style="list-style-type: none"> • 596 people born in Nepal; • 877 people of Nepalese ancestry; • 1,648 people spoke Nepali language at home. It is unknown how many of the City of Salisbury	

1

		Nepalese population originated from the Bharatpur Municipality. A branch of the Non-Resident Nepali Association (NRNA) has been established in SA.	
	<i>Opportunities to promote cultural communities within City of Salisbury</i>	Some opportunities may exist but are largely unknown at this stage.	
International Cooperation	<i>Opportunities to support international education, research & cooperation</i>	Some opportunities may exist but requires further investigation to determine extent.	
	<i>Opportunities to increase global awareness of City of Salisbury & Northern Adelaide region</i>	Some opportunities may exist.	
Local Support	<i>Support from other organisations & willingness to engage in cross-sectoral collaborations</i>		No known interest expressed by other organisations.
	<i>Community support for proposed relationship</i>		No known interest expressed by local community.
Organisational Capacity	<i>Adequate financial support available to participate in exchanges & maintenance of relationship</i>		Financial support not available at this time.
	<i>Adequate organisational resources & support available to maintain & manage relationship</i>		Organisational resources are limited.

ITEM	SIPSC5 STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	13 February 2018
HEADING	International Staff Exchange Program
AUTHOR	Gail Page, Manager People and Culture, Business Excellence
CITY PLAN LINKS	4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.2 Develop strong capability and commitment to continually improve Council's performance. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	This report provides details of costings for an International Staff Exchange Program for three options; two weeks, one month and three months.

RECOMMENDATION

1. Information be received.
2. An International Staff Exchange Program is undertaken as a [insert timeframe] program associated with a project linked to a key objective in the City Plan that provides benefits to the individual, the organisation and the community.
3. A New Initiative Bid for [insert corresponding \$] is put forward for Council consideration in the 2018/2019 budget.

ATTACHMENTS

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

1. Cost Estimate - 3 Options Staff International Exchange

1. BACKGROUND

- 1.1 A report was provided to the SIPSC on 14 November 2017 providing details of research undertaken to assess to the potential risks and benefits, costs and procedures associated with an International Staff Exchange Program.
- 1.2 Costs were provided for the recommended option (two week program)
- 1.3 Resolution Number 2151/2017 requested a report be provided to the SIPSC outlining costs associated with a three month exchange program, a one month exchange program and a two week exchange program, with estimated costings for all options.

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 Review of costs associated with the previous delegation to Linyi.

3.2 External

- 3.2.1 Review of cost estimate provided by City of Ballarat in relation to Staff Exchange to Japan.

- 3.2.2 The following providers were engaged to understand potential costs in managing the program:

- Corporate Travel Management providers;
- Language trainers
- Interpreting and Translating Centre, Government of South Australia.

4. REPORT

- 4.1 This report should be read in conjunction with the report dated 14 November 2017, SIPSC2, entitled “International Staff Exchange Program”.

- 4.2 The International Staff Exchange with the sister cities of Mobara and Linyi is reciprocal and that we agree the arrangements with the Sister City organisation to have a staff exchange where City of Salisbury send an employee one year and we accommodate an employee from the Sister City in the following year.

- 4.3 Three costings have been provided for each of the following options:

- 4.3.1 Two week exchange program (estimate \$6,500)

- 4.3.2 One month exchange program (estimate \$11,500); and

- 4.3.3 Three months exchange program (estimate \$27,300).

- 4.4 Accommodation costing is related to a single bedroom serviced apartment to allow for independent living and to eliminate any health and safety risks associated with a less formal arrangement, taking into consideration workplace health and safety employer obligations.

- 4.5 The costing is based on the model that the host country pay for the accommodation but all other expenses are paid by the organisation sending the staff member (subject to further advice relating to any implications on personal taxation).

5. CONCLUSION / PROPOSAL

- 5.1 The costings are provided for the Committee to compare the costs and benefits of each timeframe for an exchange program in a Sister City, taking into account the time it would take to undertake research for a significant project linked to the City Plan, balanced against the additional accommodation (and other) costs.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 06/02/2018

ATTACHMENT 1 - COST ESTIMATE FOR STAFF EXCHANGE OPTIONS

Cost to City of Salisbury	Outgoing Staff			Incoming Staff			Notes
	2 Weeks	One Month	3 Months	2 Weeks	One Month	3 Months	
Flights	\$ 2,000	\$ 2,000	\$ 2,000	\$ -		\$ -	Dependent on airline and timing of travel. Estimate from last Linyi actuals
On-line Language Lessons	\$ 150			\$ -		\$ -	
Language Lessons (individual tutor)	\$ 632	\$ 1,580	\$ 1,580	\$ -		\$ -	1 & 3 months - 2 hours x 10 week course in Mandarin - Language Trainers Australia; Two weeks - \$79 per hour x 8 hours.
Visas	\$ 150	\$ 150	\$ 150	\$ -		\$ -	Estimate based on China Visa Type F single entry (mail option to Canberra)
Accommodation (serviced apartment - paid by host country)	\$ -		\$ -	\$ 2,296	\$ 4,770	\$ 14,310	To be paid by host country (Corp Traveller quote Mawson Lakes- \$164x14d & \$159 for one month +)
Cultural Awareness (People & Culture Budget)							To be paid by People & Culture
Travel Insurance	\$ 80	\$ 125	\$ 500	\$ -		\$ -	Estimate only
Vaccinations	\$ 200	\$ 200	\$ 200	\$ -		\$ -	Estimate only
Travel Management Provider (Emergency Management)	\$ 200	\$ 200	\$ 200	\$ -		\$ -	Corporate Travel Management
Gift	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	For the Host Council and the incoming employee
Reimbursement of Expenses	\$ 200	\$ 400	\$ 1,200	\$ -		\$ -	Assumes \$100 per week for reasonable expenses
Tours and entry fees to local attractions (paid by host country)	\$ -		\$ -	\$ 200	\$ 300	\$ 500	Estimate only
Council employee time for chaperoning/accompanying	\$ -		\$ -		\$ 1,300	\$ 4,000	Council Staff time - one day per week
Translation Services	\$ -		\$ 1,750				Assumes some translation to home language required for formal report (\$350/day x 5d)
Transport	\$ 100	\$ 200	\$ 600				Trains, buses and other forms of transport
	\$ 3,862	\$ 5,005	\$ 8,330	\$ 2,646	\$ 6,520	\$ 18,960	

Estimate - Total Cost to Council over two years - 2 Weeks \$ 6,508
 Estimate - Total Cost to Council over two years - 1 Month \$ 11,525
 Estimate - Total Cost to Council over two years - 3 Months \$ 27,290

NOTES:

Estimate based on costs provided by Travel Management Provider at Oct 2017, China Embassy Visa costs & previous Linyi Delegation

HomeStay Accommodation - based on Adelaide Pricing (not preferred option due to WHS considerations) - Some minimum stay requirements (4 weeks) - Salisbury area range \$140 - \$280 per week