



AGENDA

FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON

16 APRIL 2018 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 Governance, Mr M Petrovski
Manager Communications and Customer Relations, Mr M Bennington
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr S White.

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 19 March 2018.

REPORTS

Administration

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OTHER BUSINESS

CLOSE



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

19 MARCH 2018

MEMBERS PRESENT

Cr D Pilkington (Chair)
Mayor G Aldridge
Cr D Balaza
Cr D Bryant (*from 6:33 pm*)
Cr C Buchanan
Cr L Caruso
Cr E Gill
Cr S Reardon
Cr D Proleta
Cr J Woodman (Deputy Chair)
Cr R Zahra

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 Governance, Mr M Petrovski
Manager Communications and Customer Relations, Mr M Bennington
Governance Support Officer, Ms K Boyd

The meeting commenced at 6:30 pm.

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

APOLOGIES

Apologies were received from Cr S Bedford, Cr B Brug, Cr G Caruso, Cr R Cook and Cr G Reynolds.

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr S White.

PRESENTATION OF MINUTES

Moved Cr L Caruso

Seconded Cr R Zahra

The Minutes of the Policy and Planning Committee Meeting held on 19 February 2018, be taken and read as confirmed.

CARRIED

Moved Mayor G Aldridge

Seconded Cr R Zahra

The Minutes of the Confidential Policy and Planning Committee Meeting held on 19 February 2018, be taken and read as confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Moved Cr R Zahra

Seconded Mayor G Aldridge

1. The information be received.

CARRIED

Cr D Bryant entered the meeting at 6:33 pm.

1.0.2 Minutes of the Tourism and Visitor Sub Committee meeting held on Wednesday 14 March 2018

Cr D Balaza declared a material conflict of interest on the basis of being a member of the governing body of the Salisbury Business Association

Cr D Balaza left the meeting at 6:34 pm.

Cr D Bryant left the meeting at 6:36 pm.

1.0.2-TVSC1 Appointment of Deputy Chairman - Tourism and Visitor Sub Committee

Moved Cr J Woodman

Seconded Cr S Reardon

1. Mr David Waylen be appointed as Deputy Chairman of the Tourism and Visitor Sub Committee for the remainder of the current Council term.

CARRIED

1.0.2-TVSC2 Recreational Vehicle (RV) Park Assessment for Pioneer Park

Moved Cr J Woodman

Seconded Cr S Reardon

1. That the report be noted.
2. That a detailed feasibility assessment and design works be undertaken prior to Council making a decision on whether to proceed to public consultation on establishing an RV Park at Pioneer Park or Happy Home Reserve, with the feasibility assessment and design work to consider, but not be limited to, the following issues:
 - 2.1. Preparation of a concept design for a “Basic” level RV Park for Pioneer Park or Happy Home Reserve, Salisbury.
 - 2.2. Further validation and refinement of preliminary engineering and cost assessment of the concept design in terms of construction feasibility and estimated costs.
 - 2.3. An assessment of options for funding, procurement and delivery of an RV Park in Pioneer Park or Happy Home Reserve.
 - 2.4. An indicative project time line taking into account statutory processes and requirements under the Local Government Act 1999 and Development Act 1993.
 - 2.5. A Consultation Plan.

3. That consultants be engaged to undertake the preparation of a concept design for a "Basic" level RV Park on Pioneer Park or Happy Home Reserve, and for costing of the concept design.
4. That a further report on the feasibility assessment be brought back to Council for further consideration by June 2018 or earlier if available.

CARRIED

1.0.2-TVSC3 Draft Adelaide International Bird Sanctuary Management Plan

Moved Cr J Woodman
Seconded Cr S Reardon

1. The City of Salisbury supports the formation of the Adelaide International Bird Sanctuary National Park – Winaityinaityi Pangkara and the related Draft Management Plan for the proposed National Park.
2. The response to the call for comment on the Draft Management Plan from the Department of Environment, Water and Natural Resources include:
 - a. Council's Tourism and Visitor Strategy (2016- 2021);
 - b. Council's St Kilda Stage 2 Master Plan;
 - c. The summary sheet of comments provided as Attachment 6 to Item TVSC3 of the Tourism and Visitor Sub-committee agenda dated 14 March 2018; and
 - d. A request for the Department of Environment, Water and Natural Resources to engage with the City of Salisbury in the future development of operational plans and actions of the Adelaide International Bird Sanctuary National Park – Winaityinaityi Pangkara Management Plan.

CARRIED

TVSC-OB1 Meeting Attendance

Moved Cr J Woodman
Seconded Cr S Reardon

1. That Members Jack Buckskin and Janine Kraehenbuehl be contacted regarding non attendance at meetings and report to Council on their membership status.

CARRIED

TVSC-OB2 Secret Garden

Moved Cr J Woodman
Seconded Cr S Reardon

1. That the City of Salisbury be congratulated on the success of the Secret Garden and receiving the Bank SA Best Event Award for week three of the Adelaide Fringe.

CARRIED

Cr D Balaza returned to the meeting at 06:36 pm.

1.0.3 Proposed Changes to Council Agendas and Future Training for Elected Members

Cr D Bryant returned to the meeting at 6:39 pm.

Cr C Buchanan sought leave of the meeting to speak for a second time and leave was granted.

Moved Mayor G Aldridge
Seconded Cr C Buchanan

That:

1. The changes to Council agendas as proposed in Attachment 1 to this report (Policy and Planning Item No.1.0.3 19/03/2018) be adopted for implementation at the May meeting of Council, namely:
 - enabling the “en bloc” adoption of Committee recommendations to Council, and
 - requiring the administration to comment and to provide key information to Council in relation to each Motion on Notice listed on the Council Agenda,
 - reordering the matters that are listed for consideration on the Council agenda.
2. Approve the following training workshops to be scheduled and provided to Elected Members:
 - Council meeting procedures - “refresh” workshop,
 - the conflict of interest provisions - “refresh” workshop,
 - Elected Members Code of Conduct, and
 - Local Government elections – “do and don’t”.

CARRIED

*A **DIVISION** was requested by Cr D Bryant and the following members responded to the Chairman’s call as having voted in favour of the **MOTION**:*

Mayor G Aldridge, Crs D Balaza, C Buchanan, L Caruso, E Gill, S Reardon, D Proleta and J Woodman

*The following members responded to the Chairman’s call as having voted against the **MOTION**:*

Crs D Pilkington, D Bryant and R Zahra

*The Chairman declared the **MOTION** was **CARRIED***

1.0.4 Elected Members Strategic Workshop - 24 February 2018

Moved Mayor G Aldridge

Seconded Cr J Woodman

That Council:

1. Note the summary of discussion points raised during the Elected Member Strategic Workshop held on Saturday, 24 February 2018 at the Mawson Lakes Centre, contained in Attachment 1 to this report (Policy and Planning Item No.1.0.4, 19/03/2018).

CARRIED

Community Development

1.1.1 Community Street Art Program

Cr L Caruso left the meeting at 7:01pm

Cr L Caruso returned to the meeting at 7:03pm

Moved Cr R Zahra

Seconded Cr L Caruso

1. That this item be deferred for one month.

CARRIED

1.1.2 City of Salisbury Events

Cr E Gill left the meeting at 07:12 pm.

Cr E Gill returned to the meeting at 07:14 pm.

Cr E Gill left the meeting at 07:27 pm.

Mayor G Aldridge left the meeting at 07:28 pm.

Cr E Gill returned to the meeting at 07:29 pm.

Mayor G Aldridge returned to the meeting at 07:32 pm.

Cr D Balaza declared a perceived conflict of interest on the basis of being a member of the governing body of the Salisbury Business Association. Cr Balaza managed the conflict by remaining in the meeting and voting in the best interest of the community.

Moved Cr L Caruso

Seconded Cr C Buchanan

1. That it be noted that:
 - a. the existing events currently resourced in the Community Planning and Vitality Review (resolution number 1824/2017) in the Program Review are listed in Section 4.2 of this report.
 - b. budget savings of \$35,000 from Australia Day will be reported at the 3rd quarter budget review.
2. That staff be authorised to prepare a three year New Initiative Bid for \$183,500 per year for consideration in the 2018/2019 Budget for the following:
 - Australia Day Picnic for \$59,500 each year.
 - Salisbury Food and Cultural Festival partnered event for \$20,000 each year
 - Salisbury Plays Bridgestone Reserve event for \$20,000 each year
 - Salisbury Plays at St Kilda event for \$22,500 each year
 - Salisbury Plays at Mawson Lakes event for \$22,500 each year
 - Salisbury Plays at Ingle Farm event for \$20,000 each year
 - Christmas Parade partnered event for \$9,000 each year
 - \$10,000 contingency for public safety, risk management and inclement weather associated with delivery of events.
3. That staff prepare a further report to be brought to Council in May 2018 regarding future delivery of Salisbury Secret Garden following a review of the 2018 event.
4. That an additional \$40,000 be made available to the Sport Recreation and Grants Committee to allow eight events per year with a maximum of \$5000 per event.

5. That if recommendation 4 is endorsed that staff be authorised to prepare a three year New Initiative Bid for \$63,000 comprising of increased funding for events with \$40,000 per year made available through the Sport Recreation and Grants Committee and \$23,000 to ensure events are supported with risk management, internal coordination, additional field services (eg. ancillary works, additional mowing, additional clean up) to maintain Councils reputation.
6. That a sponsorship policy, guidelines and application process for the new category of Grant consistent with funding criteria for events listed in Attachment 2 be prepared for Sport Recreation and Grants Committee consideration.

With leave of the meeting and consent of the seconder Cr L Caruso VARIED the MOTION as follows:

1. That it be noted that:
 - a. the existing events currently resourced in the Community Planning and Vitality Review (resolution number 1824/2017) in the Program Review are listed in Section 4.2 of this report.
 - b. budget savings of \$35,000 from Australia Day will be reported at the 3rd quarter budget review.
2. That staff be authorised to prepare a three year New Initiative Bid for \$183,500 per year for consideration in the 2018/2019 Budget for the following:
 - Australia Day Picnic for \$59,500 each year.
 - Salisbury Food and Cultural Festival partnered event for \$20,000 each year
 - Salisbury Plays Bridgestone Reserve event for \$20,000 each year
 - Salisbury Plays at St Kilda event for \$22,500 each year
 - Salisbury Plays at Mawson Lakes event for \$22,500 each year
 - Salisbury Plays at Ingle Farm event for \$20,000 each year
 - Christmas Parade partnered event for \$9,000 each year
 - \$10,000 contingency for public safety, risk management and inclement weather associated with delivery of events.
3. That staff prepare a further report to be brought to Council in May 2018 regarding future delivery of Salisbury Secret Garden following a review of the 2018 event.
4. That an additional \$60,000 be made available to the Sport Recreation and Grants Committee to allow eight events per year with a maximum of \$5000 per event, and two \$10,000 events.

5. That if recommendation 4 is endorsed that staff be authorised to prepare a three year New Initiative Bid for \$90,000 comprising of increased funding for events with \$60,000 per year made available through the Sport Recreation and Grants Committee and \$30,000 to ensure events are supported with risk management, internal coordination, additional field services (eg. ancillary works, additional mowing, additional clean up) to maintain Councils reputation.
6. That a sponsorship policy, guidelines and application process for the new category of Grant consistent with funding criteria for events listed in Attachment 2 be prepared for Sport Recreation and Grants Committee consideration.

CARRIED
UNANIMOUSLY

1.1.3 Status of Salisbury Active Community Network (SACNET)

Moved Cr R Zahra
Seconded Cr E Gill

1. A review of the Salisbury Support and Recreation Network be conducted.

CARRIED

1.1.4 Minutes of the Strategic and International Partnerships Sub Committee meeting held on Wednesday 14 March 2018

1.1.4-SIPSC1 Presentation of the Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 14 November 2017

Moved Cr E Gill
Seconded Cr S Reardon

1. The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 14 November 2017, be taken and read as confirmed.

CARRIED

1.1.4-SIPSC2 Future Reports for the Strategic and International Partnerships Sub Committee

Moved Cr E Gill
Seconded Cr S Reardon

1. The information be received.

CARRIED

1.1.4-SIPSC3 Strategic and International Partnerships Sub Committee Membership

Moved Cr E Gill
Seconded Cr S Reardon

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.

CARRIED

1.1.4-SIPSC4 Strategic Civic Building Partnerships

Moved Cr E Gill
Seconded Cr S Reardon

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.
4. That staff write to the RAP and intercultural working groups recommending that opportunities for the formation of strategic civic partnerships within their respective areas be investigated to achieve the aims as per para 1.1.ii of the report.

CARRIED

1.1.4-SIPSC5 Request for Development of a Sister City Relationship from Bharatpur Municipality, Nepal

Moved Cr E Gill

Seconded Cr S Reardon

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 Mayor's signature to advise the Embassy of Nepal of this decision.

CARRIED

1.1.4-SIPSC6 Delegation to Mobara July 2018

Cr J Woodman sought leave of the meeting to speak for a second time and leave was granted.

Cr C Buchanan sought leave of the meeting to speak for a second time and leave was granted.

Moved Cr E Gill

Seconded Cr S Reardon

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 potentially 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.

CARRIED

*A **DIVISION** was requested by Cr C Buchanan and the following members responded to the Chairman's call as having voted in favour of the **MOTION**:*

Mayor G Aldridge, Crs D Pilkington, , L Caruso, S Reardon, D Proleta and J Woodman

*The following members responded to the Chairman's call as having voted against the **MOTION**:*

Crs D Balaza, D Bryant, C Buchanan, E Gill and R Zahra

*The Chairman declared the **MOTION** was **CARRIED***

1.1.4-SIPSC7 International Staff Exchange Program

Cr D Balaza sought leave of the meeting to speak for a second time and leave was granted.

Moved Cr E Gill
Seconded Cr S Reardon

1. Information be received.
2. An International Staff Exchange Program is undertaken as a two week program, with projects linked to key objectives in the City Plan.
3. A Staff representative on the Mobara Delegation be tasked to investigate the priority projects for the exchange for consideration by the Committee.
4. A New Initiative Bid for \$7,000.00 is put forward for Council consideration in the 2018/2019 budget.

CARRIED

Urban Development

1.3.1 Statutes Amendment (Decriminalisation of Sex Work) Bill 2015

Moved Cr S Reardon
Seconded Cr J Woodman

1. The information be received.

CARRIED

Environmental Sustainability

1.4.1 Cities Power Partnership Program

Moved Cr R Zahra
Seconded Cr L Caruso

1. That this report be noted.
2. That Council not proceed with becoming a partner of the Climate Council's Cities Power Partnership program.

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 8:26 pm.

CHAIRMAN.....

DATE.....

| | |
|------------------------|---|
| ITEM | 1.0.1 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 16 April 2018 |
| HEADING | Future Reports for the Policy and Planning Committee |
| AUTHOR | Joy Rowett, Governance Coordinator, 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.

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 1.3.1 Due: Deferred to: Reason: | Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment update 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. April 2018 August 2018 To allow for public consultation, statutory periods and requirements to occur. | Peter Jansen |
| 19/12/2016 P&P-OB1 Due: | RAAF AP-3C Tailfin for Purposes of Display 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. June 2018 | Adam Trottmann |
| 24/04/2017 1.3.2 Due: | Privately Funded Development Plan Amendments Policy Review 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. September 2018 | Peter Jansen |
| 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 1.1.2 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. April 2018 May 2018 To allow for consideration of information provided by Belgravia in relation to the Annual Business Plan. | Adam Trottmann |

| | | |
|---------------------|---|-----------------------------|
| 27/11/2017 1.1.2 | Regional Athletics Facility at Bridgestone Reserve 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. Due: June 2018 | William McInerney |
| 29/01/2018 NOM2 | Smartphone Charging Stations 1. That staff report on Council installing charging stations in the Salisbury CBD and charging facilities in Council-owned community buildings. Smartphones and technology are an essential aspect of Australians lives and as such smartphone charging facilities are a necessary investment in the basic infrastructure that would help people stay connected and safer. Due: May 2018 | David Bevan |
| 26/02/2018 NOM1 | Compostable and Reusable Containers Incentive Scheme That staff undertake a report on the viability of a pilot project and detailing opportunities for a Salisbury business incentive scheme supporting compostable and reusable containers. The scheme would offer businesses financial or other inducements to stock compostable and reusable takeaway coffee and food containers. Due: May 2018 | Greg Ratsch |
| 26/03/2018 PET1 | Petition requesting the land at 4-8 Coventry Street to be rezoned as open land and parking issues to be addressed within Mawson Lakes 2. Council note that staff propose to report back to Council addressing the petition in May 2018. Due: May 2018 | Terry Sutcliffe |
| 26/03/2018 NOM2 | Mawson Lakes Indented Parking Bays 1. That staff report into areas in Mawson Lakes that indented parking bays could be implemented to ease parking and traffic issues. Due: August 2018 | Greg Ratsch / Dameon Roy |
| 26/03/2018 1.1.1 | Community Street Art Program 1. That this item be deferred for one month. Due: April 2018 Deferred to: June 2018 Reason: To allow further research. | Adam Trotman |
| 26/03/2018 1.1.2 | City of Salisbury Events 3. That staff prepare a further report to be brought to Council in May 2018 regarding future delivery of Salisbury Secret Garden following a review of the 2018 event. Due: May 2018 | Ann-Marie Arthur |

| | | |
|---------------------|--|----------------|
| 26/03/2018 1.1.2 | City of Salisbury Events 7. That a future report be brought back discussing the potential to rotate location of events in future financial years, or contemplate alternating venues. | Adam Trottmann |
| Due: | December 2018 | |
| 26/03/2018 1.4.1 | City Power Partnerships Program 2. That staff bring back a further report with associated costs and implications of becoming a partner of the Cities Power Partnership program with a view to submitting an application in time for the next round. | Nina Parletta |
| Due: | May 2018 | |
| 26/03/2018 6.4.2 | Budget Bids 2018/19 6. Budget Bids requiring further clarification and or reports as detailed in paragraphs 3.4 and 3.5 be brought back to the relevant Committee meeting for further consideration, with these bids being:- PSN000159 Mawson Lakes – Skate, Bike, Basketball Facility – Regional Facility West of the City and Rage Cage at Unity Park (to be considered in May as an element of the Game Plan) | Adam Trottmann |
| Due: | May 2018 | |

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: 09/04/2018

| | |
|------------------------|---|
| ITEM | 1.0.2 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 16 April 2018 |
| HEADING | Planning Reforms - Introduction of Accredited Professionals Scheme |
| AUTHOR | Chris Zafiroopoulos, Manager Development Services, City Development |
| CITY PLAN LINKS | 4.3 Have robust processes that support consistent service delivery and informed decision making. |
| SUMMARY | This report provides information for Council's consideration on the introduction by the State Government of a proposed accreditation scheme for professionals in the planning system. |

RECOMMENDATION

1. The Accredited Professionals Scheme Discussion Paper be generally supported with feedback to be provided to the Local Government Association and State Government that further consideration be given to:
 - a. The proposed *Land Division Accredited Professional* who may act as a private certifier to be able to take into consideration issues such infrastructure to be donated to councils and building rules issues that may arise from the realignment of property boundaries.
 - b. The minimum experience for an accredited professional to become a private certifier.
 - c. An effective process for monitoring and enforcement of professional conduct to maintain confidence in the planning system that places the same obligations upon state and local government and private accredited professionals, reflecting that the new accreditation system will increase the potential for private certification of development applications.

ATTACHMENTS

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

1. Accredited Professionals Scheme Discussion Paper

1. BACKGROUND

- 1.1 The Department of Planning, Transport and Infrastructure has released a discussion paper on the introduction of an Accreditation Scheme for professionals in the planning system. The discussion paper outlines how the scheme may operate and the government is seeking feedback from stakeholders on the proposal.

- 1.2 The Accreditation scheme is part of the State Governments' reforms of the planning system under the Planning, Development and Infrastructure Act 2016. The reforms are being introduced in stages over a five year period.
- 1.3 At this stage, stakeholders are invited to make submission on the discussion paper. The accreditation scheme is to be introduced in mid-2019 with its first application to members on Council Assessment Panels (CAPs). The scheme will be applied to other professional staff from 2020, as the new Planning and Design Code and associated assessment pathways is released.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 The discussion paper has been provided to the members of the CAP for their consideration.

3. REPORT

- 3.1 The proposed accreditation scheme will essentially apply to anyone who undertakes a decision making function for development applications under the Planning and Design Code (planning assessment), and the National Construction Code of Australia (building assessment).
- 3.2 The government has stated that the accreditation scheme is being introduced for the following reasons:
 - 3.2.1 To have more professional decision making.
 - 3.2.2 To better recognise the role of professionals in the planning system.
 - 3.2.3 To provide more choice for applicants, with the proposal to also introduce a central public register of professionals on the SA Planning Portal.
 - 3.2.4 To have a better system for complaints, investigations and auditing of professionals within the planning system.
- 3.3 The accreditation process will require an accredited professional to demonstrate an appropriate qualification and level of experience. Thereafter, there will be a requirement to maintain ongoing training and development. An annual renewal of a person's accreditation is proposed to monitor compliance with the accreditation requirements.
- 3.4 The professional codes of conduct and professional standards will be regulated by the government and possibly administered by Consumer and Business Services. Appeals against decisions will be considered by another independent body and it is suggested that this could be the South Australian Civil and Administrative Tribunal.
- 3.5 Council's Building staff are currently accredited to undertake building surveying tasks and the discussion paper suggests that they will be largely be transitioned to the new scheme. The proposed scheme will see the introduction of accreditation for planning staff and independent members of the CAP.

- 3.6 The current term of the independent members on the Salisbury CAP will conclude on 31 May 2019. The introduction of the proposed accreditation scheme in mid-2019 will therefore align with the appointment of the new independent panel members on Council's CAP.
- 3.7 The training and development requirements will continue to be provided to Council staff as part of the normal Performance Development Plans, with an increased focus on meeting the specific accreditation requirements.
- 3.8 The discussion paper indicates that the proposed accreditation scheme will require accredited professionals to have professional indemnity insurance and it has been suggested that Local Government Mutual Liability Scheme will cover council staff.
- 3.9 A new *Building Inspector* class is proposed to undertake inspections of class 1 or 10 buildings (dwellings and carports, etc, and swimming pools. The current Level 3 Builder Surveyor (which will be transitioned to a level 3 Building Certifier in the new scheme) is able to undertake this same function. A potential benefit of this new professional level of accreditation is that it increases the pool of professionals that can perform these tasks and provides greater choice for owners.
- 3.10 The introduction of a *Land Division Accredited Professional* to undertake the assessment of "land divisions creating no more than 4 additional allotments and/or public road" is proposed to enable land surveyors to act as the planning authority for this type of development. While this will also provide greater choice for applicants, it is not clear how a private certifier will be able to take into consideration issues such infrastructure to be donated to Council and whether new property boundaries will result in building rules issues, such as an upgrade to fire protection measures for walls on/near a new boundary. It is recommended that further consideration be given to these issues for land division developments assessed by private certifiers.
- 3.11 More broadly, the expansion of private certification services needs a mechanism to ensure that unintended consequences do not arise, for example a planning certification that results in conflict with a subsequent building certification, or a certification that does not take into account existing infrastructure such as the location and capacity of underground services. Whilst these outcomes can occur irrespective of whether the certifier is private or government, there is greater opportunity for a local government certifier to access required information due to access to records, information and other personnel able to provide advice on such issues.
- 3.12 The proposed accreditation creates increased capacity for private certification of development applications by accredited professionals. The minimum level of experience for a building private certifier is currently eight years, and the new scheme would appear to allow someone with relative inexperience (6 months) to become a private certifier. There is no clear explanation for this change, if it is intended. It is recommended that the level of experience for a private certifier be clarified.

- 3.13 The potential increase in private certification of development applications was identified in the program review for the Development Services Division. As a consequence, Council resolved to incorporate an element of contract positions in the Division to maintain flexibility in recognition of the uncertainty of the resourcing impacts associated with the reform agenda. (The program review recommended an increase in resourcing). The implications are likely to be known following the roll out of Planning and Design Code together with the new assessment pathways. The planning reform implementation program suggests this will be in June 2020.
- 3.14 The discussion paper indicates that a coordinated auditing, investigation and complaint resolution process will be introduced to *keep the system honest*. The details of this process will be provided in the regulations which are to be released in mid-2018 as part of the next phase of consultation. Given the new accreditation system will increase the potential for private certification by more independent private certifiers; this will be an essential component of the scheme to maintain confidence in the planning system. The level of qualifications, experience and performance should be applied to and monitored across all certifiers, irrespective of whether they are state government, local government or private certifiers.

4. CONCLUSION / PROPOSAL

- 4.1 An accreditation scheme to improve the professional standards in the planning system is generally supported. Further consideration should be given to elements of the proposed scheme, as discussed in the report to ensure the objectives of increased professional decision making are realised.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 09.04.18



ACCREDITED PROFESSIONALS SCHEME DISCUSSION PAPER



Government of South Australia
Department of Planning,
Transport and Infrastructure

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WHAT IS THE ACCREDITED PROFESSIONALS SCHEME DISCUSSION PAPER?

South Australia's new planning system is built around feedback from the community, the planning and development industries and other interested parties.

The new accredited professionals scheme (the scheme) will be no different, with this paper prepared by the Department of Planning, Transport and Infrastructure (DPTI) to discuss how it might operate most effectively. DPTI is seeking feedback from advocacy organisations, industry professionals, local governments, educational institutions and other interested parties to inform preparation of the draft scheme ahead of its testing and finalisation.

This discussion paper should stimulate thought around the possibilities of the proposed scheme. Thought provoking questions and spaces for you to capture these thoughts are provided throughout the document.

We encourage you to share feedback on the proposed accreditation scheme by emailing or posting it to us by Monday, 30th April 2018.

- **Email:** DPTI.PlanningEngagement@sa.gov.au
- **Post:** PO Box 1815, Adelaide SA 5001



1. INTRODUCTION

Planning and development in South Australia are changing. In response to this change, the new *Planning, Development and Infrastructure Act 2016* (the Act) is being progressively introduced to replace the existing *Development Act 1993* and will provide a more efficient and effective planning system. It will shape the future of South Australia by focussing on good design outcomes and engagement, revolutionising the way planning and development decisions are made and who can make them.

An important part of the new Act enables the Minister for Planning to establish an accreditation scheme for planners, building certifiers and other industry professionals involved in making development decisions. The objective of the scheme is to improve confidence in these decisions, as well as the professionalism of decision making processes more generally. The proposed scheme will support the new system and expand the similar, but more limited provisions of the *Development Act 1993*.

Under the new scheme there will be a range of accredited planning and building professionals who can make important decisions based on the nature and complexity of a proposed development. The scheme will establish and maintain the minimum standards against which professionals are assessed to determine their level of accreditation. These varying levels will be based on the professional's qualifications, skills and experience. There will also be a requirement for continued professional development in mandatory fields, such as design, engagement and performance based planning to retain accreditation.

WHAT ARE THE BENEFITS OF THE PROPOSED SCHEME?



Better decisions

The scheme will provide increased confidence for development applicants and communities that decisions are being made by qualified and experienced professionals who regularly undergo training and are audited for competency.



Better recognition of professionals

The proposed scheme will recognise the importance of professionals in the decision-making process and value their skills and experience. It will also value professional development within the sector.



More choices for professionals

For professionals, you will have the choice to become accredited by the South Australian Government, or choose a recognised scheme from a private accreditator.



More choices for applicants

For development applicants, you will have the choice to engage accredited professionals in the public or private sectors, giving faster and more responsive turnaround times on applications.



Improved management of complaints and investigations

To ensure confidence in South Australia's accredited professionals and their decisions, the scheme will provide clear audit, complaints and investigations processes.

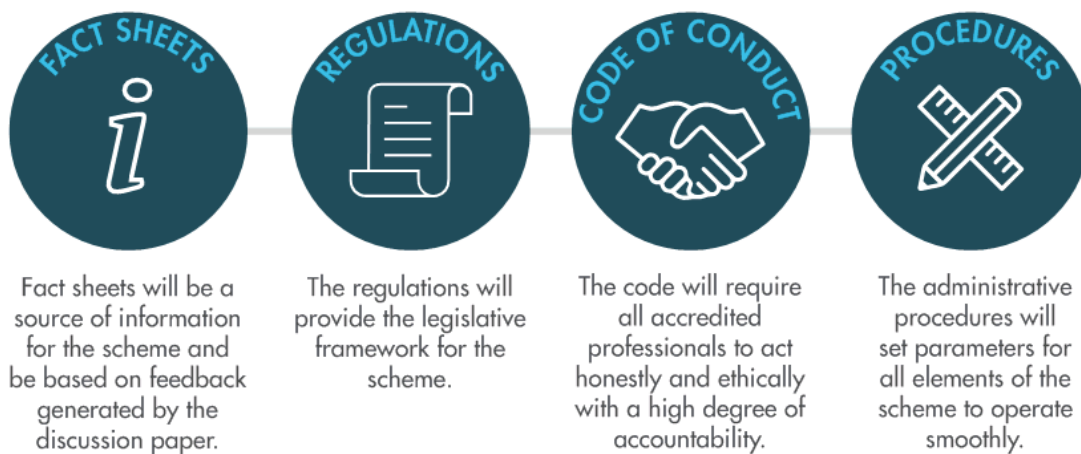


Centralised public register for all accredited professionals

All professionals accredited under the proposed scheme will be recorded on the South Australian Planning Portal. This will provide an up to date directory of all planning and building decision makers with their level of accreditation and any specialist fields.

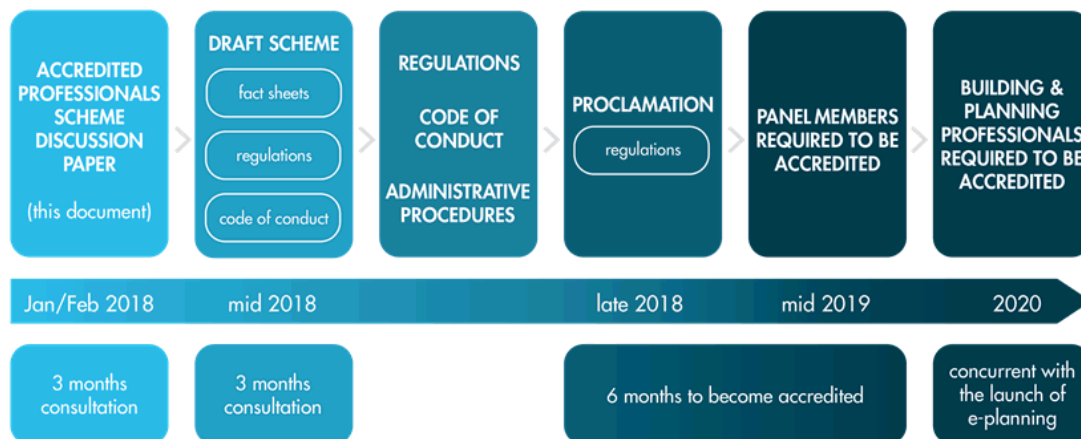
HOW WILL THE SCHEME BE DEVELOPED?

We are taking a consultative approach to develop the scheme. This discussion paper is the first step of the process and is available for consultation for a period of three months. The feedback received will inform the development of the scheme, which will be undertaken in four steps as follows:



The scheme will be first applied to assessment panel members from mid-2019. Accreditation for planning professionals other than assessment panel members will be introduced concurrently with the new assessment pathways under the Act and launch of e-planning. This is likely to occur in 2020. Building certifiers will continue to operate as they do currently until this time.

The time line below serves as a guide of how the scheme will be developed, as well as when there will be further opportunities for your input.



2. OVERVIEW OF THE SCHEME

WHAT IS THE ACCREDITATION SCHEME?

The proposed scheme will establish and maintain the minimum standards to become an accredited building or planning decision maker within South Australia.

The scheme should:

- allow for varying levels of accreditation with differing permissions based on a person's qualifications and experience
- specify ongoing training requirements tied to the periodic renewal of accreditation
- ensure the registration of all accredited professionals on the South Australian Planning Portal
- require the holding of professional indemnity insurance
- specify arrangements for the auditing of accredited professionals
- provide grounds for the suspension or cancellation of an accreditation
- enable private professional bodies to provide accreditation, subject to appropriate protocols established by Government
- require compliance with codes of conduct
- include the management of complaints and prosecutions

EXISTING INDUSTRY SCHEMES

The Act enables a scheme provided by another entity to be recognised by the regulations. The experience and qualification levels will be prescribed in the scheme. This would be particularly relevant where a person is not a member of a recognised association or professional body.

Currently, there are several industry bodies in Australia that provide accreditation or professional certification within both the building and planning sectors. These include:

Building:

- Australian Institute of Building Surveyors (AIBS)
- Royal Institute of Chartered Surveyors (RICS)

Of note, AIBS and RICS are recognised under the *Development Act 1993*.

Planning:

- Planning Institute of Australia (PIA)

There are additional accreditation schemes offered by other industry bodies in allied fields. These could be useful for assessing those professionals who want to become Assessment Panel Members as experts in a specialist field. These include:

- Architects Accreditation Council of Australia (AACCA)
- Australian Institute of Architects (AIA)
- Engineers Australia
- Surveying and Spatial Sciences Institute (SSSI)

HOW WILL IT WORK?

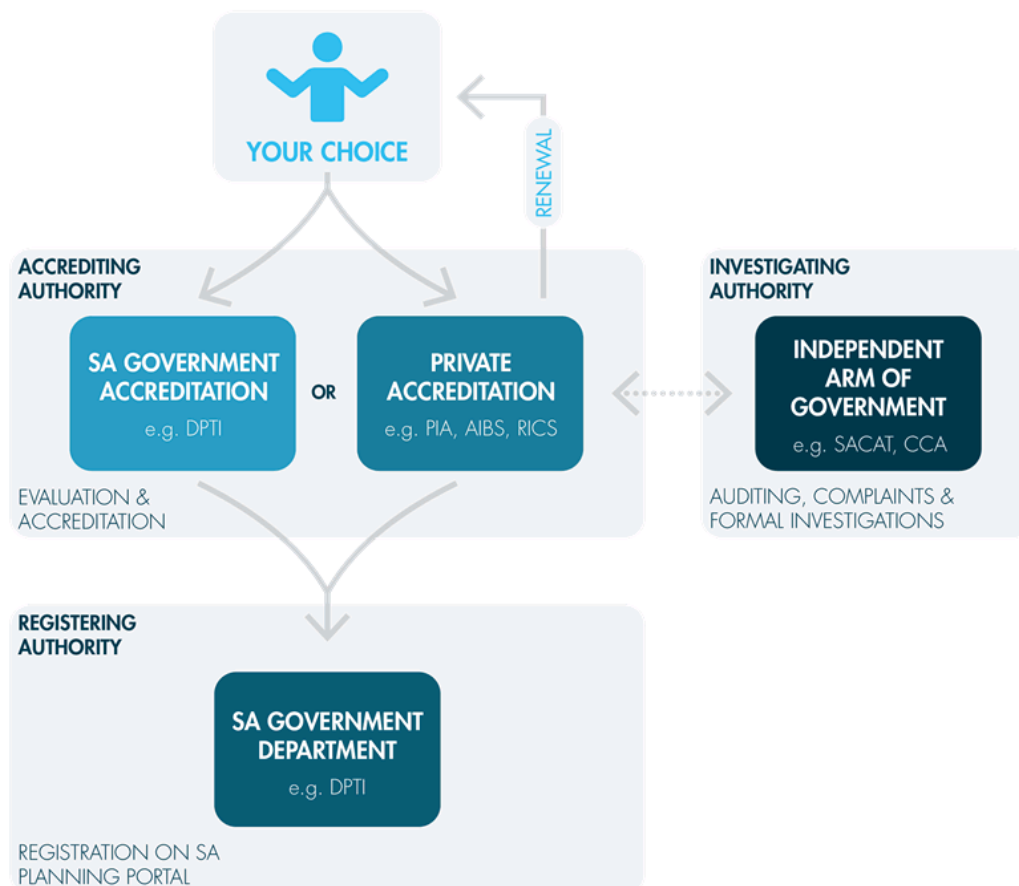
The new scheme will include three main components: Accreditation, Registration and Investigation (where required).

Different parties will play different roles within the components of the scheme as follows.

The **Accrediting Authority** could be an area within government, such as the Department of Planning, Transport and Infrastructure (DPTI) or a private accreditor, depending on the professional's choice. Their role would be to evaluate a person's skills and qualification against the minimum requirements and determine the level of accreditation. They could also manage low-level complaints. However, more serious complaints would be referred to the Investigating Authority.

We envisage that DPTI will be the **Registering Authority**, responsible for maintaining the publicly available register of all current accredited professionals on the South Australian Planning Portal.

The **Investigating Authority** would be an independent arm of government responsible for auditing accredited professionals and undertaking investigations to resolve more serious complaints referred to them by the accrediting authority.



SACAT: South Australian Civil and Administrative Tribunal, CCA: Commissioner for Consumer Affairs.

HOW WILL IT OPERATE WITHIN THE NEW PLANNING SYSTEM?

South Australia’s new planning system will increase certainty for simple, standard developments and provide a tailored ‘merit’ approach for more complex developments. The new Act introduces four new assessment pathways as follows:

1. Exempt development - no assessment required.
2. Accepted development - assessed against the Building Rules only.
3. Code assessed development - assessed against the Planning and Design Code.
4. Impact assessed development - assessed against guidelines issued by the State Planning Commission (Commission).

Accepted development will need to be assessed by an accredited building professional against the building rules only. For planners, there will be two categories of code assessed development requiring varying degrees of professional judgement. These categories are ‘Deemed to Satisfy’ and ‘Performance Based’. Professionals accredited under this scheme will have the authority to make code assessed decisions based on their level of accreditation and are detailed below. Impact assessed development decisions will be elevated to the State Commission Assessment Panel (SCAP) or the Minister for Planning.

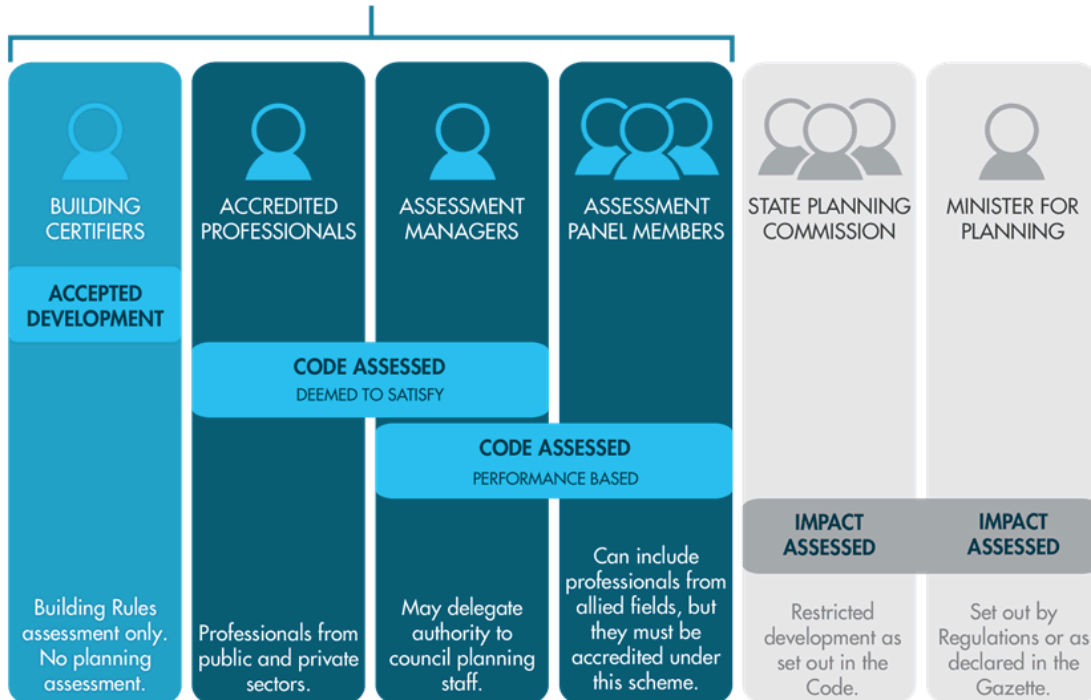
DEEMED TO SATISFY (DTS)

| | |
|------------------|---|
| Process | Assess against the DTS policies (measurable standards) of the Code. |
| Decision | Requires lower degree of professional judgement. |
| Authority | Assessment Manager (or their delegate) or Accredited Professional. |

PERFORMANCE BASED

| | |
|------------------|---|
| Process | Assessed against performance outcomes of the Code. |
| Decision | Requires higher degree of professional judgement. |
| Authority | Assessment Manager, Assessment Panel or their delegate. |

ACCREDITATION REQUIRED



7

initial thoughts?

Q how could the accreditation scheme affect you?

Q how might private entities (industry advocacy groups, educational institutions, etc.) support the scheme?

Q what should the role of building professionals be in planning decisions? Why?

3. BECOMING ACCREDITED

WHAT'S CHANGING?

The proposed scheme will mean that certain building and planning professionals must be accredited to make important decisions. Accreditation will mean that the decision maker has been screened for competency to do so. It is proposed to apply to the following:

Building professionals:

- building certifiers
- building inspectors

Planning professionals:

- assessment managers
- assessment panel members
- planning accredited professionals
- land division accredited professionals

Formalised auditing and complaint resolution processes will also be enacted under the scheme.

WHO NEEDS TO BE ACCREDITED?

The Act identifies circumstances where a relevant authority is required to make certain decisions. Upon introduction of the scheme, an accredited professional will be considered a relevant authority and may practise within local government, state government or the private sector.

Details of those required to be accredited and the relevant sections of the Act are provided in the table below.

| | |
|--|--|
| Assessment Panels (section 83) | All assessment panel members, except where the person is an elected representative of the council and has sufficient experience in local government to act as a member of a panel. |
| Assessment Managers (section 87) | All assessment managers, unless they are of a prescribed class to be set by the regulations. Assessment Managers can delegate functions to staff within a council as they have under previous regulations. |
| Relevant Authority - Accredited Professionals (section 97) | Planners that are acting as a planning authority. Accreditation is not required for those acting under the delegation of an Assessment Manager or Assessment Panel. Private sector planning or building professionals will be able to achieve this level of accreditation. |
| Building Certifiers (section 92 and 99) | In addition to other aspects of the scheme, the regulations may prescribe circumstances where a building certifier may undertake an assessment against the building rules. Note that 'building certifier' equates to 'private certifier' under the current <i>Development Act 1993</i> . |

In addition, it is likely that a practice direction will be issued to require any person or entity preparing or amending a designated instrument (e.g. the Code) to have received and considered the advice of an accredited planning professional.

HOW WILL ACCREDITATION BE DETERMINED?

A person’s level of accreditation will be tied to the their relevant qualification(s) and industry experience.

Qualification

There are a number of degrees and diplomas from around the world held by practising building certifiers and planners in South Australia. This diversity supports industry growth and innovation and would be supported under the new scheme.

The most common qualifications of planners in South Australia are the Bachelor of Urban and Regional Planning from the University of South Australia and the Masters of Planning from the University of Adelaide. Other related degrees and diplomas from around Australia will also be considered.

It is proposed that the accrediting authority be able to consider an applicant’s qualification with proof of completion on a merit basis.

Experience

Different levels of accreditation will require different levels of experience. This experience will be based on that accrued over time, but will also reflect experience gathered in specialist areas, such as development assessment, policy, specific land uses, heritage and other specialist disciplines.

A curriculum vitae (CV) showing employment history with three (3) references could satisfy this requirement.



In some regional and remote areas of South Australia, local governments have experienced difficulties attracting qualified planners. The proposed scheme should allow appropriate dispensation be given to these areas, particularly with regard to Assessment Managers and Assessment Panel Members. Persons that do not meet the prerequisites could be considered on their merit. DPTI will provide additional support to these local governments when transitioning to the new scheme.

PROPOSED ACCREDITATION LEVELS: BUILDING

There are currently 3 levels of building certification under the *Development Act 1993*. For those with existing industry accreditation, it is proposed the levels under the new scheme are the same, with one additional new level. This level is proposed to better align with national standards.

There is a mutual recognition agreement between State and Territory regulators within Australia that enables a person registered as a building certifier or equivalent within Australia to apply to be registered in SA. This is proposed to continue under the new scheme.

LEVEL 1: BUILDING CERTIFIER

A building certifier accredited at level 1 would have no limit to the type of work that may be carried out.

| | |
|------------------------------|---|
| Anticipated function | Assess against the building rules, with no limitation. Undertake building inspections on behalf of a council. |
| Qualification and experience | Relevant qualification and minimum 3 years relevant experience. |
| Recognised equivalent scheme | Accreditation as a Level 1 Building Surveyor by an approved industry accreditation authority (e.g. AIBS or RICS). |

LEVEL 2: BUILDING CERTIFIER

| | |
|------------------------------|---|
| Anticipated function | Assess against the building rules, limited to buildings that are no more than 3 storeys in height and floor area no more than 2000m ² . Undertake building inspections on behalf of a council. |
| Qualification and experience | Relevant qualification and minimum 2 years relevant experience. |
| Recognised equivalent scheme | Accreditation as a Level 2 Building Surveyor Limited by an approved industry accreditation authority (e.g. AIBS or RICS). |

LEVEL 3: BUILDING CERTIFIER

| | |
|------------------------------|--|
| Anticipated function | Assess against the building rules, limited to Class 1 and Class 10 buildings. Undertake building inspections on behalf of a council. |
| Qualification and experience | Relevant qualification and minimum 6 months relevant experience. |
| Recognised equivalent scheme | Accreditation as a Level 3 Assistant Building Surveyor by an approved industry accreditation authority (e.g. AIBS or RICS). |

LEVEL 4: BUILDING INSPECTOR

| | |
|------------------------------|---|
| Anticipated function | On behalf of a council, undertake building inspections of class 1 or 10 matters, including roof truss and swimming pool safety inspections. |
| Qualification and experience | Relevant qualification and/or experience. |
| Recognised equivalent scheme | Qualifications and experience recognised and considered appropriate by the accrediting authority. |

PROPOSED ACCREDITATION LEVELS: PLANNING

The accreditation scheme is new for the South Australian planning profession. While there have been similar arrangements under PIA, this scheme will introduce the first requirement for prescribed classes of decisions to be made by accredited professionals.

LEVEL 1: ASSESSMENT MANAGER

Level 1 is the highest level of accreditation for the most significant level of decision making.

| | |
|------------------------------|--|
| Anticipated function | Undertake complex assessment functions and decision making, supporting an assessment panel and managing staff. |
| Qualification and experience | Relevant planning degree and minimum 5 years full time or equivalent experience considered appropriate by the accrediting authority. |
| Recognised equivalent scheme | PIA Registered Planner (PIA Full Member with 5 years experience). |

LEVEL 2: ASSESSMENT PANEL MEMBER

All Assessment Panel Members will need to be accredited under the new scheme. All Panels must comprise five members and have one Assessment Manager (i.e. Level 1). The requirement for Panels to have up to one Elected Member is already in place. Professionals from allied fields will gain accreditation at this level. It is encouraged that Panels comprise a range of expertise to promote good decision making.

| | |
|------------------------------|--|
| Anticipated function | Assessment Panel Member |
| Qualification and experience | Relevant planning degree or qualification in an allied field (e.g. architecture, engineering, environmental management, law) and 2 years full time or equivalent experience considered appropriate by the accrediting authority. |
| Recognised equivalent scheme | PIA Full or Associate Member or accreditation in a recognised allied field. |

LEVEL 3: ACCREDITED PLANNING PROFESSIONAL

| | |
|------------------------------|---|
| Anticipated function | Confirm 'accepted developments' and 'code assessed developments – deemed-to-satisfy' in relation to a specific area/class of development. |
| Qualification and experience | Relevant planning degree and minimum 1 year equivalent of full time experience considered appropriate by the accrediting authority. |
| Recognised equivalent scheme | PIA Full or Associate Member. |

LEVEL 4: LAND DIVISION ACCREDITED PROFESSIONAL

| | |
|------------------------------|---|
| Anticipated function | Acting as a relevant authority for land division, creating not more than 4 additional allotments and/or a public road. |
| Qualification and experience | Relevant planning degree and minimum 1 year full time or equivalent experience in the assessment of land division applications considered appropriate by the accrediting authority. |
| Recognised equivalent scheme | PIA Full or Associate Member, or accredited through SSSI certification. There may also be an opportunity for some licensed land surveyors with appropriate experience to become accredited. |

ACCREDITATION REQUIREMENTS

Ongoing training and development

It is proposed that the scheme include ongoing requirements for professional development in-line with accreditation schemes across Australia. There may also be some specific training requirements for registration. DPTI can support the scheme by providing free on-line training around the new Act, as well as broader planning issues.

The could operate similar to the continuing professional development (CPD) requirement associated with the renewal of PIA or AIBS membership. Under these systems, CPD points are achieved annually by the professional, with a different number of points required for different levels of accreditation. These points are achieved by completing training modules and attending information sessions provided by approved parties, such as private entities, local governments, the LGA and so on.

There would likely be mandatory training and development requirements in certain areas to maintain accreditation. Assessment Panel Members qualified in allied fields (other than planning or building) would have similar ongoing requirements. These areas could include: good design, engagement, performance based planning and decision making.

Insurance

As a further measure of consumer protection, accredited professionals will be required to have a minimum level of professional indemnity insurance at the time of registration and renewal. This insurance may be held individually for sole operators, or in a company name if there is evidence that the applicant is a current employee. For local government staff and their assessment panel members it will be assumed that this is covered under the Mutual Liability Scheme. Regulations will be drafted to reflect this, as well as the minimum cover requirements of insurance.

RENEWAL PERIOD

It is proposed the registration period for accredited professionals be 1 year. This would enable appropriate monitoring of compliance with the accreditation requirements, private association registration if being relied upon for accreditation, and registering any continued professional development. A renewal fee would be required to cover administration costs. If the renewal process (fee and documentation) is not provided or completed before the expiry date, accreditation would likely be suspended prior to lapsing. This would be recorded on the public register until resolved.

WHAT HAPPENS IF YOUR ACCREDITATION LAPSES?

If the accreditation is lapsed or suspended, the accredited professional would not be able to undertake any functions associated with the accreditation, and any decision made during this time would be invalid.

WILL THERE BE FEES INVOLVED?

To enable effective operation and management of the scheme, costs will be incurred by the accrediting and registering authorities. It is proposed that fees will be payable annually to cover these costs. Details of associated fees are yet to be determined. Once the draft scheme is prepared, an appropriate fee structure will be prepared and included in the regulations for further comment. DPTI will engage a specialist to assist with the calculation of an appropriate fee structure.

It is likely that fees will be set for:

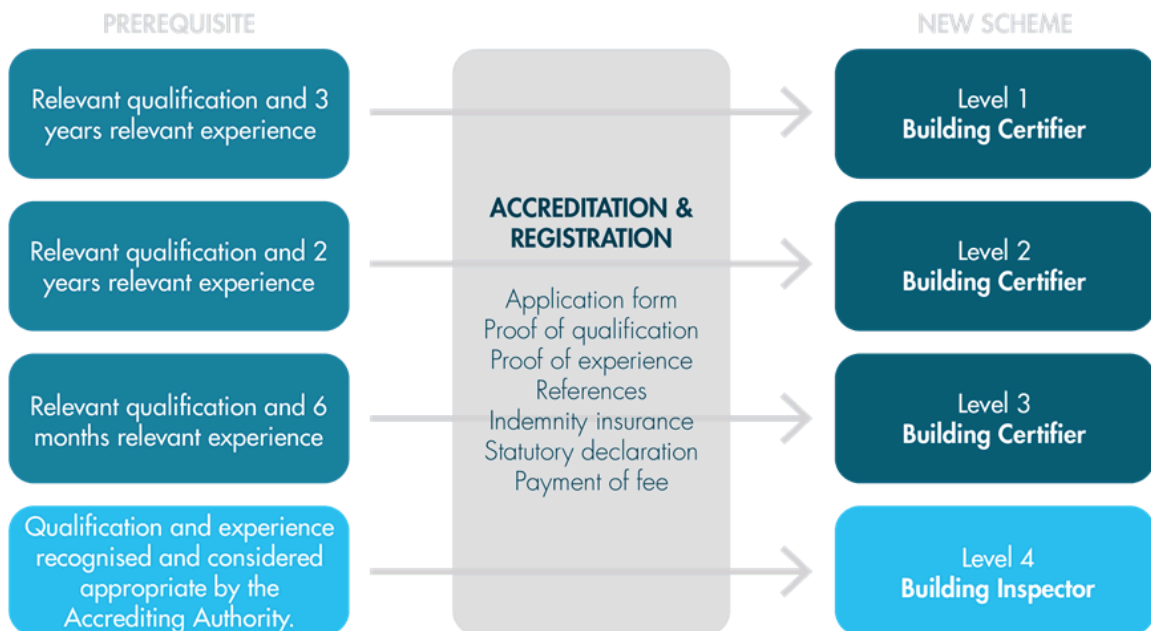
- **Accreditation:** to cover the costs of initial assessment and operating the scheme.
- **Registration:** administrative fee for maintaining the register.
- **Renewal:** required annually to check currency of the accreditation requirements and any privately held memberships of equivalent schemes.

BECOMING ACCREDITED: BUILDING

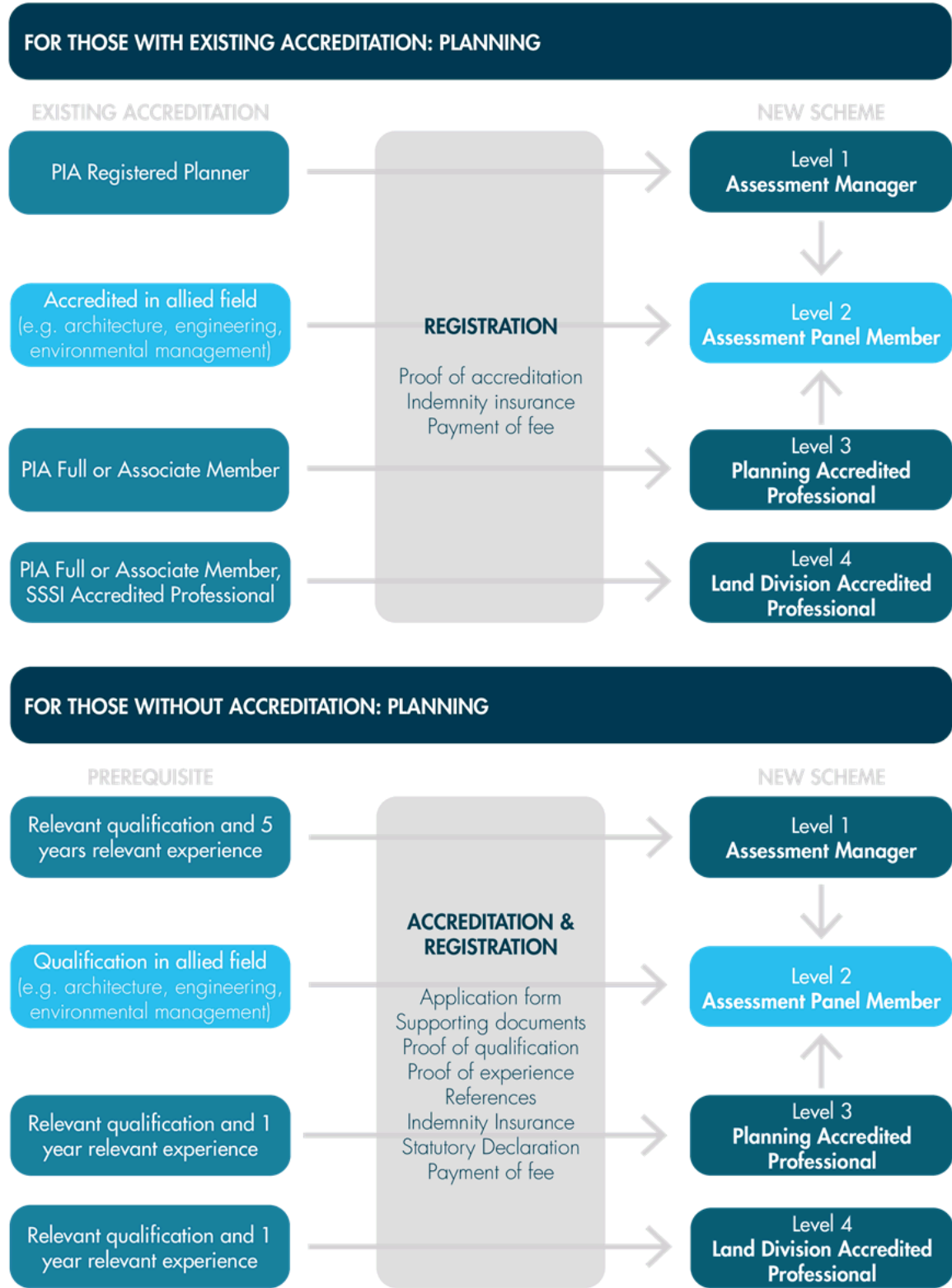
FOR THOSE WITH EXISTING ACCREDITATION: BUILDING



FOR THOSE WITHOUT ACCREDITATION: BUILDING



BECOMING ACCREDITED: PLANNING



15

Q should professionals from allied fields that are accredited as Assessment Panel Members (such as architects, engineers, environmental managers and so on) have the same requirements for continued professional development and training as planning professionals? Please discuss...

Q how might the scheme vary between urban and regional contexts?

Q in addition to design, performance, good decision making and engagement, what other types of continued professional development and training should be required to retain accreditation?

Q should building certifiers need additional experience to approve 'performance solutions' under the Building Rules?

Q for the new Level 4: Building Inspectors, what should be the required qualification and experience?

4. KEEPING THE SYSTEM HONEST

To ensure confidence in South Australia's accredited professionals and the decisions they make, it is important to have coordinated auditing, investigation and complaint resolution processes. These procedures will be drafted synonymously with the relevant regulations and made available for comment prior to adoption of the scheme.

AUDITING

Auditing is a critical component to ensure trust in the scheme, particularly given the role of accredited professionals. Any person registered under the scheme will be subject to periodic audit.

It is proposed there be two types of auditing under the scheme:

- administrative auditing (correct documentation, current insurance, etc.)
- technical auditing (processes undertaken by accredited professionals to arrive at decisions)

COMPLAINTS

If a complaint is received in relation to the code of conduct the investigating authority will be responsible for investigating it. This independent arm of government will take appropriate disciplinary or other action against the accredited professional appropriately. This does not preclude any professional membership body from conducting its own investigation and disciplinary processes, but will require them to refer any complaints they receive that relate directly to the accredited professionals scheme code of conduct to the investigating authority.

Procedures will be set out in the regulations to ensure that the accredited professional is notified of the complaint and given the opportunity to provide evidence to the appointed investigator, prior to any action being considered. Procedures will be developed as necessary to support the implementation of the regulations.

SUSPENSION OR CANCELLATION OF ACCREDITATION

The accrediting authority will issue reminder notices to accredited professionals prior to their accreditation period lapsing. There may be a minimum requirement for this, for example one month prior, to allow sufficient time to prepare any additional items. This is likely to be administered in a similar fashion to the current process for private accreditors.

An unintentional lapse of accreditation would result planning permissions being suspended until the accreditation is renewed. This would restrict access to the e-planning system, planning portal and so on. In more serious cases, such as where the accredited professional has acted in an unprofessional or inappropriate manner, or failed to professionally discharge a responsibility under the Act, the accrediting authority may see fit to suspend or cancel that person's accreditation.

A policy and procedure will be developed to detail how the suspension or cancellation of accreditation process will be administered.

APPEALS

An appeals process allowing accredited professionals the opportunity to respond to any action arising from the auditing or complaints process is required. This process will be developed prior to the introduction of the scheme and be made available for future comment.

APPEALS AGAINST DECLINED ACCREDITATION

Under the *Development Act 1993*, there lies no right to appeal against a decision made by the Minister with respect to the registration, condition imposed, suspension or cancellation of a private certifier. Under the new Act, it is proposed that an appeal against a declined application could be lodged with the accrediting authority. The initial appeal would necessitate a review of any decision made, which would hear the matter and confirm the original decision, modify or overturn it.

If the applicant remains aggrieved by the accrediting authority's decision, an appeal could be put in place with an independent body. This will be detailed in the regulations and could be, for example the South Australian Civil and Administrative Tribunal (SACAT).

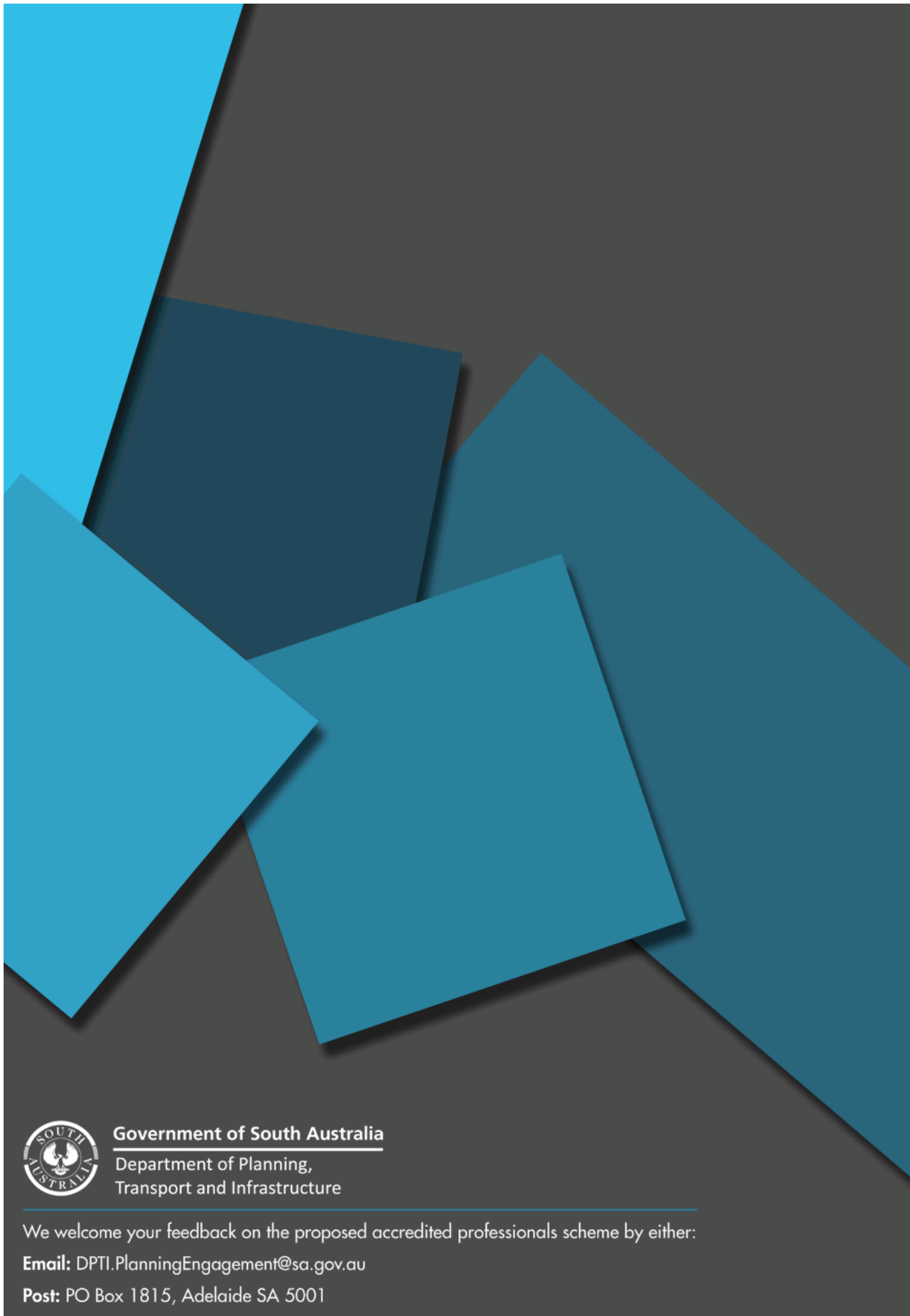
GOVERNANCE


The overall governance of the scheme is yet to be determined. The Minister, in association with the Commissioner for Consumer Affairs is responsible for the scheme to be made by regulation. The Act however provides for any aspect of the scheme to be administered or managed by the Commissioner for Consumer Affairs or any other body prescribed by the regulations or Minister.

thoughts?

do you agree that the processes undertaken by accredited professionals to arrive at particular decisions should be audited under the scheme?

are there areas where the proposed scheme can be improved?



 **Government of South Australia**
Department of Planning,
Transport and Infrastructure

We welcome your feedback on the proposed accredited professionals scheme by either:

Email: DPTI.PlanningEngagement@sa.gov.au
Post: PO Box 1815, Adelaide SA 5001

| | |
|------------------------|---|
| ITEM | 1.1.1 |
| | POLICY AND PLANNING COMMITTEE |
| HEADING | Minutes of the Youth Council Sub Committee meeting held on Tuesday 10 April 2018 |
| 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 Youth Council Sub Committee meeting held on Tuesday 10 April 2018 are presented for Policy and Planning Committee's consideration. |
| RECOMMENDATION | |
| 1. | The information contained in the Youth Council Sub Committee Minutes of the meeting held on 10 April 2018 be received and noted and that the following recommendations contained therein be adopted by Council: |
| YC1 | Youth Council Membership |
| 1. | That Council accept the mentor application from Amanda O'Sullivan for the balance of a two year term until 31 December 2019. |
| YC2 | Project Teams Update |
| 1. | The information be received and noted. |
| YC3 | Youth Programs and Events Update |
| 1. | The information be received and noted. |
| YCSC-OB1 | Community Hub Update |
| 1. | That staff provide a report to the Youth Council Sub Committee in June 2018 with an update on the Community Hub. |
| YCSC-OB2 | University Partnership Project Update |
| 1. | That staff provide a report to the Youth Council Sub Committee in June 2018 with an update on the University Partnership Project. |

ATTACHMENTS

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

1. Minutes Youth Council Sub Committee - 10 April 2018

CO-ORDINATION

Officer: GMCD
Date: 11/04/2018



MINUTES OF YOUTH COUNCIL SUB COMMITTEE MEETING HELD IN THE JOHN HARVEY GALLERY, 12 JAMES STREET, SALISBURY ON

10 APRIL 2018

MEMBERS PRESENT

Rebecca Etienne (Chairman)
Mimona Abdalla
Cr D Balaza
Mon-Maya Chamlagai
Reem Daou (Deputy Chairman)
Akon Dhel
Samuel Field
Luke Hall
Nicollette Nedelcev
Eric Ngirimana
Tyler Rutka-Hudson
Peta-Maree Hyde
Taylor Sawtell
Joel Winder
Jared van der Zee
Mark Verdini
Cr S White
Stacey Williams
Cr R Zahra
Mr David Waylen (Mentor)

STAFF

General Manager Community Development, Ms P Webb
Manager Twelve25 Salisbury Youth Enterprise Centre, Mr R Henke
PA to General Manager Community Development, Mrs B Hatswell
Community Planner Youth Participation, Ms J Brett

The meeting commenced at 5.35 pm

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

APOLOGIES

Apologies have been received from Mayor G Aldridge, D Cao, T Wood, B Bilsborow and D Charlett.

LEAVE OF ABSENCE

Nil.

PRESENTATION OF MINUTES

Moved J Winder
Seconded M Verdini

The Minutes of the Youth Council Sub Committee Meeting held on 13 February 2018, be taken and read as confirmed.

CARRIED

REPORTS

YC1 Youth Council Membership

Moved Cr D Balaza
Seconded L Hall

1. That Council accept the mentor application from Amanda O'Sullivan for the balance of a two year term until 31 December 2019.

CARRIED

YC2 Project Teams Update

Moved T Rutka-Hudson
Seconded M Abdalla

1. The information be received and noted.

CARRIED

YC3 Youth Programs and Events Update

Moved L Hall
Seconded M Verdini

1. The information be received and noted.

CARRIED

OTHER BUSINESS

YCSC-OB1 Community Hub Update

Moved M Abdalla
Seconded R Daou

1. That staff provide a report to the Youth Council Sub Committee in June 2018 with an update on the Community Hub.

CARRIED

YCSC-OB2 University Partnership Project Update

Moved T Rutka-Hudson
Seconded J Winder

1. That staff provide a report to the Youth Council Sub Committee in June 2018 with an update on the University Partnership Project.

CARRIED

CLOSE

The meeting closed at 6.24 pm.

CHAIRMAN.....

DATE.....

| | |
|------------------------|---|
| ITEM | 1.1.2 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 16 April 2018 |
| HEADING | Reconciliation Action Plan Status Report and Next Iteration Draft |
| AUTHOR | Julie Kalms, Community Planning Project Officer, 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. 4.1 Strengthen partnerships that enable us to better address our community's priorities. |
| SUMMARY | This report provides a status report on Council's current Reconciliation Action Plan. It provides an overview of the process followed to develop the next iteration of Council's RAP, and presents a draft Innovate RAP that was developed in accordance with Reconciliation Australia's Innovate level guidelines. |

RECOMMENDATION

1. That this report be received.
2. That the RAP Status Report as contained in Attachment 1 to this report (Policy and Planning, 16/04/2018, Item 1.1.2) be noted.
3. That the next RAP Innovate draft as contained in Attachment 3 to this report (Policy and Planning, 16/04/2018 Item 1.1.2) be endorsed for submission to Reconciliation Australia for review.

ATTACHMENTS

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

1. RAP Status Report
2. Next RAP Engagement Report 2017
3. Next RAP Innovate draft

1. BACKGROUND

- 1.1 The City of Salisbury's current Reconciliation Action Plan (RAP) was endorsed in 2013 to provide a strategic framework for actions within the key directions of: Strengthening Relationships; Enhancing Respect; Building Opportunities; and Tracking Progress and Reporting. Thirty actions were identified within this Plan for delivery.

- 1.2 The current RAP is due for renewal and a process of review and community consultation has been undertaken to inform the direction of Salisbury's next RAP. Reconciliation Australia provides the guidelines, templates and ultimate approval processes to be followed to develop a nationally recognised and approved RAP. The Executive Group endorsed development of Salisbury's next RAP at the Innovate level, as this format is most relevant to organisations moving beyond the inaugural RAP process.
- 1.3 All Reconciliation Australia's RAP templates include mandatory actions to be undertaken, with optional actions to be considered. Where possible and appropriate due consideration has been given to including additional actions appropriate to both Council and the community.
- 1.4 This report will provide an outline of consultations undertaken to inform the actions, deliverables, timelines, resourcing and risk implications for the next RAP.

2. CONSULTATION / COMMUNICATION

2.1 Internal consultations were undertaken with:

- 2.1.1 Executive Group
- 2.1.2 Elected Members Informal Strategy
- 2.1.3 RAP Working Group – internal members
- 2.1.4 Next RAP Planning Group members
- 2.1.5 City Development – Economic Development and Urban Policy, Strategic Development Projects, Development Services
- 2.1.6 Business Excellence – Strategic Procurement, Communications and Customer Relations, Business Systems and Solutions-Information Management, People and Culture
- 2.1.7 City Infrastructure – Parks and Landscape (including Leading Workers meeting), Technical Services, Property and Building, Business Support
- 2.1.8 Community Development – Community Capacity and Learning (including bi-monthly leadership meeting), Community Health and Wellbeing, Community Planning and Vitality (including team meeting), Social Policy

2.2 External consultations were undertaken with:

- 2.2.1 RAP Working Group – external members
- 2.2.2 Community Survey
- 2.2.3 Reconciliation South Australia
- 2.2.4 Reconciliation Australia

3. REPORT

Current RAP Status Report

3.1 The RAP Status Report (attachment 1) summarises the progress of the 30 actions for the 2013 – 2016 RAP:

- 11 actions have been completed;
- 16 actions are being implemented on an ongoing basis;
- 2 actions are in progress; and
- 1 action is currently pending.

3.1.2 The pending action relates to the RAP being “refreshed every three years in consultation with Council’s Reconciliation Action Plan Working Group and Reconciliation Australia”. This report directly addresses this action.

3.2 In 2017 the RAP achievements included the following:

3.2.1 An increase in total attendance across all activities/events during the Reconciliation & NAIDOC program (2016-approx. 590; 2017- approx. 955). This is attributed to an increase in Council’s funding for Reconciliation & NAIDOC events/activities.

3.2.2 Aboriginal cultural awareness sessions for staff (239 staff attended a cultural awareness workshop; 31 staff attended a ‘Walking on Country’ bus tour).

3.2.3 Storyboards about Phoebe Wanganeen and Gladys Elphick were developed in consultation with family members and displayed as part of the Council’s NAIDOC exhibition.

3.2.4 Cultural signage, developed in consultation with RAP Working Group members, installed in three areas at Mawson Lakes.

3.3 Feedback from the LGA, Reconciliation South Australia and other local Councils reflects that the City of Salisbury’s RAP is highly regarded, for example receiving a request to present about the RAP at the LGA General Meeting in April 2017. More importantly, the City of Salisbury’s RAP has gained respect within the local Aboriginal community and has supported the development of good working and consultation mechanisms with and between Council and representatives of the Aboriginal community, which has provided significant and mutual benefit.

Community Engagement for Development of the Next RAP

3.4 To inform the development of the next RAP iteration, consultations and a community survey were undertaken that informed the development of actions and deliverables for the next RAP. An Engagement Report summarising the context, consultation process undertaken and responses contributed from the community survey is provided in attachment 2.

3.5 The community survey was designed to reflect the structure of the RAP, and according to the guidelines established by Reconciliation Australia. Responses received from the community indicated the following are key considerations for the development of the next RAP:

- 3.5.1 What has been important about the current RAP?
- Relationships with Aboriginal and Torres Strait Islander community;
 - Recognising culture; and
 - Awareness.
- 3.5.2 Why is reconciliation between the wider community and Aboriginal and Torres Strait Islander peoples important? (Vision).
- Developing a more inclusive community;
 - Respect; and
 - Acknowledging the past.
- 3.5.3 How could Salisbury Council further develop and build relationships with Aboriginal and Torres Strait Islander communities and organisations?
- Community sharing culture;
 - Consulting and engaging with Aboriginal and Torres Strait Islander people;
 - Hosting and delivering events about culture; and
 - Cultural awareness.
- 3.5.4 How could Salisbury Council further enhance respect for Aboriginal and Torres Strait Islander people?
- Supporting and delivering education and training;
 - Communication;
 - Involving community; and
 - Sharing history and culture.
- 3.5.5 How could Salisbury Council further build opportunities for Aboriginal and Torres Strait Islander peoples and organisations?
- Employment, training and volunteering;
 - Cultural programs; and
 - Embracing diversity and strengthening relationships.
- 3.5.6 Other issues:
- Consultation and communication with Aboriginal and Torres Strait Islander people is critical.
- 3.6 The outcomes from the consultation and community survey process have been central to informing strategies for the City of Salisbury's next Reconciliation Action Plan - including determining: the vision, actions, deliverables, timeline and responsibility.

Next Reconciliation Action Plan

- 3.7 As referenced in paragraphs 1.2 and 1.3, it is a requirement of Reconciliation Australia that RAPs follow their guidelines. Reconciliation Australia's templates include required actions in the areas of Relationships (between Aboriginal and Torres Strait Islander people and other Australians); Respect (for Aboriginal and Torres Strait Islander peoples, culture, histories and rights); Opportunities (for Aboriginal and Torres Strait Islander peoples, organisations and communities); and Tracking Progress and Reporting.
- 3.8 An Innovate level RAP has been drafted (attachment 3) for consideration based on Reconciliation Australia's Innovate template. This level of RAP has a two year timeline with associated deliverables. Additional City of Salisbury actions and associated deliverables have been included within the draft Innovate RAP where possible and appropriate.
- 3.9 A summary of the Innovate RAP is provided in the following table. Required actions under the Reconciliation Australia guidelines are identified in parentheses.

| <i>City of Salisbury Reconciliation Action Plan 2018 – 2020</i> | | | |
|--|--|------------------------------------|----------------|
| Relationships | | | |
| The City of Salisbury has a long history and commitment of recognising and engaging with Aboriginal culture. This has included a partnership with Marra Dreaming Indigenous Arts; establishing the Reconciliation Action Plan Working Group; and, annual public activities/ events that recognise Reconciliation and NAIDOC weeks. | | | |
| Focus area: Relationship actions align with the City Plan 2030 Key Direction - Liveable City 'A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.' | | | |
| Action | Deliverable | Timeline | Responsibility |
| 1. RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting | a. The established RAP Working Group is consulted about the development, endorsement and launch of the next RAP. (required) | Ongoing - review annually February | Social Policy |
| | b. The RAP Working Group includes Aboriginal community members and representation from local Aboriginal organisations. (required) | Ongoing- review annually February | Social Policy |
| | c. RAP Working Group meetings are scheduled four times a year to continue to monitor the implementation and reporting of the City of Salisbury RAP. (required) | Ongoing- review annually February | Social Policy |

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| | d. The RAP Working Group Terms of Reference are reviewed annually.(required) | Annual - review annually February | Social Policy |
| | e. Aboriginal members of the RAP Working Group are periodically consulted to provide cultural advice for projects related to the RAP. | Ongoing- review annually February | Social Policy Plus areas of Council requesting cultural information. |
| Action | Deliverable | Timeline | Responsibility |
| 2. Celebrate and participate in National Reconciliation Week (NRW) and NAIDOC Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians | a. An annual program of events/ activities to recognise Reconciliation Week and NAIDOC Week across Salisbury is developed and promoted throughout the community, including a launch event. (required) | Feb to July Annually | Social Policy and other relevant areas across Council. |
| | b. The City of Salisbury Reconciliation & NAIDOC program launch event is registered on the Reconciliation Australia's NRW website.(required) | May - Annually | Social Policy |
| | c. RAP Working Group members are invited to attend an external Reconciliation Week activity. (required) | May - Annually | Social Policy |
| | d. NAIDOC Exhibition | July Annually | Community Planning and Vitality – Arts and Culture |
| | e. Through the Salisbury Seniors Magazine promote positive media about NRW and NAIDOC and feature stories about hosted events. | Annually – review annually October | Community Health and Wellbeing |

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| | f. Provide opportunities for community to engage with cultural learning events/programs to increase cohesion and inclusion. | Ongoing – review annually October | Libraries |
| Action | Deliverable | Timeline | Responsibility |
| 3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes | <p>a. Promote to staff the Salisbury Council’s Aboriginal and Torres Strait Islander Community Engagement Guidelines within the internal Community Engagement handbook; including through Cultural Awareness sessions(required)</p> <p>For significant engagement project teams ensure these guidelines are used in addition to informing RAP Working Group about plans for engagement . Project team’s reports to include how these guidelines were utilised.</p> | Ongoing– review annually October | <p>Communications and Customer Relations</p> <p>People and Culture</p> <p>Social Policy</p> |
| | b. Maintain current relationships with key local Aboriginal organisation and explore emerging partnership opportunities and guiding principles for engagement. (required) | Ongoing– review annually October | Social Policy Community Planning and Vitality |
| | c. Consult with RAP Working Group members about process of engaging with local Aboriginal and Torres Strait Islander community on emerging matters. | Ongoing– review annually October | Social Policy and liaison with other relevant areas of Council. |

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| | d. Membership of Kaurna Aboriginal representative on the Tourism and Visitor sub-committee to provide advice and enhance engagement from relevant Aboriginal groups. | Ongoing– review annually October | Communications and Customer Relations |
| | e. Continue to strengthen existing relationships and seek out opportunities to develop new relationships to support positive outcomes for Aboriginal and Torres Strait Islander community members. | Ongoing– review annually October | Community Health and Wellbeing |
| | f. Identify and build relationships with Aboriginal and Torres Strait Islander individuals and organisations to raise awareness of volunteer opportunities and benefits for participants. | Ongoing– review annually October | Community Health and Wellbeing |
| | g. Through the Intercultural Strategic Plan explore opportunities to enhance recognition and engagement with Aboriginal culture. <i>(Note: links to the Intercultural Strategic Plan)</i> | Ongoing– review annually October | Community Health and Wellbeing Social Policy |
| | h. Through the Youth Action Plan, develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander youth to identify opportunities for program development. <i>(Note: links to Youth Action Plan)</i> | Ongoing– review annually October | Community Capacity and Learning- Youth |

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| | i. Kurna language classes. | Ongoing – review annually October | Community Capacity and Learning -Twelve25 Youth Enterprise Centre |
| | j. Explore links for collaborative partnership with Tauondi Aboriginal Corporation. | Ongoing– review annually October | Community Development |
| | k. Develop a partnership to increase Aboriginal participation in structured sports in Salisbury. | 2018 to 2020 – review annually October | Community Planning and Vitality- Sports Development |
| | l. Support Kurna representatives in seeking resources for cultural landscape design works within the City of Salisbury. | 2018 to 2020 – review annually October | Landscape Design- Technical Services |
| | m. Explore partnership opportunities for development of cultural landscape design works at identified areas: eg Kurna Park signage. | 2018 to 2020 – review annually October | Landscape Design- Technical Services |
| | n. Establish relationships with local Elders and seek opportunities for collaborative projects/ events. | Ongoing – review annually October | Community Centre Management Committees and staff |
| Action | Deliverable | Timeline | Responsibility |
| 4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector. | a. The Salisbury Council’s RAP is available to staff and public through the Council’s Reconciliation website; and copies available at main reception. The RAP is promoted through cultural awareness sessions; RAP Working Group members; key contacts; and, networks. (required) | Ongoing – review annually October | Social Policy Communications and Customer Relations People and Culture |

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| | b. The RAP is highlighted at meetings with relevant existing and new contacts to promote reconciliation through ongoing active engagement with stakeholders. (required) | Ongoing– review annually October | Social Policy |
| | c. Maintain internal and external partnerships to identify opportunities to further the implementation of the Salisbury RAP eg: Reconciliation SA, LGA RAP Cluster etc. | Ongoing– review annually October | Social Policy |

Respect

Enhancing respect actions focus on working together to increase awareness, understanding and acknowledgment of Kaurna heritage.

Focus area: Respect actions align with the City Plan 2030 Key Direction - Liveable City ‘A welcoming community that celebrates diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.’

| Action | Deliverable | Timeline | Responsibility |
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| 5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements | a. The Aboriginal and Torres Strait Islander cultural awareness training strategy for staff that identifies the cultural learning program for employees is further implemented. This includes slides in the online induction modules about local Aboriginal heritage and the RAP; face-to-face cultural learning opportunities; and a ‘Walking on Country’ bus tour for cultural immersion in the local area. (required) | Ongoing– review annually October | People and Culture |
| | b. Local Aboriginal cultural awareness presenters are consulted on developing and presenting cultural awareness training. (required) | Ongoing– review annually October | People and Culture |
| | c. Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. (required) | Ongoing– review annually October | People and Culture |

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| | d. All new staff to complete cultural learning as part of the online induction modules. | Ongoing– review annually October | People and Culture |
| | e. Aboriginal consultants, approved by RAP Working Group to deliver cultural awareness training. | Ongoing– review annually October | People and Culture |
| | f. Aboriginal cultural awareness for field staff about native vegetation and its uses (eg: at Greenfields Wetlands, Kurna Park) | 2018 to 2020– review annually October | People and Culture Parks and Landscape |
| | g. Provide cultural awareness training for staff and volunteers. | Ongoing– review annually October | Community Centres Management Committee and staff. |
| Action | Deliverable | Timeline | Responsibility |
| 6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning | a. Continue to implement and communicate the cultural protocol document for Kurna Welcome to Country and Acknowledgement of Country. (required) | Ongoing – review annually October | Social Policy People and Culture Governance Communications and Customer Relations Executive Office |
| | b. Maintain and review the list of RAP Working Group approved key contacts for presenting Welcome to Country. (required) | Ongoing– review annually October | Social Policy Governance Communications and Customer Relations Executive Office |
| | c. Kurna Welcome to Country is presented at key events as appropriate. (required) | Ongoing– review annually October | Key event organisers Governance Communications and Customer Relations Executive Office |

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| | d. Include an Acknowledgement of Country at the commencement of important internal and external meetings. (required) | Ongoing– review annually October | Meeting organisers Governance Communications and Customer Relations Executive Office |
| | e. Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.(required) | Ongoing– review annually October | All Governance Communications and Customer Relations Executive Office |
| Action | Deliverable | Timeline | Responsibility |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions ### | a. The City will include as a design requirement the inclusion of an Acknowledgment of Country plaque in any new community buildings. | As new construction is approved | Strategic Development Projects Property and Buildings Community Development |
| | b. The City will create and display an Acknowledgment of Country plaque in Council civic public buildings. | 2018 to 2020 – review annually October | Property and Buildings |
| | c. Acknowledgement of Country included in relevant Council documents as per Council’s Acknowledgement Protocol Guidelines. | Ongoing– review annually October | Communications and Customer Relations Governance Executive Office |
| Action | Deliverable | Timeline | Responsibility |
| 8. Centralising information about Aboriginal significant areas in Council’s region ### | a. Develop and implement a process for researching, consolidating, maintaining information and decision-making structures about Aboriginal significant areas in the Council’s region. | 2018 to 2020 – review annually October | Social Policy and other relevant areas of Council |

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| 9. Cultural resources and collections are developed/ updated ### | a. The City will develop a resource pool of images and text etc that can be accessed for public information booklets respecting the Kurna heritage of the Salisbury Community. | Ongoing– review annually October | Communications and Customer Relations |
| | b. The City will maintain a resource pool of images and text (respecting the Kurna heritage of the Salisbury Community and pre-approved by the RAP Working Group) that can be accessed for public circulation for specific Council projects eg: information booklets. | Annually– review annually October | Communications and Customer Relations |
| | c. Once developed the resource pool of images can be included in a section of the internal Communications Marketing Guide document. | 2018 to 2020– review annually October | Communications and Customer Relations |
| | d. Aboriginal and Torres Strait Islander collections and resources are updated to enable all community to have access; including liaison with the Australian Library Services. | Ongoing – review annually October | Libraries |
| | e. Collect stories from local Aboriginal community members to add to existing Storyboard collection. | 2018 to 2020 – review annually October | Community Planning and Vitality – Arts and Culture Social Policy |
| Action | Deliverable | Timeline | Responsibility |
| 10. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week | a. Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.(required) | 2018 | People and Culture |
| | b. Explore process to provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. (required) | 2018 | People and Culture and Line Managers |
| Opportunities | | | |
| Opportunities actions work towards engagement of Aboriginal community members to increase prospects within areas including employment, business development and skills development programs. | | | |

Focus area: Opportunities actions align with the City Plan 2030 Key Direction - Liveable City ‘A welcoming community that celebrates diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.’

| Action | Deliverable | Timeline | Responsibility |
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| 11. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | a. Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. (required) | 2018 to 2020 – review annually October | People and Culture |
| | b. Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. (required) | 2018 to 2020 – review annually October | People and Culture |
| | c. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. (required) | 2018 to 2020 – review annually October | People and Culture |
| | d. Advertise all vacancies in Aboriginal and Torres Strait Islander media. (required) | Ongoing– review annually October | People and Culture |
| | e. Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. (required) | 2018 to 2020 – review annually October | People and Culture |
| | f. Include in all job advertisements, ‘Aboriginal and Torres Strait Islander people are encouraged to apply.’ | Ongoing– review annually October | People and Culture |
| | g. Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development through existing cluster group. | Ongoing – review annually October | People and Culture |
| | h. Develop a work experience programme for specific Aboriginal and Torres Strait Islander participants using an external provider. | 2018 to 2020 – review annually October | People and Culture |

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| | i. Explore partnerships with northern Aboriginal Educational Institutions to provide Career advice. | 2018 to 2020 – review annually October | People and Culture |
| | j. Work with Casual labour hire company for identifying strategy to provide opportunity for engaging casual Aboriginal employees. | 2018 to 2020 – review annually October | People and Culture |
| | k. Establishing baseline data through collecting information on our current Aboriginal and Torres Strait Islander City of Salisbury staff demographics particularly measuring the number of self-identifying Aboriginal and Torres Strait Islander employees to inform future employment opportunities and career pathways. | 2018 to 2020 – review annually October | People and Culture |
| Action | Deliverable | Timeline | Responsibility |
| 12. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation | a. Review and update procurement policies and procedures to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. <i>(required)</i> | 2018 to 2020 – review annually October | Strategic Procurement |
| | b. Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that may be used to procure goods and services. <i>(required)</i> | 2018 to 2020 – review annually October | Strategic Procurement |
| | c. Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. <i>(required)</i> | 2018 to 2020 – review annually October | Strategic Procurement |
| | d. Investigate Supply Nation membership <i>(required)</i> | 2018 to 2020 – review annually October | Strategic Procurement |
| Action | Deliverable | Timeline | Responsibility |
| 13. Increasing economic development and business support for Aboriginal entrepreneurs ### | a. As part of the Northern Economic Plan explore development of a proposal, with neighbouring Councils, for Aboriginal business development. | 2018 to 2020 – review annually October | Economic Development and Urban Policy |

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| | b. Develop a process to liaise with local community to best target Aboriginal businesses. | 2018 to 2020 – review annually October | Economic Development and Urban Policy Social Policy |
| | c. Developing Aboriginal businesses in the Salisbury region: targeted marketing to promote Polaris Business Centre information programs focussed on opportunities to grow business and/or tender with Council. To potentially: <ul style="list-style-type: none"> • develop and encourage leadership in Aboriginal businesses. • encourage Aboriginal business engagement with Indigenous Business Australia/ Supply Nation. • utilise networks to encourage Aboriginal business start-ups to acquire skills through Polaris program eg: self-employed focus. | 2018 to 2020 – review annually October | Economic Development and Urban Policy Strategic Procurement |
| Action | Deliverable | Timeline | Responsibility |
| 14. Seek opportunities for Aboriginal community to participate in training events and collaborative projects ### | a. Encourage the recruitment of Aboriginal community members to volunteer roles. | Ongoing – review annually October | Community Centre Management Committee and staff. |
| | b. Providing culturally aware tutors and staff in training programs. | Ongoing– review annually October | Community Centre Management Committee and staff. |
| | c. Developing good working relationships with Aboriginal support agencies for referrals and marketing of programs. | Ongoing– review annually October | Community Centre Management Committee and staff. |
| Action | Deliverable | Timeline | Responsibility |
| 15. Recognise and support the academic achievements and aspirations of Aboriginal students. ### | a. Continue the Phoebe Wanganeen Aboriginal and Torres Strait Islander Scholarships that supports Aboriginal and Torres Strait Islander Salisbury residents to study at any South Australian university or TAFE SA. | Ongoing– review annually October | Social Policy |

| | b. Continue support for the Salisbury region 'Just too Deadlies' – annual year 7 educational achievement awards. | Ongoing– review annually October | Social Policy |
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| Governance, Tracking progress and Reporting | | | |
| Action | Deliverable | Timeline | Responsibility |
| 16. Report RAP achievements, challenges and learnings to Reconciliation Australia | a. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. (required) | 30 September, annually | Social Policy |
| | b. Investigate participating in the RAP Barometer. (required) | Biennial | Social Policy |
| 17. Report RAP achievements, challenges and learnings internally and externally | a. Publically report our RAP achievements, challenges and learnings.(required) | Annual | Social Policy |
| 18. Review, refresh and update RAP | a. Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. (required) | 2020 | Social Policy Staff involved in reviewing current and planning future RAP actions |
| | b. Send draft RAP to Reconciliation Australia for review and feedback. (required) | 2021 | Social Policy |
| | c. Submit draft RAP to Reconciliation Australia for formal endorsement. (required) | 2021 | Social Policy |

Legend

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| ### | City of Salisbury actions – not based on Reconciliation Australia requirements |
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Resourcing and Risk Implications

3.10 The resource implications identified for actions and deliverables for the draft Innovate RAP are as follows:

3.10.1 No additional budget has been identified as required for the delivery of the Innovate RAP.

3.10.2 Further project planning for individual actions may need to consider requirements and funding sources. Until there is more detail in some areas, budget has not been identified as an immediate requirement in 2018/2019.

3.11 The risk implications identified for actions and deliverables for the draft Innovate RAP are as follows:

- 3.11.1 For action 11 ‘Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment and outcomes in the workplace’:
- No formalised process that identifies that staff and potential staff as Aboriginal or Torres Strait Islander as part of an employment and retention strategy as a result there is no baseline data.
 - Developing a specific work experience program would be dependent on costing and candidates identified.
- 3.11.2 For action 12 ‘Investigate opportunities to incorporate Aboriginal and Torres Strait Islander diversity within our organisation’:
- Work experience opportunities may result in additional interest in positions but there is no certainty that this will result in additional employment of Aboriginal and Torres Strait Islander operated businesses. Over time evaluation and assessment will enable better monitoring of effectiveness.
- 3.11.3 There are potential reputational and relationship risks that could emerge if the City of Salisbury does not continue with a Reconciliation Action Plan, for example:
- declining of relationships developed with: RAP Working Group members; contacts in key organisations including other Councils; and, internal collaborations across Council.
 - reducing access to networks to share expertise, knowledge and processes to scope and implement actions.
 - reducing strategic position to benefit from opportunities that may emerge, internal and external to Council, that contribute to RAP actions.

4. NORTHERN ECONOMIC BENEFIT LINKAGES

- 4.1 The City of Salisbury procurement policy includes the statement “Supporting the economic development of the Northern Region”. In the Tender process for the Salisbury Community Hub this desire was expressed in the form of Northern Region Benefit. Northern Regional Benefit was developed based on the principles within the South Australian State Governments Workforce Participation requirements and their Local Supply Plan requirements.
- 4.2 It involves a requirement that as a minimum of 15% of the Total Labour Hours on the Community Hub project is made up of particular target groups, as well as providing estimates of the value of goods, products and services to the Northern Region.
- 4.3 In relation to the 15% Workforce participation requirements tenderers are required to ensure that a minimum of 15% of the Total Labour Hours on the project is to be worked by people in the following categories;
- Apprentices
 - Trainees
 - Aboriginal and Torres Strait Islander people

- Local people with barriers to employment
 - Up-skilling of workers
- 4.4 As a part of the Tender process for the Community Hub tenderers were required to provide evidence of their strategies for recruitment retention and how they would meet the target if successful. The tender for this project is still in progress, once award has been finalised these elements will form a part of contract compliance.
- 4.5 This is an example of how the purchasing power of Council can be leveraged to achieve employment and training outcomes for Aboriginal and Torres Strait islander people.

Linkages with Salisbury's Intercultural Strategic Plan

- 4.6 During the development of the Intercultural Strategic Plan the importance of enabling a greater awareness and understanding of local Aboriginal history and culture amongst newly arrived cultural groups was recognised. As a result a specific linking action was developed to reinforce the importance of introducing Aboriginal cultural awareness to new communities; and to provide a clear linkage between the Reconciliation Action Plan and Intercultural Strategic Plan, as Council's two significant strategic documents supporting our diverse community. The linking action included in the Intercultural Strategic Plan is:

Create opportunities for new migrants to connect with Aboriginal and Torres Strait Islander communities, acknowledge their place in and contribution to the region's history and actively contribute to reconciliation.

- 4.6.1 Implementation of this action may include information about Kaurna history and culture being included in the Council publications, such as in the Welcome to Salisbury booklet.

Endorsement process for next Reconciliation Action Plan

- 4.7 Reconciliation Australia requires organisations to work with them through their feedback and quality assurance process to ensure the RAP meets quality requirements for endorsement. The terms 'Reconciliation Action Plan' and 'RAP' are trademarks of Reconciliation Australia. The City of Salisbury is required to follow this process in order to have a recognised and endorsed RAP.
- 4.8 The steps in the process for Reconciliation Australia's endorsement of the City of Salisbury's next RAP are:
- 4.8.1 After Council has endorsed the next RAP draft, it is submitted to Reconciliation Australia for the required consultation and review phases.
- 4.8.2 The review process involves about four to five rounds of feedback from Reconciliation Australia before a RAP is ready for endorsement. The RAP review process can take between three to six months, from when the first draft is received.
- 4.8.3 There are two stages of RAP endorsement:
- Conditional Endorsement: When the RAP has been finalised and is ready for endorsement, it will be sent to the RAP Manager at Reconciliation Australia for approval. Once the content has been approved, the RAP will be conditionally endorsed.

- Final Endorsement: When the RAP is ready to be published (internally or externally), the RAP is to be submitted to Reconciliation Australia for a final review before it can be published. The RAP will be reviewed to ensure the document contains the endorsed content and the RAP logo is displayed correctly.

- 4.9 Once the review and endorsement processes have been completed with Reconciliation Australia a further report will be prepared for Executive Group and Council for noting before publication.
- 4.10 When the required approval processes are completed the next RAP document will be made publically available, including electronically through the City of Salisbury and Reconciliation Australia's website.

5. CONCLUSION / PROPOSAL

- 5.1 Reconciliation Action Plans (RAPs) provide a framework for developing practical actions that contribute to Aboriginal and Torres Strait Islander reconciliation through building and encouraging relationships; fostering and embedding respect; and, developing opportunities.
- 5.2 To build on the achievements of the City of Salisbury's 2013-2016 RAP, the RAP is being renewed. Internal and external consultations were undertaken to inform the development of the next RAP.
- 5.3 The next RAP response has been drafted at an Innovate level based on Reconciliation Australia's template.
- 5.4 Reconciliation Australia's involvement with the review process is required for the next Plan to be endorsed and classified as a RAP.
- 5.5 It is recommended that Council endorse the draft Innovate level RAP to proceed through the review and endorsement processes for the City of Salisbury's next RAP.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 09/04/2018

Status Report - Reconciliation Action Plan Implementation 2017

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|--|----------|-----------|--|---|
| <p>Key Direction 1: Strengthening Relationships <i>Through acknowledging and working with Aboriginal community members, Council will be better placed to enhance service delivery, share knowledge and develop opportunities for greater participation and engagement.</i></p> | | | | |
| Establishment of the RAP Working Group: the City will establish the reconciliation working group, comprising Aboriginal and non-Aboriginal representatives, to support the development of the RAP and oversee its implementation. | May 2013 | Completed | <ul style="list-style-type: none"> The RAP Working Group was established. First meeting held on 16 April 2013. The Working Group meetings are held on a quarterly basis. Continues as a functioning Working Group including monitoring implementation plans and actions. | Action continues in 2017. The RAP Working Group was reviewed in 2017 with membership and Terms of Reference updated. |
| Recognition of Significant Dates: the City will recognise and support a program of events significant to Aboriginal dates. | Ongoing | Ongoing | <ul style="list-style-type: none"> Reconciliation Week and NAIDOC Week are recognised with a range of activities across the City of Salisbury. A list of selected significant Aboriginal dates is available on the City of Salisbury Reconciliation website, as approved by the RAP Working Group. A selection of significant Aboriginal and Torres Strait Islander dates appears in the City of Salisbury Calendar; and Cultural Events calendar. Banners are displayed in Council foyer between Reconciliation and NAIDOC weeks. | Action continues in 2017. This included 13 public activities and 1 non-public event held across Salisbury to recognise and celebrate Reconciliation and NAIDOC Weeks. 2016 – approx. 590 people attended across all events. (19% Aboriginal) 2017 – approx. 955 people attended across all events. (19% Aboriginal) |

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|---|-----------|-----------|---|---|
| Collaboration: the City will engage collaboratively with Aboriginal people to develop better ways of working and understanding between the community and Council. | June 2014 | Completed | <ul style="list-style-type: none"> Aboriginal members of the RAP Working Group consulted and provided advice on implementing RAP actions. Aboriginal and Torres Strait Islander Community Engagement Guidelines have been endorsed by the RAP Working Group and included in the Council's Community Engagement Handbook. | Aboriginal members of the RAP Working Group continue to be consulted and provide cultural advice on implementing RAP actions. |
| Resource Promotion: the City will work to create greater awareness of Council grants, resources, services and programs in the Aboriginal community. | June 2014 | Ongoing | <ul style="list-style-type: none"> RAP Working Group members are provided with information about Council grants, resources, services and programs to disseminate to their community networks. | Action continues in 2017. |
| Cultural Arts Partnership: the City will continue to develop arts and cultural partnerships for the delivery of Aboriginal arts programs, including the existing partnership with Marra Dreaming. | Ongoing | Ongoing | <ul style="list-style-type: none"> MoU with Marra Dreaming Indigenous Arts (2015 – 2017) to deliver Indigenous arts and cultural projects. Representatives from Marra Dreaming met with Council staff to: plan artwork for the annual NAIDOC exhibition. Delivery of arts activities as part of Reconciliation/ NAIDOC program of events. Cultural arts/crafts program was included in major events including the Salisbury Secret Garden and, St Kilda Celebrates. | <ul style="list-style-type: none"> Marra Dreaming developed Totem Poles for an art instalment at Pooraka Farm Community Centre. Cultural arts/crafts program was included in major events including the Salisbury Secret Garden. Display of artworks at the NAIDOC Exhibition 2017. |
| Community Support: the City will support Aboriginal community groups in establishing networks. | Ongoing | Ongoing | <ul style="list-style-type: none"> Discussions regarding scoping a location for a cultural focus. | <ul style="list-style-type: none"> Kurna representative position on the Tourism and Visitor Strategy sub-committee. Kurna Elder sharing cultural information with a CALD English language class as part of Reconciliation & NAIDOC weeks activities.(Links to Intercultural Strategic Plan) |

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|--|----------|-----------|--|--|
| <p>Key Direction 2: Enhancing Respect <i>Promoting respect for Aboriginal culture and communities will increase the City of Salisbury's capacity to embrace diversity and create stronger relationships.</i></p> | | | | |
| Acknowledgement Protocols: the City will develop protocols which show recognition of Aboriginal culture and heritage. This will include: Acknowledgement of Country; Welcome to Country; and flag display | Dec 2013 | Completed | <ul style="list-style-type: none"> • 'Welcome to Country' and 'Acknowledgement to Country' protocols and guidelines have been endorsed and available on the Reconciliation website. • Welcome to Country and Aboriginal Cultural learning has been included in the CoS Familiarisation sessions. • The display of the Aboriginal flag included in Council's endorsed flag policy. • Flag on permanent display from December 2013. | <p>Action continues in 2017.</p> <ul style="list-style-type: none"> • 'Acknowledgement to Country' read at Council meetings. • 'Welcome to Country' presented at some major events eg: Salisbury Secret Garden launch event. • Welcome to Country presented at Council's Harmony Day Event; and, Citizenship Ceremonies.(Links to Intercultural Strategic Plan) |
| Cultural Awareness: the City will develop and implement a phased Aboriginal cultural awareness and development program for all City of Salisbury staff, Elected Members and volunteers. | Ongoing | Ongoing | <ul style="list-style-type: none"> • Two 'Understanding Cultural Awareness in the Workplace' sessions held in 2014 at Twelve25 and Morella Community Centre. • 18 senior staff attended Aboriginal cultural awareness sessions in 2015. • Aboriginal cultural awareness session presented at Community Development Managers meeting in June 2015. • The Volunteer Handbook includes an Acknowledgement to Country statement and a reference to the Reconciliation Action Plan. • 3 slides have been included about Aboriginal culture information and Reconciliation Action Plan on the staff online induction modules. | <p>Action continues in 2017</p> <ul style="list-style-type: none"> • 239 staff attended Aboriginal cultural awareness workshop sessions. • 31 staff attended Aboriginal cultural awareness bus tour format 'Walking on Country'. |

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|--|-------------------|-------------|--|---|
| Indigenous Land Use Agreement (ILUA): the City will continue its commitment to involvement in the Local Government Association ILUA negotiation and the development of Aboriginal Heritage protocols as part of the Agreement. | Unknown | In progress | <ul style="list-style-type: none"> The ILUA has been drafted Council endorsed being a signatory. ILUA is still being finalised. Completion date unknown at this time. | Action continues in 2017. |
| Wodliparri Trail Renewal: the City commits to working with the Pledger family and Tauondi College in the renewal and upkeep of Wodliparri Trail in Kurna Park. | Continuous upkeep | Ongoing | <ul style="list-style-type: none"> Signage incorporating Aboriginal Cultural information about Tapa Wardlipari at Kurna Park has been developed and installed in consultation with the RAP Working Group. | Exploring opportunities for renewal of Tapa Wardlipari vegetation trail. |
| Art Displayed in Council Buildings: the City will incorporate the use and display of Aboriginal art/design in public buildings/spaces with appropriate explanation of significance and meaning. | Ongoing | Ongoing | <ul style="list-style-type: none"> Aboriginal artworks are displayed in committee rooms, executive offices, Council Chamber and the Jack Bormann meeting room and the artists acknowledged. Aboriginal artists' works have been incorporated into exhibitions at Council throughout the year. The piano from 2015 Salisbury Secret Garden is on permanent display in the John Harvey Gallery. | Action continues in 2017. Storyboards about Phoebe Wanganeen and Gladys Elphick were developed and displayed as part of the NAIDOC exhibition 2017 'Respecting Our Aboriginal Community Leaders'. These were developed in consultation with family representatives. |

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|--|-----------|-----------|---|--|
| Cultural promotion: the City will identify opportunities to promote Aboriginal culture through its website, social media, publications and media. | Ongoing | Ongoing | <ul style="list-style-type: none"> The Council's Website provides information about: the RAP; Acknowledgement Protocols; significant dates; and link to the Reconciliation/NAIDOC program. Copies of the RAP are available through Council's Reconciliation website and Council Office – James Street. A selection of significant Aboriginal and Torres Strait Islander dates appears in the City of Salisbury Calendar; and cultural events calendar. | <p>Action continues in 2017.</p> <ul style="list-style-type: none"> Salisbury Aware articles/ photos recognising the Aboriginal community appeared in the Autumn and Spring 2017 editions; and July and November 2016 editions. Salisbury Senior's Magazine articles/ photos recognising the Aboriginal community. Promotion of the Reconciliation & NAIDOC program appears in Messenger Live it Up, Salisbury Aware, Salisbury Senior's Magazine and is available on the Council's Reconciliation website. Information about Reconciliation & NAIDOC Weeks activities is promoted to key multicultural services and Council's CALD community groups in Salisbury. (Links to Intercultural Strategic Plan) |
| RAP Launch: the City will launch and promote the Reconciliation Action Plan through a civic event. | July 2013 | Completed | <ul style="list-style-type: none"> The RAP was launched on 4 December 2013 with a civic reception planned in consultation with the RAP Working Group. | |
| RAP registration: the City will register the Reconciliation Action Plan on the Reconciliation Australia website. | May 2013 | Completed | <ul style="list-style-type: none"> The RAP was registered with Reconciliation Australia, who endorsed it in June 2013 and the Plan uploaded to the Reconciliation Australia website. | |
| Heritage markers and Signage: the City will implement the corporate signage policy in consultation with Reconciliation Action Plan Working Group for the provision of heritage markers and signage recognising | Ongoing | Ongoing | <ul style="list-style-type: none"> The Kurna Heritage Marker Public Artwork "Together Woven" located at Greenfields Wetlands was launched in May 2013. Signage that incorporates information about Tapa Wardlipari and Aboriginal heritage has been completed and | Cultural signage in three areas in Mawson Lakes was approved by representatives from the RAP Working Group and installed. |

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|---|---------------|-----------|---|---|
| Aboriginal culture and history. | | | installed at Kurna Park in consultation with RAP Working Group members. | |
| Library Resources: the City will make available a range of resources for children and young people to educate about Aboriginal culture and history. | December 2013 | Completed | <ul style="list-style-type: none"> Activities continue including Dreamtime story and craft; and Aboriginal artefacts and the Dreamtime ; including basking weaving craft; and Aboriginal cultural display during NAIDOC week. Aboriginal Culture and History resources including books, AV and newspapers are purchased for the library collection. | In 2017 activities included NAIDOC Storytime; Meeting Kurna Puppet Show; and Cultural display from Australian Museum. |
| Awards: the City will promote all awards programs and encourage nominations from the Aboriginal community. | Ongoing | Ongoing | <ul style="list-style-type: none"> As Council awards are promoted the information will be sent to RAP Working Group members for circulation through their networks. | Action continues in 2017. |

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|--|------------|-----------|--|---------------------------|
| Key Direction 3: Building Opportunities <i>Increasing and enhancing opportunities for Aboriginal people to actively and meaningfully participate in the social, economic and political activities in Salisbury.</i> | | | | |
| Traineeships: the City will explore the feasibility of providing traineeships to Aboriginal young persons. | April 2014 | Completed | The Aboriginal trainee who commenced in April 2014 has completed the traineeship in HACC Administration in October 2015. This included undertaking a Certificate 3 in Business Administration. Opportunities for traineeships are continuing to be explored. | |
| Procurement: the City will investigate the potential to incorporate Aboriginal supplier diversity in procurement practices to provide employment and economic development opportunities for Aboriginal people and / or their businesses. | Ongoing | Ongoing | <p>Within the 2015 update of the Council’s Procurement Policy, a Sustainable Procurement section has been added which specifically</p> <p>“...encourages the consideration, where deemed appropriate, of sustainable and social inclusion elements such as:</p> <ul style="list-style-type: none"> • Creating employment and training opportunities (particularly among disadvantaged groups such as people with disability or mental illness, migrants, Indigenous) thus providing social inclusion and an opportunity for those to participate in the local community. • Diversity and equality in the supplier market – encouraging a diverse base of suppliers (e.g. minority or under-represented suppliers). <p>Local sustainability – building and maintaining healthy, strong communities, support social inclusion and enhancing wellbeing of local residents by striving to generate local employment.</p> | Action continues in 2017. |

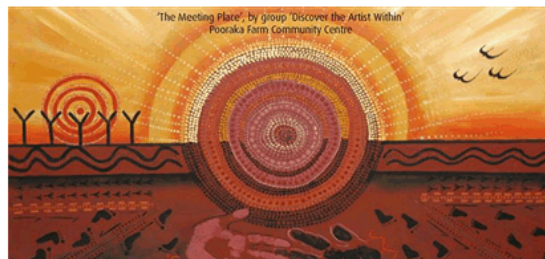
| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|--|----------|----------|---|---|
| Education: the City recognises and supports the academic achievements and aspirations of Aboriginal students by providing or supporting the following education programs: three tertiary education scholarships per annum (Phoebe Wanganeen Indigenous Scholarships) and Just Too Deadly Educational Achievement Awards. | Ongoing | Ongoing | <ul style="list-style-type: none"> Phoebe Wanganeen Aboriginal and Torres Strait Islander Scholarship awarded to two students in 2014 three students 2015 one student in 2016 Aboriginal School Attendance – Northern Adelaide project (Salisbury, Playford, and Gawler) 2015. In collaboration with DECD, Catholic Education and Independent Schools. Four regional forums for Aboriginal families held to highlight the importance of schools attendance; and, developing strategies to support students to increase school attendance and participation. | Action continues in 2017 <ul style="list-style-type: none"> Phoebe Wanganeen Aboriginal and Torres Strait Islander Scholarship awarded to one student in 2017. One student has successfully completed the Scholarship during 2017. Council continues to support, with sponsorship, the 'Just Too Deadly' Educational Achievement Awards for year 7 students in the Salisbury region. |
| Employment training: the City commits to supporting the Salisbury Parks and Gardens Course to provide opportunities to gain horticultural skills and employment for Aboriginal youth. | 2014 | Pending | Exploring alternate partnerships with Tauondi College or other training providers. | Action continues in 2017. |

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|---|--------------------|-----------|---|--|
| Closing The Gap: the City will actively participate in the Northern Adelaide Urban and Regional Strategy around Closing The Gap partnership to jointly identify local problems and solutions, in collaboration with Salisbury Aboriginal community. | Ongoing until 2014 | Completed | <ul style="list-style-type: none"> The City of Salisbury is a member of the Urban and Regional Strategy: Northern Adelaide Solutions Group (NASG) that guided and advised on local work to Close the Gap of Indigenous Disadvantage. Links with the City of Salisbury has included liaison with HACC. Department of Prime Minister and Cabinet funding was received to continue the work of Closing the Gap for Aboriginal School Attendance – Northern Adelaide (Salisbury, Playford, and Gawler). In collaboration with DECD, Catholic Education and Independent Schools, four regional forums for Aboriginal families during May/ June 2015 were implemented to highlight the importance of school attendance; and, developing strategies to support students to increase school attendance and participation. | City of Salisbury is represented on the regional 'Making an Impact Project'. |
| HACC Services: the City will develop culturally responsive Home and Community Care (HACC) services in consultation with Aboriginal seniors. | 2013 | Ongoing | <ul style="list-style-type: none"> A partnership was developed with the NASG and City of Salisbury HACC program. An 18 month traineeship has been completed for an Aboriginal trainee with the Salisbury HACC team. | Action continues in 2017 <ul style="list-style-type: none"> Aboriginal people have access to Salisbury's Commonwealth Home Support program. Continuing to develop relationships with Aboriginal Elders and community members. Reconciliation & NAIDOC Weeks activities held at: Paralowie Garden; Jack Young Centre; and Pine Lakes Centre. |

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|---|-----------|-----------|--|--|
| Health and Wellbeing: the City will aim to increase participation of Aboriginal people in physical activity and healthy eating programs, which includes exploring partnerships and funding opportunities. | Ongoing | Ongoing | Discussions held with OPAL and Aboriginal Community Education Manager (DECD) about involvement in sports development opportunities. The funding application to the Office for Recreation and Sport for the establishment of an Aboriginal Sports Development Plan has been successful. \$10,000 has been allocated to this project. | Action continues in 2017. A project with the focus of increasing Aboriginal participation in structured sports in Salisbury is under development. |
| Tracking Progress and Reporting | | | | |
| Final version of the RAP is endorsed by Salisbury Council. | June 2013 | Completed | The RAP endorsed by Council in May 2013. | |
| The RAP is submitted to Reconciliation Australia for endorsement. | June 2013 | Completed | The RAP was registered with Reconciliation Australia, endorsed in June 2013 and the Plan uploaded to the Reconciliation Australia website after the Launch event on 4 December 2013. | |
| The RAP is launched. | July 2013 | Completed | The Reconciliation Action Plan was launched at an event held in the John Harvey Gallery on 4 December 2013. The event included Welcome to Country, an Aboriginal cultural performance and key note speakers. The launch concluded with the Aboriginal flag raising ceremony. | |
| The RAP is promoted internally within the City of Salisbury and made available to the public on the Council website and the Reconciliation Australia websites. | Ongoing | Ongoing | The RAP was circulated to Community Centres, Libraries and Council's James Street Reception area. The Plan is available on Council's Reconciliation website and the Reconciliation Australia websites. | Action continues in 2017. |

| Action | Timeline | Progress | Summary Comments 2014 - 16 | Comment 2017 |
|--|------------------------|-------------|--|--|
| The RAP report is produced annually and submitted to Reconciliation Australia and to Council. | June Annually | Ongoing | The RAP report drafted and submitted to Council for approval. The Reconciliation Australia's RAP Report: Impact Measurement Questionnaire submitted annually. | The Reconciliation Australia's RAP Report: Impact Measurement Questionnaire has been submitted to Reconciliation Australia for the reporting period July 2016 – June 2017. |
| The RAP is refreshed every three years in consultation with Council's RAP Working Group and Reconciliation Australia | January – June 2016 | In progress | Process being scoped for the development of the next RAP. | Next RAP consultations undertaken and development of a draft for the next RAP is in progress. |

NEXT RECONCILIATION ACTION PLAN ENGAGEMENT REPORT 2017



The City of Salisbury acknowledges that we are on the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

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- F. Responses Summary
- G. Correlation of Community Survey to next Reconciliation Action Plan Actions

Summary

Appendix

- 1. Reconciliation Action Plan Community Survey

INTRODUCTION

Council's inaugural Reconciliation Action Plan (RAP) was endorsed in 2013 and is due for renewal. To inform the next RAP development the current context; and, outcomes of the current RAP were scoped. Consultations were undertaken with key areas of Council and a Community Survey implemented to inform the actions and deliverables for the next RAP. The outcomes of these consultations have been incorporated into the draft responses for the next RAP based on Reconciliation Australia's Innovate template.

BACKGROUND

A. Purpose of Reconciliation Action Plans

Reconciliation Australia states that Reconciliation Action Plans (RAPs) provide a framework for organisations to realise their vision for reconciliation. RAPs are practical plans of action built on relationships, respect and opportunities. RAPs create social change and economic opportunities for Aboriginal and Torres Strait Islander Australians.

B. Australian, South Australian and Salisbury Context

Australian Context

The Australian Government (<http://www.indigenous.gov.au/jobs-land-and-economy>) is committed to achieving better results for Aboriginal and Torres Strait Islander Australians.

The Indigenous Advancement Strategy consolidates the many different Indigenous policies and programs that were delivered by Government into five overarching programs. The program streams are:

- a) Jobs, Land and Economy: Having a job helps people build the future they want for their families and their communities.
- b) Children and Schooling: A good education is essential for a good future and that starts with making sure children and young people go to school every day.
- c) Safety and Wellbeing: We all want to live in a community where we feel safe. It's our right.
- d) Culture and Capability: Recognising Aboriginal and Torres Strait Islander peoples, history and culture is about respect for all Australians.
- e) Remote Australia Strategies: All communities are different, which means we need flexible approaches for how governments and communities work together.

Reconciliation Australia's (<https://www.reconciliation.org.au/about/>) ambition is to enable all Australians to contribute to the reconciliation of the nation. Their vision for reconciliation is based on five inter-related dimensions:

- race relations;
- equality and equity;
- unity;
- institutional integrity; and
- historical acceptance.

Reconciliation Australia builds relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples. They connect people through shared experiences, expectations and knowledge; and educate people about Aboriginal and Torres Strait Islander histories, cultures, identities and successes. Reconciliation Australia also coordinates the national Reconciliation Action Plan program; and provides feedback, advice and endorsement for Reconciliation Action Plans.

South Australian Context

Aboriginal Affairs and Reconciliation: Department of State Development's (<http://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-affairs-and-reconciliation>) primary role is to:

- empower Aboriginal people to have a stronger voice in government decision-making and provide leadership in promotion of effective governance arrangements.
- provide whole of government policy advice and leadership.
- support skills development, job creation and sustainable employment for Aboriginal people.
- support engagement with Aboriginal stakeholders including the provision of culturally appropriate advice to government.
- develop and coordinate whole of government strategies.

- support the South Australian Aboriginal Advisory Council, Chief Executive's Group on Aboriginal Affairs and other representative bodies as required.
- encourage across-government knowledge sharing and support of reconciliation.
- provide advice and support to the Minister for Aboriginal Affairs and Reconciliation on the administration of legislation committed to the Minister.

Reconciliation SA (<http://www.reconciliationsa.org.au/reconciliation/about>) promotes the people's movement for reconciliation at a state level. Their vision is to increase understanding of the shared history of all South Australians that recognises and enacts the rights of Aboriginal and Torres Strait Islander people to live in a just and equitable society.

Salisbury Context

The City of Salisbury has a long commitment to Aboriginal culture and heritage. This included the Martirendi Partnership Agreement in 1999 between the City of Salisbury and the Northern Metropolitan Aboriginal Council (NMAC). It was an important agreement for its time. This commitment was strengthened through the 2013 – 2016 Reconciliation Action Plan. This plan is being renewed to build on previous successes and learnings; and to identify future strategies to reinforce our commitment to continuing the reconciliation journey.

The following provides a snapshot of ABS data 2016 for the Aboriginal and Torres Strait Islander demographics Salisbury LGA.

ABS data 2016: Aboriginal and Torres Strait Islander people – City of Salisbury population

| | Number | Percentage of Salisbury LGA ATSI population | Percentage of Salisbury LGA population |
|------------------|--------|---|--|
| Total population | 2747 | | 2% |
| Males | 1363 | 49.6% | 1.98% |
| Females | 1383 | 50.4% | 2% |

The total Aboriginal and Torres Strait Islander population has increased by 291 from the 2011 data and the percentage of Salisbury LGA population has increased from 1.9% to 2%.

53% of all Aboriginal and Torres Strait Islander people in South Australia (34,184) live in the Greater Adelaide region (18,403). Of those who live in the Greater Adelaide region, 47 % live in the combined areas of Salisbury LGA (2,747), Port Adelaide Enfield LGA (2,803) and Playford LGA (3,091).

Educational Institution attended

| | Number | Percentage of Salisbury LGA Aboriginal and Torres Strait Islander population |
|-----------------------------|--------|--|
| Pre-school | 97 | 3.5% |
| Primary school | 476 | 17.3% |
| Secondary school | 263 | 9.6% |
| TAFE | 64 | 2.3% |
| University | 66 | 2.4% |
| Other Education Institution | 28 | 1.0% |

There has been an increase in number and percentage of Aboriginal and Torres Strait Islander students attending educational institutions at all levels as compared to the 2011 data particularly for: pre-school from 2.9% to 3.5%; primary school from 14.8% to 17.3%; and, university from 1.6% to 2.4%.

Age ranges

| Age | Number | Percentage Aboriginal and Torres Strait Islander population Salisbury LGA |
|-------------|--------|---|
| 0-4 | 343 | 12.49% |
| 5-9 | 342 | 12.45% |
| 10-14 | 300 | 10.92% |
| 15-19 | 288 | 10.48% |
| 20-24 | 234 | 8.52% |
| 25-29 | 234 | 8.52% |
| 30-34 | 179 | 6.52% |
| 35-39 | 146 | 5.31% |
| 40-44 | 141 | 5.13% |
| 45-49 | 113 | 4.11% |
| 50-54 | 127 | 4.62% |
| 55-59 | 114 | 4.15% |
| 60-64 | 74 | 2.69% |
| 65 and over | 119 | 4.33% |

The current data indicates that 63% of the Aboriginal and Torres Strait Islander population in the Salisbury LGA is under the age of 30. A noted increase is with the Aboriginal and Torres Strait Islander population 65 and over from 2011 data: 56 (2.3%) to 2016 data: 119 (4.33%).

Employment Status

| Employment status | Number | Percentage (Aboriginal and Torres Strait Islander labour force) | Percentage City of Salisbury total population comparison |
|--------------------|--------|--|--|
| Employed full-time | 470 | 49.6% | 54.4% |
| Employed part-time | 227 | 24.0% | 30.7% |
| Unemployed | 174 | 18.5% | 10.1% |

The 2016 data, compared to the 2011 data, for the Aboriginal and Torres Strait Islander labour force population for the Salisbury LGA, shows similar percentages for full time employment (from 50.1% to 49.6%) ; a decrease in part-time employment (from 31% to 24%) and approximately the same percentage for unemployment (from 18.9 % to 18.5%). The unemployment gap between the Salisbury Aboriginal and Torres Strait Islander population (18.5%) and City of Salisbury total population (10.1%) is distinct in comparison for full time and part-time employment percentage differences.

C. Current Reconciliation Action Plan Overview

The current RAP was endorsed in 2013 with the vision 'To work in collaboration with the community to promote a culture of diversity, inclusion and opportunity that supports participation and engagement in all aspects of community life'.

The current RAP focuses on:

Strengthening Relationships: *through acknowledging and working with Aboriginal community members, Council will be better placed to enhance service delivery, share knowledge and develop opportunities for greater participation and engagement.*

Examples of Council's achievements:

- The Reconciliation Action Plan Working Group oversees the implementation of the RAP and Aboriginal members provide cultural advice.
- Annual Reconciliation and NAIDOC program of events across the City of Salisbury.
- Supporting key calendar dates through inclusion in the Council calendar and on the Reconciliation website.
- Partnership with Marra Dreaming Indigenous Arts to support art and cultural development.
- Exhibition of Aboriginal and Torres Strait Islander art work in the John Harvey Gallery during July each year which corresponds with NAIDOC celebrations.

Enhancing Respect: *promoting respect for Aboriginal culture and communities will increase the City of Salisbury's capacity to embrace diversity and create stronger relationships.*

Examples of Council's achievements:

- Acknowledgement protocols and guidelines available on the Council's Reconciliation website.
- Permanent display of the Aboriginal Flag at Council - James Street.
- Kurna Heritage Markers at: Kurna Park (Tapa Wardlipari); three significant areas at Mawson Lakes; and 'Together Woven' at the Greenfields Wetlands.
- Cultural Awareness training for staff (270 staff in 2017; 18 senior staff in 2015).
- Aboriginal art displayed at Council -James Street.

Building Opportunities: *increasing and enhancing opportunities for Aboriginal people to actively and meaningfully participate in the social, economic and political activities within Salisbury.*

Examples of Council's achievements:

- Implementation of the Phoebe Wanganeen Aboriginal and Torres Strait Islander Education Scholarships which supports Aboriginal and Torres Strait Islander residents to study at any South Australian University or TAFE SA.
- Sponsor of the 'Just too Deadly' Educational Achievement Awards- northern Adelaide, which recognises Aboriginal students who complete the milestones of Year 7 within the Salisbury region.
- Procurement – as part of the Northern Economic Assessment Model there will be consideration to Aboriginal businesses.
- Aboriginal Trainee position in HACC Services.
- Closing the Gap – City of Salisbury membership of the previous Northern Adelaide Urban and Regional Strategy Group; and current 'Making an Impact' Group.

Consultations

Consultations were undertaken to:

- build on previous RAP successes and learnings.
- identify future strategies to reinforce our commitment to the Reconciliation journey.

D. Internal Consultations

Executive Group

In June 2016 a report was submitted to the Executive Group to seek endorsement for work to commence on the development of the next RAP. Reconciliation Australia has changed the format for Reconciliation Action Plans (RAPs) and there are now 4 templates. These are: Reflect; Innovate; Stretch; and Elevate.

Executive Group endorsed the process to commence the development of the next RAP .

RAP Working Group

At the May 2016 RAP Working Group meeting there was discussion about renewing the City of Salisbury RAP. At the August 2016 meeting the process to develop the next RAP was overviewed. This included seeking a RAP Working Group representative for the Council's Next RAP Planning Group. Progress updates have been given at each subsequent RAP Working Group meeting.

Next RAP Planning Group

Representatives from Divisions relevant to areas required within the next RAP templates were identified and invited to meet to plan the process for the development of the next RAP. Members represented:

- Communications & Customer Relations (also a LGA Challenge member);
- Parks & Landscape (also an Aboriginal staff member);
- Strategic Procurement;
- People and Culture;
- Economic Development and Urban Policy (also a LGA Challenge member);
- Community Capacity and Learning;
- Community Planning and Vitality; and
- RAP Working Group Aboriginal representative.

These representatives provided advice on the process for engagement and consultation with their areas; and, were key contacts during the development of the next RAP.

Consultation Sessions – Departments/ Divisions

Consultation sessions about the next RAP were undertaken and included:

- the purpose of RAPs and achievements within the current RAP.
- decision to develop the next RAP.
- developing actions for the next RAP.
- ideas for the vision statement.
- overview of the broader consultation process.
- key questions to consider during the consultation:
 - ❖ How has your area already engaged in the reconciliation process?
 - ❖ How can your area further engage with the next RAP to continue the reconciliation journey?
 - ❖ What specific actions (including deliverables, timeline and responsibility) could be included in the next RAP? (also consider resourcing implications and identify any risks).

Consultations were undertaken with representatives from:

City Development

- Economic Development and Urban Policy.
- Strategic Development Projects.
- Development Services.

Business Excellence

- Strategic Procurement.
- Communications and Customer Relations.
- Business Systems and Solutions – Information Management.
- People and Culture.

City Infrastructure

- Parks and Landscape/ Field Services.
- Technical Services.
- Property and Buildings.
- Business Support.

Community Development

- Community Capacity and Learning.
- Community Health and Wellbeing.
- Community Planning and Vitality.
- Social Policy.

Presentations were given at the following staff team meetings:

- Community Planning and Vitality meeting – November 2016.
- Parks and Landscape Leading Workers meeting – November 2016.
- Community Centre Coordinators - March 2017
- Community Development Bi-Monthly Leadership meeting – June 2017.

Informal Strategy Consultation Session

A presentation was given at the Informal Strategy meeting for Elected Members and senior staff in May 2017. This included an overview about the current RAP, plans for the next RAP and a workshop with Mark Waters from Reconciliation SA. The workshop outcomes identified the following key points:

- a) Expanding opportunities for learning Aboriginal history, culture and languages.
- b) Closing the Gap on health and education disparities.
- c) A more culturally inclusive community.

E. Community Survey

A survey (appendix 1) was developed in consultation with the Team Leader Corporate Communications and promoted to City of Salisbury staff and wider community. The survey opened on 13 February and closed on 10 March 2017.

Distribution of the Community Survey included:

- EM Portal.
- RAP Working Group members for distribution to their networks.
- City of Salisbury Facebook.
- City of Salisbury website.
- City of Salisbury Consultation Zone- James Street.
- All staff email.
- Operations Centre.
- Youth Council.
- Community Centres.
- HACC office.
- Libraries.
- Phoebe Wanganeen Scholarship recipients.
- School contacts.
- Tauondi Aboriginal College.
- Incompro Inc.
- Marra Dreaming Indigenous Arts.
- Workabout Centre (DECD Centre that connects Aboriginal youth with pathways to sustainable employment).
- Muna Paiendi (Aboriginal Health Care service).
- Marni Waiendi (Aboriginal and Torres Strait Islander Transition Centre).
- Northern Connections.
- University of South Australia.
- Salvation Army Ingle Farm.

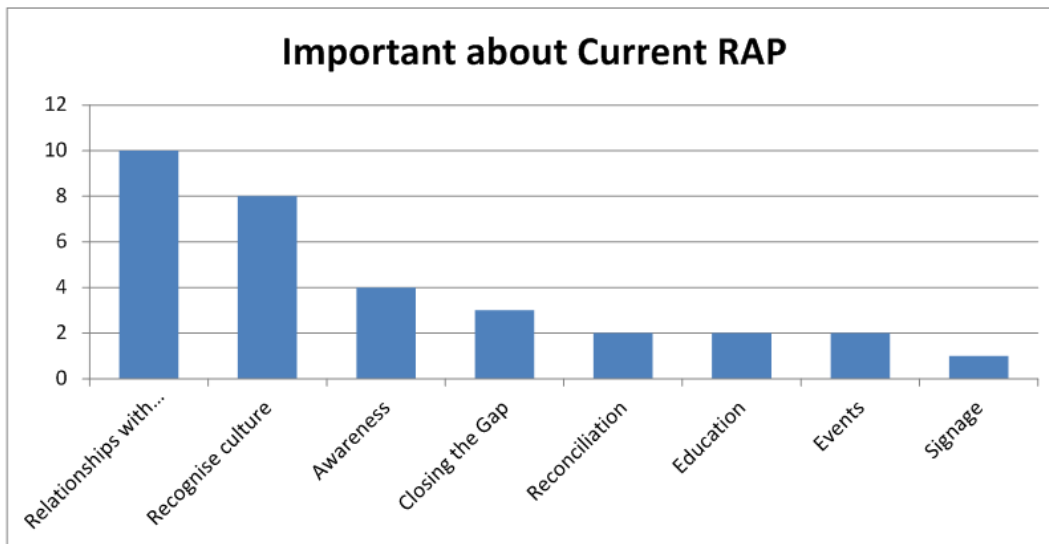
Outcomes of Community Survey

66 responses were received (note: not all questions were answered by all respondents). Of these 53 were hard copy responses and 13 were online.

22 respondents were aware that Salisbury Council has a Reconciliation Action Plan.

The following information is a breakdown of the community survey responses received for each question.

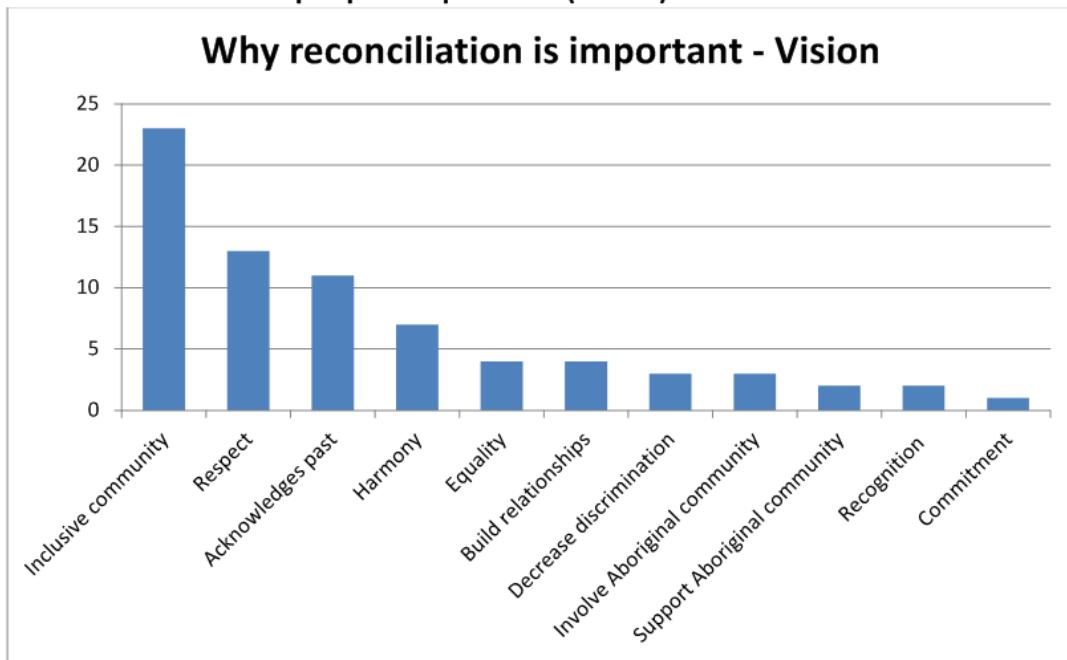
What has been important about the current RAP?



| Main Theme | Examples of Theme comments | Rate of theme response |
|---|--|------------------------|
| Relationships with Aboriginal community | <ul style="list-style-type: none"> • Encouraging their involvement. • Strengthening and fostering positive relationships. • Recognition and inclusion for Indigenous people. • Continuing the engagement with Aboriginal and Torres Strait Islanders. • Giving them an opportunity to have a voice and an avenue to be heard. • People learn to integrate with each other and share their values. • The building of respectful relationships. | 10 |
| Recognise culture | <ul style="list-style-type: none"> • Recognising and celebrating Aboriginal culture. • Recognising the first nation of this land. • Increase awareness of Aboriginal culture. • With understanding we can focus on respecting the Aboriginal culture. • Cultural activities. | 8 |

| | | |
|-----------------|---|---|
| Awareness | <ul style="list-style-type: none"> It has made people aware of the Aboriginal population in Salisbury. Opportunity to increase awareness of Aboriginal culture both within the organisation but in the community too. | 4 |
| Closing the Gap | <ul style="list-style-type: none"> Focus on respecting the Aboriginal culture so we can work together to ensure they have same life chances as other Australian people. | 3 |
| Reconciliation | <ul style="list-style-type: none"> Reconciliation issues that effect the Salisbury Council area and broad community. Opportunity for reconciliation. | 2 |
| Education | <ul style="list-style-type: none"> The scholarship program is a great idea. | 2 |
| Events | <ul style="list-style-type: none"> Cultural activities. Promotion of upcoming events has been great. | 2 |
| Signage | <ul style="list-style-type: none"> Kaurna Park including signage, and Park & Reserve Historical and Interpretive Signage generally. | 1 |

Why is reconciliation between the wider community and Aboriginal and Torres Strait Islander peoples important? (Vision).

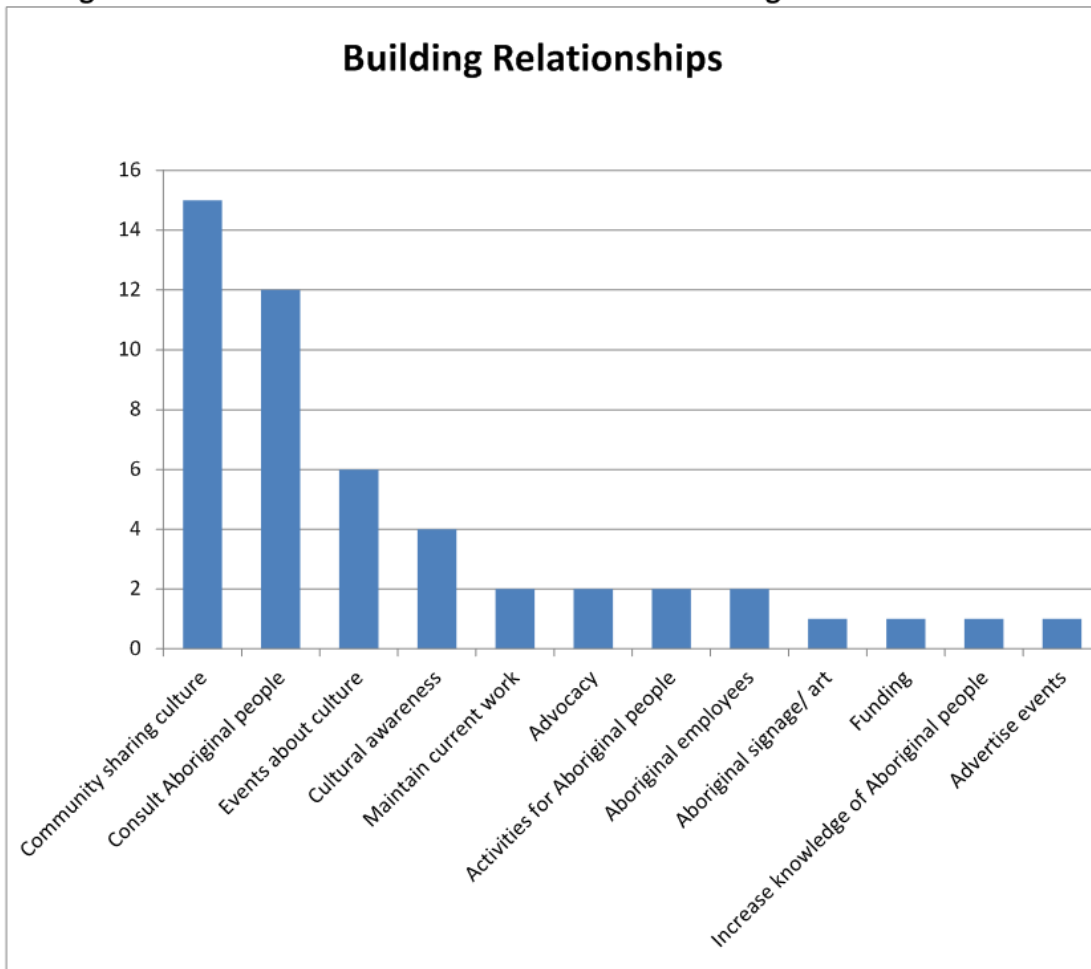


| Main Theme | Examples of Theme comments | Rate of theme response |
|---------------------|---|------------------------|
| Inclusive community | <ul style="list-style-type: none"> More inclusive community. To bring these cultures together. Reconciliation is about unity and respect between Aboriginal and Torres Strait Islanders and non-Indigenous Australians. Embrace Aboriginal and Torres Strait Islander | 23 |

| | | |
|------------------------------|--|----|
| | <p>heritage and values.</p> <ul style="list-style-type: none"> • People need to stand together, learn each other's culture, then promote a respectful relationship and healthy community. • To form bridges between our communities. • Because it means we are one which makes our community a better place. | |
| Respect | <ul style="list-style-type: none"> • Respect for Aboriginal and Torres Strait Islander heritage and valuing justice and equity for all Australians. • Respect between all cultures make a happier, safer community. • It breaks down barriers. It is often ignorance of not knowing what is true. • It promotes respect, tolerance, acceptance. | 13 |
| Acknowledges past | <ul style="list-style-type: none"> • Reconciliation acknowledges past history and national identity. • Heal past hurts. • These people are very important to Australian history and we need to learn from them. • To acknowledge that they are the traditional owners/ true custodians of this land. • Because they need to have opportunities to bridge the gap between their culture (the original culture of this land) and the wider community culture. | 11 |
| Harmony | <ul style="list-style-type: none"> • Promote harmony and help people feel valued in the community. • Promotes wider understanding and unity in the community. Harmony between our peoples. • So we can all get along. • Awareness and respect for diversity of cultures and beliefs results in a stronger and more harmonious community. | 7 |
| Equality | <ul style="list-style-type: none"> • We are all equal and should treat each other as we would like to be treated always. We all should have equal opportunities through our life's journey be it jobs, housing, training and anything else in life. | 4 |
| Build relationships | <ul style="list-style-type: none"> • A way of building relationships and acceptance of different cultures. • It helps build better relationships and brings our community closer. | 4 |
| Decrease discrimination | <ul style="list-style-type: none"> • So that there isn't any discrimination. • To defeat racism. | 3 |
| Involve Aboriginal community | <ul style="list-style-type: none"> • Give this group a voice and have them involved. Need to recognise the many severe issues faced by our ATSI community members, to specifically address them and - most importantly - have their input on how to do this. | 3 |

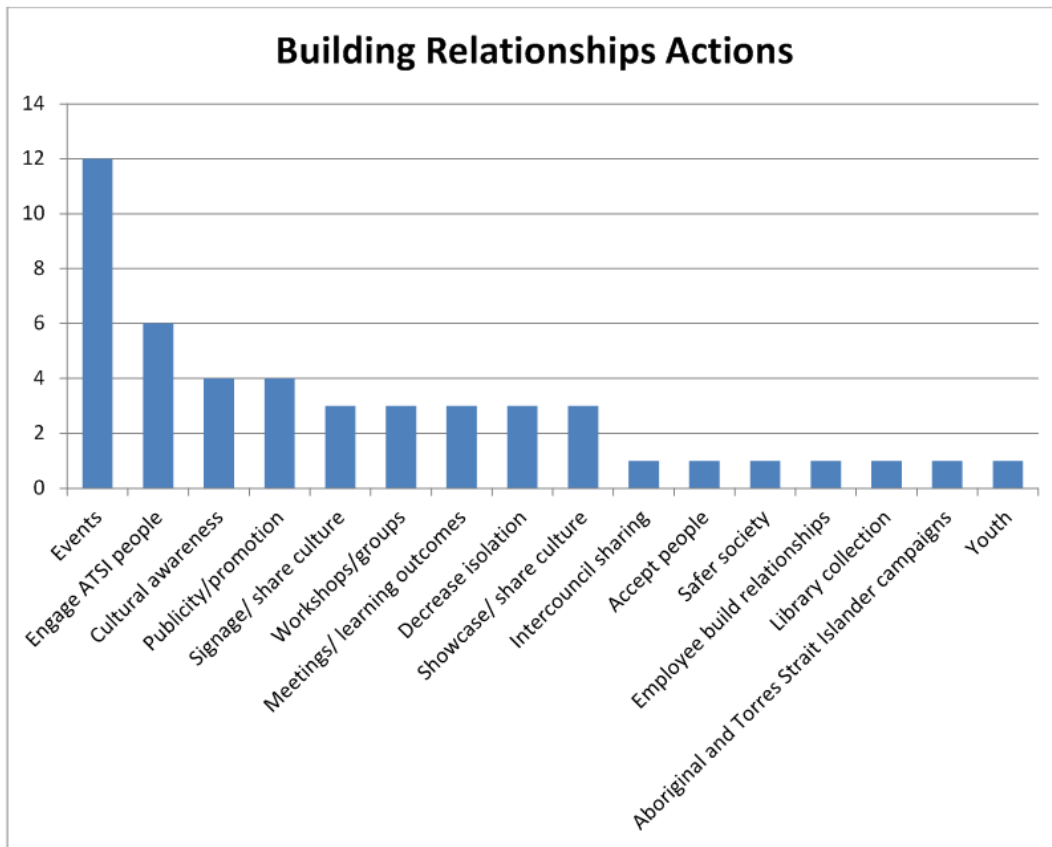
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| | <ul style="list-style-type: none"> Needs to be a stronger emphasis on partnerships with the Aboriginal and general community to bring both cultures together in a positive 'mutually respectful' manner. | |
| Support Aboriginal community | <ul style="list-style-type: none"> Show we as a community support the Aboriginal and TSI culture. | 2 |
| Recognition | <ul style="list-style-type: none"> Recognition and support to drive outcomes that Council and the community would like to see, respect, learning and inclusion. Ensures that they are accepted and recognised within actions taken by Council. | 2 |
| Commitment | <ul style="list-style-type: none"> Demonstrates to ATSI people that Council has a commitment to them, that we want them to achieve, participate and be successful in our local environment. | 1 |

How could Salisbury Council further develop and build relationships with Aboriginal and Torres Strait Islander communities and organisation



| Main Theme | Examples of Theme comments | Rate of theme response |
|---|---|------------------------|
| Community sharing culture | <ul style="list-style-type: none"> Community groups/activities/events. Asking for opinions, build relationships, share experiences. Offer more opportunities to youth of these cultures and older people - have a group in Council with Aboriginal and Torres Strait Islanders. Go on trips together to visit different places. Continue to show respect to their culture and be supportive community. | 15 |
| Consult Aboriginal people | <ul style="list-style-type: none"> When new initiatives are developed and considered we could ask what will be the impact on A&TSI's and can the initiative/project be enhanced. Have regular meetings with Aboriginal committees, find out what they need/want through consultation. Build partnerships with Elders to advocate/ represent their community with Council. Increase partnerships with more organisations and build on the connections with different sections of the community. Continue to look for opportunities to include in current programs and volunteering, ensure Council is welcoming of ATSI peoples, networking and open communication. Listening/learning to what they have to say. | 12 |
| Events about culture | <ul style="list-style-type: none"> Community events with things to do about Aboriginal and Torres Strait Islander cultures. Bring communities together by holding cultural events. Think about how they can be involved/ engaged at events. | 6 |
| Cultural awareness | <ul style="list-style-type: none"> Cultural awareness programs. Aboriginal cultural awareness programs for all City of Salisbury staff, elected members and volunteers. | 4 |
| Maintain current work | <ul style="list-style-type: none"> Keep doing the great work. | 2 |
| Advocacy | <ul style="list-style-type: none"> Recognising the faults in the way government deals with issues and actively advocating against them. | 2 |
| Activities for Aboriginal people | <ul style="list-style-type: none"> Have exclusive things for them to show the community wants them to feel included. | 2 |
| Aboriginal employees | <ul style="list-style-type: none"> Aboriginal traineeships. Training for Indigenous people – Apprenticeships. | 2 |
| Aboriginal signage/art | <ul style="list-style-type: none"> Adding Aboriginal names and/or meanings to place name signage, Aboriginal inspired artwork to selected parks and reserves, with appropriate consultation and involvement. | 1 |
| Funding | <ul style="list-style-type: none"> Allocate for operational funds to support actions. | 1 |
| Increase knowledge of Aboriginal people | <ul style="list-style-type: none"> Improve older generations views of ATSI peoples. | 1 |
| Advertise events | <ul style="list-style-type: none"> Salisbury has lots of events involving Aboriginal community but not widely advertised enough. | 1 |

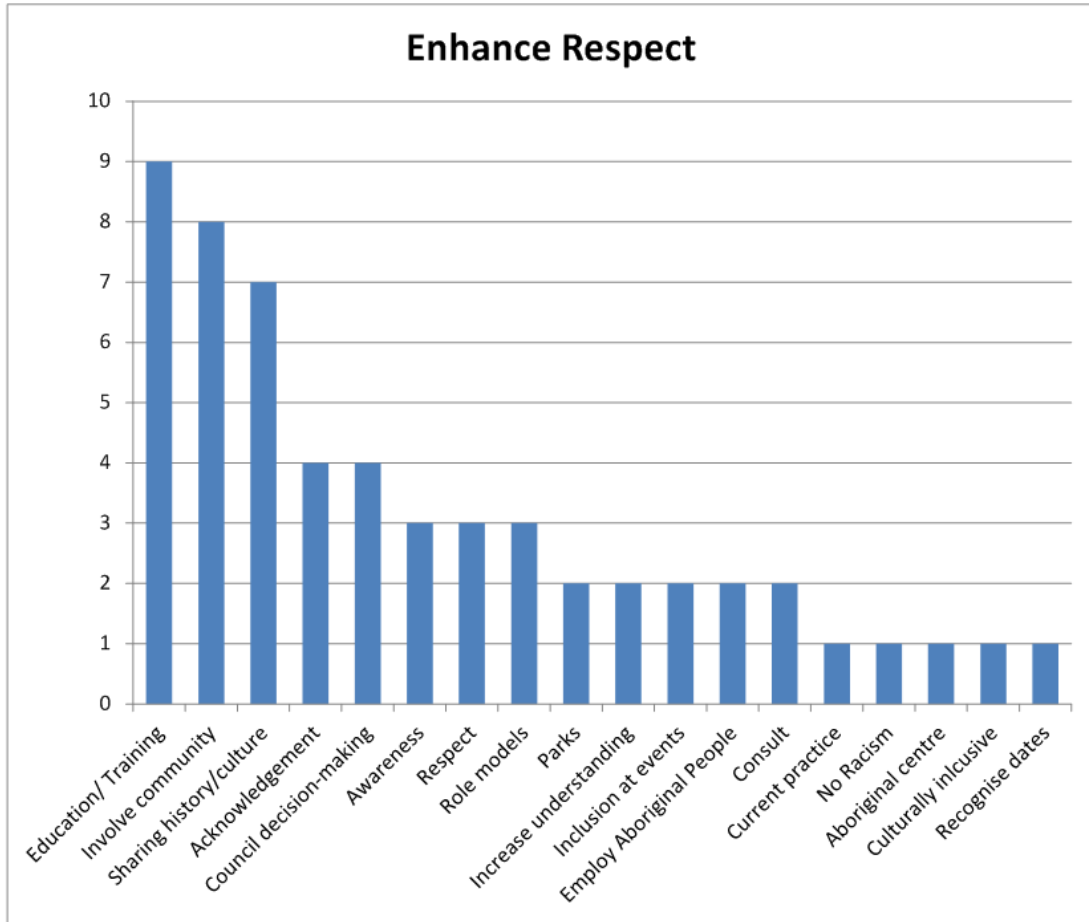
What actions could this include?



| Main Theme | Examples of Theme comments | Rate of theme response |
|--|---|------------------------|
| Events | <ul style="list-style-type: none"> • Events that include Aboriginal culture. • Consulting agencies that work with Aboriginal people to keep them informed about events and elections. • Hold events that bring communities together. • Fund events at local community/ centres that have an Indigenous focus but are for all the community to engage and learn. • A music or sports festival, showcasing community members music, dance & sports talents. | 12 |
| Engage with Aboriginal and Torres Strait Islander people | <ul style="list-style-type: none"> • Liaising with staff from ATSI communities. Engaging with ATSI people. Visiting ATSI communities and organisations. • Connecting with other people, engagement, teamwork, partnership. • Invite Aboriginal people to higher level decision making work groups on a regular basis. • Provide regular engagement opportunities for all Aboriginal organisations and schools in the general business of Council - ie: in libraries, community centres, senior centres etc. | 6 |

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|---|---|---|
| Cultural Awareness | <ul style="list-style-type: none"> • Cultural awareness training mandatory. • Not being racist. • Educate all employees about cultural awareness. | 4 |
| Publicity/promotion | <ul style="list-style-type: none"> • More community publicity. • Education to the general public through seminars, post outs etc. | 4 |
| Signage/share culture | <ul style="list-style-type: none"> • Share the communications in Kurna language as well as normally, to show respect to the local Aboriginal culture. • Markers and points of significance. | 3 |
| Workshops/groups | <ul style="list-style-type: none"> • Short classes for workshops. • Run groups, make programs. • Education to the general public through seminars, post outs etc. | 3 |
| Meetings/learning outcomes | <ul style="list-style-type: none"> • Meetings, discussions and agreed actions to be followed up on. • Providing more learning outcomes for the community as a whole. • Meetings learning how to support them better. | 3 |
| Decrease isolation | <ul style="list-style-type: none"> • Reduction of isolation in communities. • Community gathering. • Morning tea with no agenda. Just to meet a new person. | 3 |
| Showcase/share culture | <ul style="list-style-type: none"> • Continually share culture, language. • Share Aboriginal culture with the multiple cultures entering Salisbury in regular culture sharing exchange type groups that are then responsible for influencing events. • Co-ordination and facilitation of a host program where people from all cultures are welcomed to the city by local Indigenous people, sharing of culture and heritage. | 3 |
| InterCouncil sharing | <ul style="list-style-type: none"> • Inter council 'sharing' of trainees/programs. | 1 |
| Accept people | <ul style="list-style-type: none"> • Accept people as they are and not try to change them. | 1 |
| Safer society | <ul style="list-style-type: none"> • Safer societies. More controls. More areas of gathering. | 1 |
| Employee build relationships | <ul style="list-style-type: none"> • An employee dedicated to fostering and building relationships. | 1 |
| Library collection | <ul style="list-style-type: none"> • A special library collection of stories oral histories. | 1 |
| Aboriginal and Torres Strait Islander campaigns | <ul style="list-style-type: none"> • Aiding ATSI-run campaigns. | 1 |
| Youth | <ul style="list-style-type: none"> • Youth programs. | 1 |

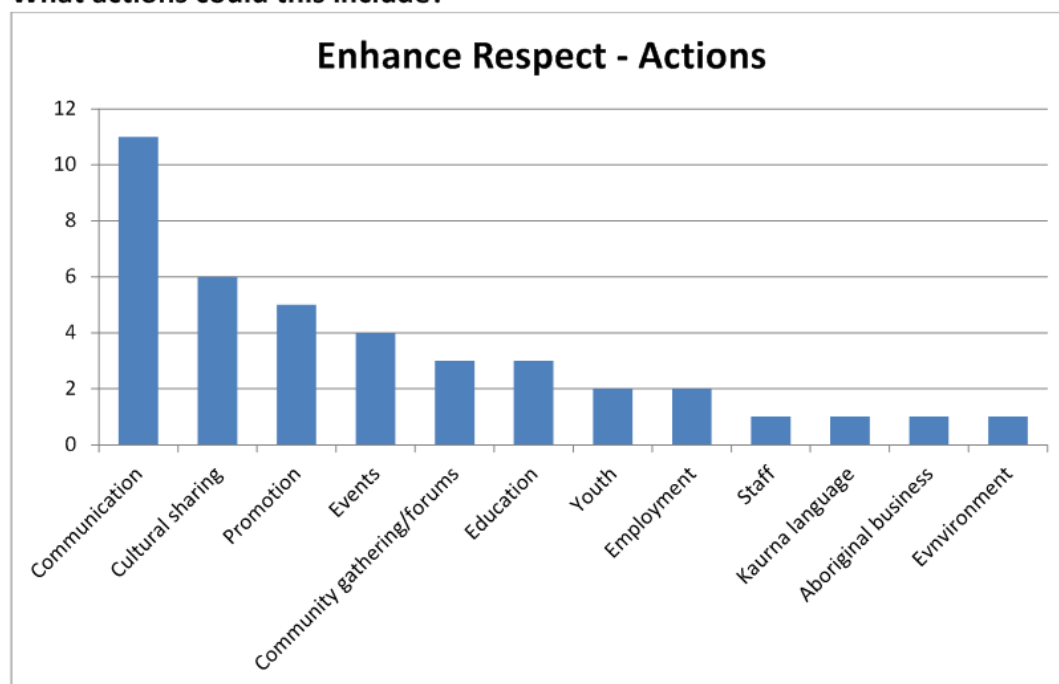
How could Salisbury Council further enhance respect for Aboriginal and Torres Strait Islander people?



| Main Theme | Examples of Theme comments | Rate of theme response |
|---------------------|--|------------------------|
| Education/ training | <ul style="list-style-type: none"> • Education of staff and volunteers. • Education through stories & media eg: Salisbury Aware, Council Facebook, Salisbury Senior’s magazine, library guest speaker etc • By teaching people about their culture. • By learning about their cultures and their history. • Have Aboriginal representatives in the community and university specialists to educate about all aspects of Aboriginality. • Offer a scholarship for ATSI youth to study or engage a young person in an apprenticeship or traineeship. | 9 |
| Involve community | <ul style="list-style-type: none"> • Set up a buddy system. • I would like more community interaction. Having something to talk about in a friendly way. • Share these things with the wider community in every opportunity. • Further inclusion | 8 |

| | | |
|--------------------------|---|---|
| Sharing history/culture | <ul style="list-style-type: none"> • More opportunities for story-telling and the sharing of history. • Show the culture more within the council area. • The Council could hold a 'cultural talk' sort of event or activity, where ATSI's culture can be learned. Some cultural paintings can be displayed, culture specific games can be shared. • By learning about their culture and teach them about our own. • Letting people show their cultures so we can learn about their lives and growing up. | 7 |
| Acknowledgement | <ul style="list-style-type: none"> • Indigenous acknowledgement at key events. • Having a plaque somewhere with an agreement from both people. • Offer flying the ATSI flags. • Including Aboriginal flags in celebrations. | 4 |
| Council decision-making | <ul style="list-style-type: none"> • Include them in more meaningful ways in the business of council. Let them influence some of the broader decision making. • Invitation to speak from RAP chair to council. • Through greater recognition within activities of council. | 4 |
| Awareness | <ul style="list-style-type: none"> • Hold awareness meetings. • By raising awareness of Aboriginal culture and values. | 3 |
| Respect | <ul style="list-style-type: none"> • Respect them as are, respect their identity and their culture. | 3 |
| Role models | <ul style="list-style-type: none"> • Their actions show people (role models). • Posters scattered on the John Street of good Aboriginal role models that live in the Salisbury council area. • More education and leadership setting good examples. | 3 |
| Parks | <ul style="list-style-type: none"> • Could have Elders do the mangrove trail. Kurna Park likewise. • Create an Aboriginal walk or a park including Aboriginal games. | 2 |
| Increase understanding | <ul style="list-style-type: none"> • Bringing together all cultures so there is more understanding between groups. • Promote an understanding of Indigenous views, culture and history. | 2 |
| Inclusion at events | <ul style="list-style-type: none"> • Including Aboriginal people in the events and community forums and ask what sort of events they would be interested in running. • Include Aboriginal groups in major events and city planning. | 2 |
| Employ Aboriginal people | <ul style="list-style-type: none"> • Employing more Indigenous people and giving them more opportunities. • Engage a young person in an apprenticeship or traineeship. | 2 |
| Consult | <ul style="list-style-type: none"> • Consult with the ATSI communities to ask how we could demonstrate respect. | 2 |
| Current practice | <ul style="list-style-type: none"> • I feel that it is of a high and good standard already. | 1 |
| No Racism | <ul style="list-style-type: none"> • Say no to prejudice. | 1 |
| Aboriginal Centre | <ul style="list-style-type: none"> • Have certain places for them like a centre that has information on their history. | 1 |
| Culturally inclusive | <ul style="list-style-type: none"> • Our buildings could be more culturally inclusive including artworks. | 1 |
| Recognise dates | <ul style="list-style-type: none"> • Recognising and celebrating NAIDOC week and Sorry Day. | 1 |

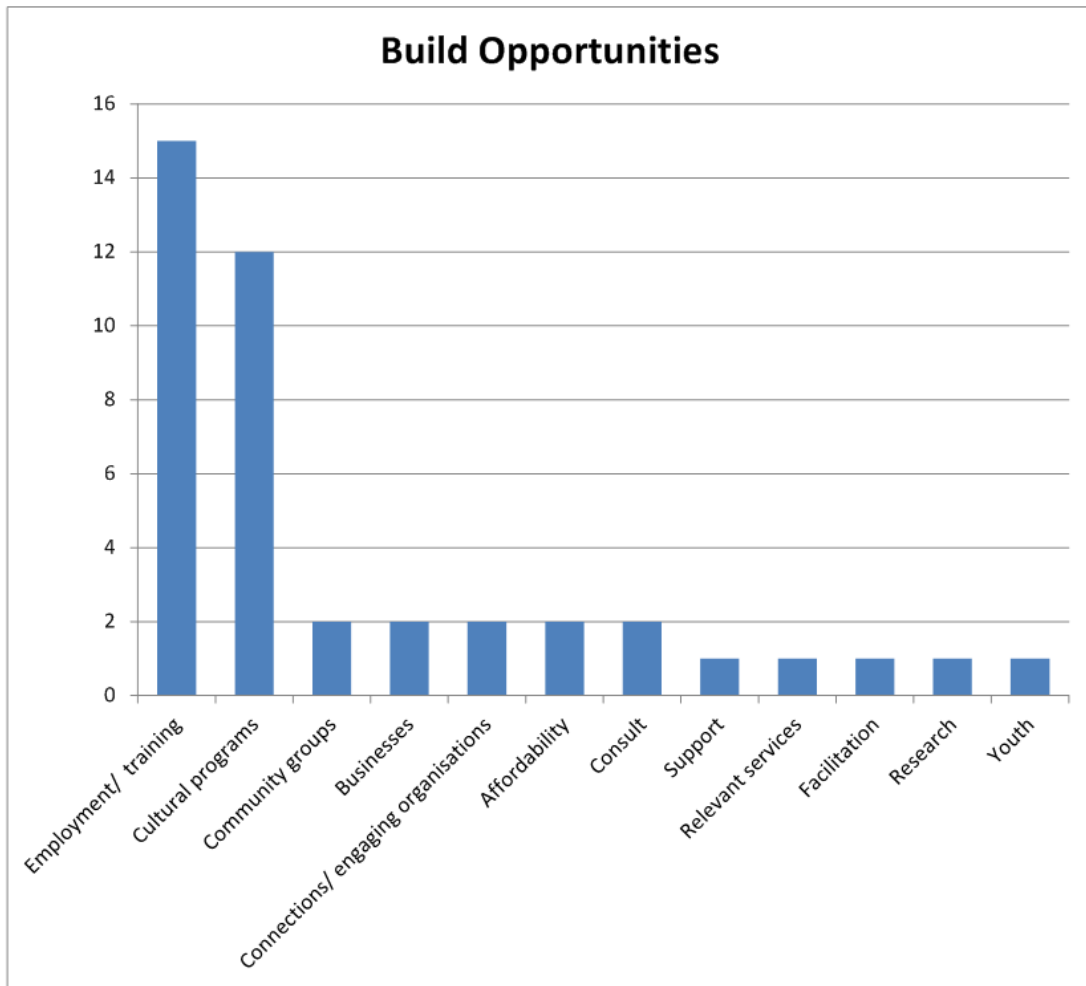
What actions could this include?



| Main Theme | Examples of Theme comments | Rate of theme response |
|-----------------------------|--|------------------------|
| Communication | <ul style="list-style-type: none"> Regular contact with RAP chair on issues affecting the local community. Implementing an ATSI team with the power to decide on actions. Asking them, having meetings with them. Discussion at all meetings around how current services and programs include ATSI people. | 11 |
| Cultural sharing | <ul style="list-style-type: none"> Supporting activities that may be organised by this cultural group. Invite cultural sharing in a structured way. Cultural day (Craft activities, food). Aboriginal culture/ craft groups and exhibits. | 6 |
| Promotion | <ul style="list-style-type: none"> Flyers with information. Advertisement, Internet Ads, Billboards. Advertise the association who already exist (Marra Dreaming). Promote the RAP on website (Salisbury Council). | 5 |
| Events | <ul style="list-style-type: none"> Communicating with ATSI communities and organisations to sort out the best way of organising the event. Shared events at community centres and places of significance. | 4 |
| Community gathering/ forums | <ul style="list-style-type: none"> Have community gathering, ask ATSI people what opportunities they want. Discussion groups. | 3 |
| Education | <ul style="list-style-type: none"> Education in the community about Aboriginal history. Education of the general public. Art-education. | 3 |

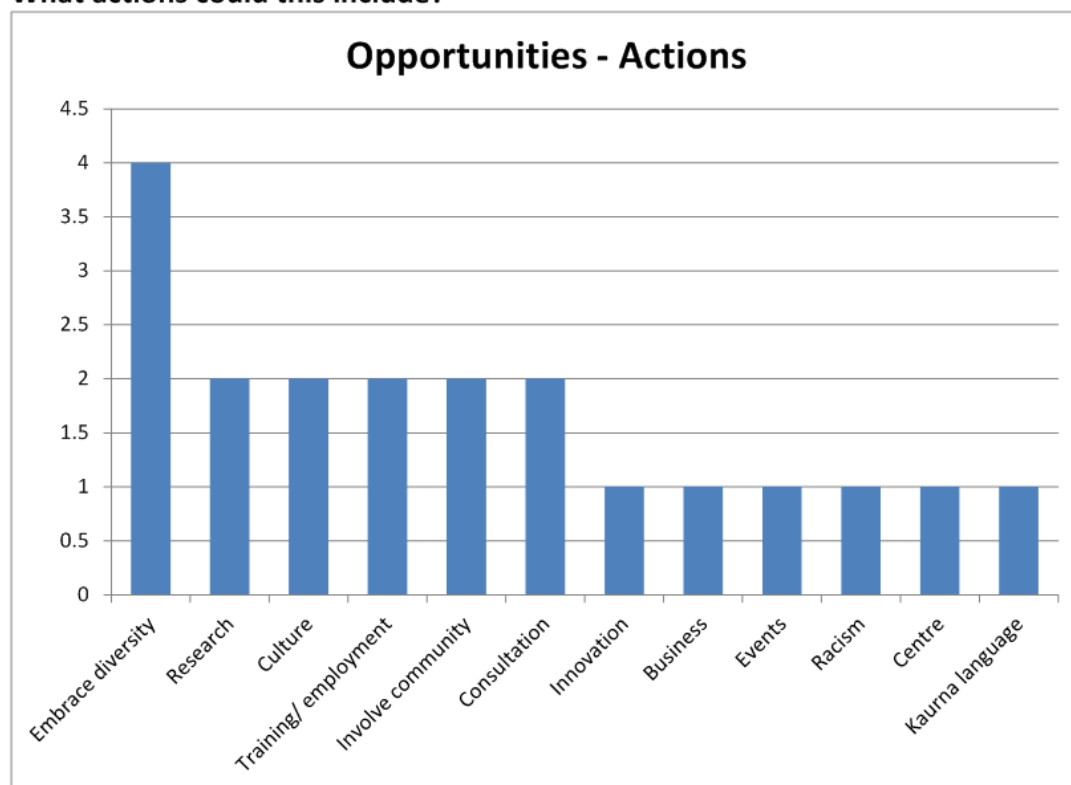
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| Youth | <ul style="list-style-type: none"> Youth selected for Youth Council and work experience students include youth/students from a diverse range of cultures and backgrounds, including A&TSIs. Ask Indigenous youth what they'd like. | 2 |
| Employment | <ul style="list-style-type: none"> Improve employment opportunities. More jobs. | 2 |
| Staff | <ul style="list-style-type: none"> Someone to follow this up. | 1 |
| Kurna language | <ul style="list-style-type: none"> Putting Kurna translation to key published documents. | 1 |
| Aboriginal business | <ul style="list-style-type: none"> Invite Aboriginal businesses to tender for contract. | 1 |
| Environment | <ul style="list-style-type: none"> Environment changes. | 1 |

How could Salisbury Council further build opportunities for Aboriginal and Torres Strait Islander peoples and organisations?



| Main Theme | Examples of Theme comments | Rate of theme response |
|-------------------------------------|--|------------------------|
| Employment/training / volunteering | <ul style="list-style-type: none"> • Apprenticeships. • A targeted approach by volunteer team &/or Polaris re employment & business. • Employ Aboriginal staff. Enhance the connections with Aboriginal organisations. • Select for employment based on merit and ability. Show cultures and personalities. • Creating work opportunities for ATSI peoples. • Education -training opportunities. • Have more training available run by qualified people that understand the difficulties faced by Aboriginal people. • Cadetships within Council. • Offer learning opportunities through youth, community and senior centres. | 15 |
| Cultural programs | <ul style="list-style-type: none"> • Programs to make people aware of their culture and heritage. • Make people aware of the meaning of the flag. • Increase activities and culture gatherings. • Art centres, music centres -places where they can connect to their culture outside of their house. • Commission something ATSI for the civic square, ask for local ATSI people to do art on our buildings. • By creating events around Aboriginal communities and including them. | 12 |
| Community groups | <ul style="list-style-type: none"> • Encourage community groups more. • Set up cooperatives and other community groups. | 2 |
| Businesses | <ul style="list-style-type: none"> • Invitation by volunteer team &/or Polaris re employment & business. • Provide advice to ATSI people on entrepreneurial activities. | 2 |
| Connections/ engaging organisations | <ul style="list-style-type: none"> • Enhance the connections with Aboriginal organisations. • Engaging with schools and other support agencies to find out what people want to help them seek the opportunities they want. | 2 |
| Affordability | <ul style="list-style-type: none"> • Affordable rent. • Lower Council rates. | 2 |
| Consult | <ul style="list-style-type: none"> • Ask for their opinions to the old and young. | 2 |
| Support | <ul style="list-style-type: none"> • Support with things they need, surveys questions for what they need and what they want more opportunities in or with. | 1 |
| Relevant services | <ul style="list-style-type: none"> • All organisations should provide relevant services. | 1 |
| Facilitation | <ul style="list-style-type: none"> • Taking on a facilitation and co-ordination role. | 1 |
| Research | <ul style="list-style-type: none"> • Reach out to other Australian communities to see what has succeeded in other areas. Could they succeed if transferred to Salisbury? | 1 |
| Youth | <ul style="list-style-type: none"> • Youth opportunities-shared cultural events. | 1 |

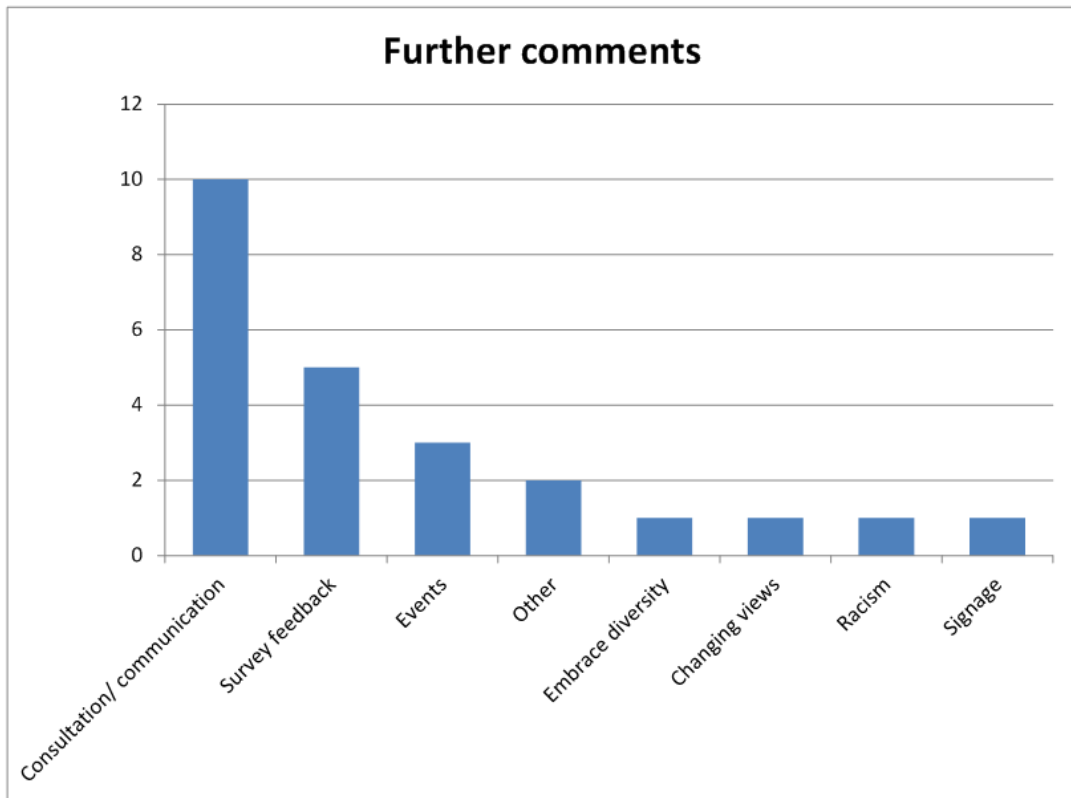
What actions could this include?



| Main Theme | Examples of Theme comments | Rate of theme response |
|--|--|------------------------|
| Embrace diversity/ strengthen relationships | <ul style="list-style-type: none"> Embrace diversity and create stronger relationships. Facilitation co-ordination and support to reach our community. | 4 |
| Research | <ul style="list-style-type: none"> Research what other successes have occurred around Australia. Help communities develop innovative approaches to bringing ideas to reality. Meetings with schools and other support agencies to ask what they think the best way to support people would be. | 2 |
| Culture | <ul style="list-style-type: none"> Cultural days. Aboriginal activities. | 2 |
| Training/ employment | <ul style="list-style-type: none"> Training pathways. More jobs given to Indigenous individuals. | 2 |
| Involve community | <ul style="list-style-type: none"> Get more involved in the community. Programs/ advertisement - community awareness. | 2 |
| Consultation | <ul style="list-style-type: none"> Asking them what they want more opportunities in or with. Communication. | 2 |
| Innovation | <ul style="list-style-type: none"> Help communities develop innovative approaches to bringing ideas to reality. | 1 |

| | | |
|----------------|---|---|
| Business | <ul style="list-style-type: none"> Support for people who want to start small business within the community. | 1 |
| Events | <ul style="list-style-type: none"> Community events. | 1 |
| Racism | <ul style="list-style-type: none"> Prioritise Aboriginal people give them opportunities they'd miss out on because of racism etc. | 1 |
| Centre | <ul style="list-style-type: none"> Facilitation co-ordination and support to reach our community encourage establishment of a wellness centre. | 1 |
| Kurna language | <ul style="list-style-type: none"> Hiring a Kurna translator or two in the council (if this hasn't been done already); Implementing Kurna language and culture programs. | 1 |

Please share any further comments or ideas to guide the Reconciliation journey.



| Main Theme | Examples of Theme comments | Rate of theme response |
|-----------------------------|--|------------------------|
| Consultation/ communication | <ul style="list-style-type: none"> ATSI peoples should be the main decision makers in the implementation of this plan. Stronger mutually respectful commitment from both communities and more connections with organisations. Lots of people are not aware of the symbolism in Aboriginal culture, or the wider model of kinship.....this could be something that the rest of the community could benefit from. | 10 |

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| | <ul style="list-style-type: none"> • Breaking down barriers of beliefs, judgements, and getting to know the person of any culture as a person with their past history. • Survey Indigenous people and elders, get their thoughts. • Open dialogue and long term discussions and partnerships will yield the greatest results. • Engage, Respect, Be sensitive, Communicate. • We need to highlight the plight of Indigenous people as we need to acknowledge what has happened in order to be able to progress how we move forward together. Reduce the 'them vs us' mentality. | |
| Survey feedback | <ul style="list-style-type: none"> • Thanks for this survey. • Thank you for asking! | 5 |
| Events | <ul style="list-style-type: none"> • History day. • Tours of 'sites' discovered in Salisbury. This will bring home to all that they were 'HERE TOO' | 3 |
| Other | <ul style="list-style-type: none"> • Thanks for the opportunity to comment. Now have ATSI people attend JYC for meals. | 1 |
| Embrace diversity | <ul style="list-style-type: none"> • To be more positive and we need to embrace this and move forward. | 1 |
| Changing views | <ul style="list-style-type: none"> • I believe there has been a change in the white Australians view of ATSI people. | 1 |
| Racism | <ul style="list-style-type: none"> • Even though racism is still around we can change. | 1 |
| Signage | <ul style="list-style-type: none"> • Having sign and banners all over the city conveying peaceful messages. | 1 |

F. Responses summary

The highest recorded collated responses for each area from the Community Survey were:

| | |
|---|---|
| Important about the current RAP | <ul style="list-style-type: none"> • Relationships with Aboriginal and Torres Strait Islander community • Recognise culture • Awareness |
| Why Reconciliation is important- Vision | <ul style="list-style-type: none"> • Inclusive community • Respect • Acknowledges past |
| Relationships | <ul style="list-style-type: none"> • Community sharing culture • Consult/engage with Aboriginal and Torres Strait Islander people • Events about culture • Cultural awareness |
| Respect | <ul style="list-style-type: none"> • Education/ training • Communication • Involve community • Sharing history/ culture |
| Opportunities | <ul style="list-style-type: none"> • Employment/training/volunteering • Cultural programs • Embrace diversity/strengthen relationships |
| Further comments | <ul style="list-style-type: none"> • Consultation/communication |

G. Correlation of Community Survey to next RAP Actions

The following is the correlation between the most frequent main themes that emerged from the Community Survey; and, samples of actions developed for the next RAP.

| Survey section | Main themes | Innovate Actions - samples |
|--|---|---|
| What has been important about the current RAP? | Relationships with Aboriginal Community | Relationships: Actions 1 and 3 |
| | Recognising culture | Relationships: Action 2 Respect: Actions 5,6 7,8,9 |
| | Awareness | Relationships : Action 4 Respect : Actions 5, 6,7, 8 |
| Why is reconciliation between the wider community and Aboriginal and Torres Strait Islander peoples important? | Inclusive community | Vision Relationships: Actions 1,3 |
| | Respect | Relationships: Actions 1, 2, 3 Respect : Actions 5, 6,7,8, 9 |
| | Acknowledges past | Respect: Actions 5,6,7,8 |
| | Community sharing culture | Relationships: Actions 1,2,3 Respect: Actions 5,6 |
| How could Salisbury Council further develop and build relationships with Aboriginal and Torres Strait Islander communities and organisations? | Consult with Aboriginal and Torres Strait Islander people | Relationships: Actions 1,3 |
| | Events about culture | Relationships: Action 2 Respect: Action 6 |
| | Events | Relationships Action 2 |
| Relationships – actions | Engage with Aboriginal and Torres Strait Islanders | Relationships Actions 1,3 |
| | Cultural Awareness | Respect: Actions 5,6,9,10 |
| | Education/ training | Respect: Actions 5, 6,7,8,9 Opportunities: Action 15 |
| How could Salisbury Council further enhance respect for Aboriginal and Torres Strait Islander peoples? | Involve community | Relationships: Actions 1,3 Respect: Action 6 |
| | Sharing history/ culture | Relationships: Action 2 Respect: Action 10 |
| | Communication | Relationships Actions 1,4 |
| Respect – actions | Cultural sharing | Relationships: Action 2 Respect: Actions 5,6,7,9 |

| | | |
|---|---|---|
| How could Salisbury Council further build opportunities for Aboriginal and Torres Strait Islander peoples and organisations? | Employment/ training / volunteering | Relationships: Action 3 Opportunities: Actions 11,12,13,14 |
| | Culture programs | Relationships: Action 2 Respect: Actions 7 |
| Opportunities – actions | Embrace diversity, strengthen relationships | Relationship: Actions 1,3 Respect: Actions 5,6,7 |

Summary

The current City of Salisbury's Reconciliation Action Plan (RAP) is due for renewal. The focus of the next RAP is:

- Building Relationships between Aboriginal and Torres Strait Islander peoples and other Australians.
- Enhancing Respect for Aboriginal and Torres Strait Islander peoples culture, histories and rights.
- Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities.

The Engagement Process involved consultations undertaken for the next RAP including:

- Executive Group to endorse the next RAP development process.
- Formation of, and consultation with members of the Next RAP Planning Group to determine a process for the development of the next RAP and consultations across Council for next RAP actions. Members of this Group were also a point of reference and advice throughout the process.
- Consultations undertaken with the RAP Working Group; and, key areas across Council linked to actions for the next RAP.
- Presentations at Informal Strategy meeting.
- Presentations at team meetings including Community Planning and Vitality; Parks and Landscape Leading Workers; and, Community Development Bi- Monthly Leadership.
- Community survey distributed to staff and community.

From these consultations the next RAP vision, actions; deliverables; timeline; responsibility; resource implications; and, risk implications were determined for the next RAP.

The responses collected from the Community Survey have been collated under key themes that emerged from the responses. The most frequent responses have been correlated against the actions and deliverables for the next RAP.

The outcomes from the consultation process have been central to informing strategies for the City of Salisbury's next Reconciliation Action Plan.

Appendix 1 -Reconciliation Action Plan Community Survey



Please complete the following questionnaire to share your ideas and contribute to the next City of Salisbury Reconciliation Action Plan (RAP).

The City of Salisbury has a long history of commitment to Aboriginal culture and heritage. This commitment was strengthened through the *2013 - 2016 Reconciliation Action Plan*. This plan is being renewed to build on previous successes and learnings; and to identify future strategies to reinforce our commitment to continuing the Reconciliation journey. Contributions are being sought about ideas for the vision and actions to be considered for the next Reconciliation Action Plan.

COMMUNITY SURVEY

1. Are you aware that Salisbury Council has a Reconciliation Action Plan? Yes / No
2. If yes, what do you think has been important about the current RAP?
(View the current RAP at www.salisbury.sa.gov.au/Learn/Arts_and_Culture/Reconciliation)

Vision

Reconciliation is about building relationships, respect and opportunities between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

3. Why is Reconciliation between the wider community and Aboriginal and Torres Strait Islander peoples important?



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Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians —themes include connecting people, sharing experiences, governance, communication, engagement and partnerships.

4. How could Salisbury Council further develop and build relationships with Aboriginal and Torres Strait Islander communities and organisations?

5. What actions could this include?

Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights — themes include pride in cultures and histories, understanding, appreciation, acknowledgment, learning, success and celebration.

6. How could Salisbury Council further enhance respect for Aboriginal and Torres Strait Islander peoples?

7. What actions could this include?

Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities —themes include employment and business.

8. How could Salisbury Council further build opportunities for Aboriginal and Torres Strait Islander peoples and organisations?

9. What actions could this include?

General

10. Please share any further comments or ideas to guide our Reconciliation journey:

Demographic information - optional:

Do you identify as Aboriginal and/or Torres Strait Islander? Yes / No

Are you a City of Salisbury community member? Yes / No

Are you a member of an organisation or government department? Yes / No

Thank-you for your response

Please contact Salisbury Council on 8406 8222 or city@salisbury.sa.gov.au if you would like any further information.



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INNOVATE – DRAFT Response – City of Salisbury
Reconciliation Action Plan (RAP) template

Template layout:

This RAP template sets out your organisation's commitment to reconciliation under the headings: relationships, respect and opportunities. Each heading is made up of columns to outline the action, responsibility, timeline and deliverable.

In the **action column** provide brief details of the objectives your organisation will focus on achieving. Try to use plain language and avoid jargon or organisation specific acronyms. It's also a good idea to number your actions so they are easy to reference later.

Use the **responsibility column** to distribute commitments within the RAP across the organisation to ensure broad ownership of the RAP. Ensure all relevant areas of your organisation have actions specific to their knowledge area that they will take responsibility for delivering.

The **timeline column** ensures everyone within your organisation has agreed to achieving actions by specific dates, or to regularly measuring and assessing progress. Please use a month/year format (e.g. July 2012). If the action is ongoing, include the date that you will review the action for effectiveness or will have achieved milestones.

The **deliverable column** should be succinct and straightforward, and describe what your organisation will do to meet the objectives in the 'action' column.

Minimum elements:

The actions already included in this template, as well as those deliverables listed under 'required', are minimum elements and must be included in your RAP in order for it to be endorsed by Reconciliation Australia. You may also choose to include items from those listed under suggestions or write your own additional actions/deliverables for each heading.

Submitting your RAP for review:

Once you have completed your draft RAP in this template, please submit it for review by completing the form on our [RAP Online Hub](#). We will then work with you to review the RAP in readiness for endorsement from Reconciliation Australia. There may be about three or four rounds of feedback from Reconciliation Australia before your draft RAP is ready for endorsement. This process usually takes three to six months. For further information, please visit our [RAP Online Hub](#).

City of Salisbury

Reconciliation Action Plan for the years 2018 – 2020

Our vision for reconciliation - *State your organisation's vision for reconciliation and how it relates to your business.*

The City of Salisbury acknowledges that we are on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationships with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

Vision: Enhance recognition, relationships and respect for Aboriginal culture to enrich our inclusive community'.

The vision for reconciliation links directly with City of Salisbury's Liveable City Objective: 'Be a proud, accessible and welcoming community.'

Our business

- *What is your core business?*
 The City of Salisbury's City Plan four key directions are focussed on:
The Prosperous City: Driving economic growth, creating more jobs, providing people with skills and knowledge to connect to those jobs and sustainability increasing our population.
The Sustainable City: A place where people actively experience and care for their natural environment, where green industries thrive and our urban and natural spaces are adaptive to future changes in climate.
The Liveable City: A welcoming community that celebrates diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.
Enabling Excellence: A Council where people work because they can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.

- *How many people does your organisation employ?*
 The City of Salisbury employs approximately 470 people including Aboriginal staff members.

- *How many Aboriginal and Torres Strait Islander staff does your organisation currently employ?*
 Data not collected

- *What is your organisation's geographic reach (is your organisation state-focused or national)?*
 The City of Salisbury is located in Adelaide's northern suburbs, about 25 kilometres from the Adelaide CBD South Australia. It occupies an area of 161 square kilometres extending from the shores of Gulf St Vincent to the Para Escarpment and the foothills of the Mt Lofty Ranges. Salisbury is one of Greater Adelaide's largest Local Government areas within 32 suburbs.

In the 2016 Census, there were 137,979 people in Salisbury (Local Government Area) with the median age of 35 years. There were 2,747 Aboriginal and/or Torres Strait Islander people who made up 2.0% of the population with the median age of 22 years.

- *How many office locations does your organisation have?*
There are 21 office locations across the City of Salisbury region including Community Centres, Libraries and Recreation Centres.

Our RAP - Answer the following questions using paragraphs to describe:

- *Why is your organisation developing a RAP?*
The City of Salisbury's long commitment to Aboriginal culture and heritage has been focussed within the inaugural Reconciliation Action Plan 2013 – 2016. The 2018 to 2020 plan builds on previous successes and learnings to identify future strategies that continue to reinforce our commitment to continuing the Reconciliation journey.
- *Who champions your RAP internally?*
The RAP is championed by key staff from each RAP focus area and facilitated by the Community Planning Project Officer- Social Policy in the Community Development Department.
- *Who internally and externally is involved in your RAP Working Group (Job titles)?*
The established RAP Working Group consists of internal representatives including the Mayor (ex-officio) , General Manager Community Development, Manager Community Planning and Vitality, Cultural Development Officer, Senior Social Planner and a Community Development Coordinator. This Group is facilitated by the Community Planning Project Officer.
- *Who from the Aboriginal and Torres Strait Islander community is part of your RAP Working Group?*
The City of Salisbury is honoured to have a supportive representation of external Aboriginal community members on the RAP Working Group. Membership currently includes representatives from the local Aboriginal community, Aboriginal Education and local Aboriginal organisations.

If your organisation has progressed through the Reflect RAP, also include:

- *An outline of your RAP journey since developing your first RAP, including a summary of the key learnings or most significant changes.*
The City of Salisbury's RAP 2013 to 2016 has enabled bringing together existing programs and incorporating new areas of focus for enhancing Reconciliation. Key achievements are:

Strengthening Relationships highlights include:

- a) Establishment and involvement of the RAP Working Group, that includes Aboriginal and non- Aboriginal representatives, who provide guidance for and monitor the implementation of the City of Salisbury's Reconciliation Action Plan.
- b) Recognition of significant dates including:
 - having a program of events across the Salisbury area, from the beginning of Reconciliation Week to end of NAIDOC Week. In 2017 thirteen events/ activities were held including a program launch event with Aboriginal keynote speaker; and an Aboriginal performer- both from the local area. Aboriginal presenters were involved in many of the additional events.
 - dates included annually in the City of Salisbury public calendar distributed throughout the community.
- c) Development of Aboriginal and Torres Strait Islander Community Engagement guidelines included in the Council's Community Engagement handbook.
- d) Cultural Arts Partnership with Marra Dreaming Indigenous Arts.

Enhancing Respect highlights include:

- a) Endorsement and implementation of 'Acknowledgement to Country' and 'Welcome to Country' protocols and guidelines.
- b) Permanent display of the Aboriginal flag at Council's main office.
- c) Development and implementation of a staff Aboriginal cultural awareness process.
- d) Cultural signage information about Tapa Wardlipari at Kurna Park developed and installed. Development and installation of signs at three significant areas in Mawson Lakes.
- e) Aboriginal art displayed in Council buildings including the annual NAIDOC Art Exhibition in the Council's John Harvey Gallery; art displayed in Committee rooms, Executive offices and Council Chamber.
- f) Reconciliation and Aboriginal cultural promotion through the Council's Reconciliation website; copies of the RAP available on this website and at Council's main office.

Building Opportunities highlights include:

- a) Aboriginal traineeship in HACC administration.
- b) Phoebe Wanganeen Aboriginal and Torres Strait Islander Scholarships for Salisbury residents undertaking their first post-secondary school studies at any South Australian university or TAFE SA. Three Scholarships are available annually.
- c) School Attendance Project – community workshops promoting the importance of school attendance.
- d) Sponsorship for the local Aboriginal year 7 public-school graduations 'Just too Deadlies'.

- *Optional: Provide case studies or staff profiles which reflect the positive progress your organisation has made.*

Case Study

POORAKA FARM COMMUNITY CENTRE- JOURNEY TO RECONCILIATION CHARTER

We started our Journey many years ago with Uncle Frank Wanganeen and Uncle Dookie OAM coming into the centre for help with computing and photocopying and we got to know them and they got to know us and we became friends. We sat and listened to their stories and their life journeys and we shared ours. We learnt much about Aboriginal history that we had never been taught before. We wanted others to know what we had learned and we wanted to make a difference. We worked with Uncle Dookie and Uncle Frank and facilitated a Constitutional Recognition Workshop for the community to learn about the importance this has for Australia and the Aboriginal Community. We also celebrated NAIDOC week with a Flag Raising Ceremony and cultural activities each year. This Charter has been developed as our commitment to work with the Elders in the community to educate the staff volunteers and participants about Aboriginal Culture and History, encourage reconciliation in the community and to include Aboriginal Community Members at all levels of the planning at the centre.

Our Vision

Our Centre is united, vibrant and strong, and is built on the shared experience and innovation of our local community. Through mutual respect and working in partnership with the community, we develop and deliver programs, events and activities that build relationships, support families and provide the opportunity for lifelong learning .

Our Missions

As Pooraka Farm Community Centre we:

- Overcome barriers and open doors, to make our space safe and accessible.
- Create a space that makes all Aboriginal people welcome and part of our community.
- Empower Aboriginal people to have a role in planning and implementing programs.
- Partner with Aboriginal people to advocate and to act for justice.
- Support the rich cultural diversity within our local community.
- Create collaboration and build strong relationships between Aboriginal and non-Aboriginal people.
- Foster an attitude of lifelong learning within our community.

Our Commitment

At Pooraka Farm Community Centre we are dedicated to providing opportunities, through friendship, support and our training and development projects and programmes. Our commitment is that we will work with the community in...

Strengthening relationships

As a community centre we honour and respect the Aboriginal community through the recognition and celebration of significant Aboriginal cultural events.

We will continue to engage with Aboriginal people to develop ways of working together, through the development of programs and activities in our Centre and are committed to working in partnership with Aboriginal people on the development of a long term plan for reconciliation.

Enhancing Respect

The Centre will implement a cultural awareness and development program for staff, volunteers and our board.

In partnership, we will identify opportunities to promote Aboriginal culture throughout our Centre and through our programs and activities.

Building Opportunities

Through our programs, we will work to enhance employment opportunities through opportunities for skill development and volunteering

We will ensure that our board truly represents reconciliation, with a place at the board table for members of the local Aboriginal community.

Our Guiding Principles

Our Centre, through our staff and volunteers acknowledge and work to uphold our guiding principles, which are:

Respect and dignity: We respect everyone who attends the community centre and their right to do so

Non Judgement: We welcome everyone to the community centre

Empower: We provide opportunities through meetings, groups, services and training to empower people to take control of their lives

Build trust: We accept everyone and we work with honesty and integrity

Safe place and strong relationships: We provide a safe and welcoming environment and we work together to achieve and maintain this

Enable connection: We provide opportunities to make friends and learn from each other in a safe environment

Case Study 2

Reconciliation & NAIDOC Program of Events

For over 10 years the City of Salisbury has annually coordinated a program of public events/activities to recognise the significant dates of Reconciliation and NAIDOC weeks; and to celebrate Aboriginal culture across the Salisbury region. The City of Salisbury's ongoing commitment to the program, that promotes community awareness about Aboriginal culture, is highly regarded across the community.

The events/activities recognising Reconciliation Week and NAIDOC Week links to the Reconciliation Action Plan actions for:

- Recognition of significant dates: the City will recognise and support a program of events significant to Aboriginal dates.
- Cultural promotion: The City will identify opportunities to promote Aboriginal culture.
- Cultural Arts Partnership: the City will continue to develop arts and cultural partnerships for the delivery of Aboriginal arts programs; including with Marra Dreaming.
- Library Resources: The City will make available a range of resources for children and young people to educate them about Aboriginal culture and history.

The Salisbury Community Reconciliation & NAIDOC program of events and activities is developed in coordination with event organisers. A promotional brochure is developed and distributed across the local and wider community. Events are held across Council including Community Centres and Libraries. In previous years this has included:

- 'Reconciliation in the North' morning tea – launch of the brochure of events/ activities.
- Aboriginal art exhibitions.
- Aboriginal flag raising ceremony and cultural activities.
- Youth art and music celebration including showcasing local Aboriginal musicians and artists.
- Cultural activities including basket weaving facilitated by Marra Dreaming Indigenous Arts.
- Local native plants history and usage presented by a Kurna Elder.
- Recognising Aboriginal war service exhibition.
- Introduction to Kurna language.
- Screenings of movies that recognise Aboriginal culture.

City of Salisbury

Reconciliation Action Plan for the years 2018 – 2020

| Relationships | | | |
|---|--|---------------------------------------|-----------------------|
| <p><i>Tell us why building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to your organisation and its core business activities—themes include connecting people, sharing experiences, governance, communication, engagement and partnerships.</i></p> <p>The City of Salisbury has a long history and commitment of recognising and engaging with Aboriginal culture. This has included a partnership with Marra Dreaming Indigenous Arts; establishing the Reconciliation Action Plan Working Group; and, annual public activities/ events that recognise Reconciliation and NAIDOC weeks.</p> | | | |
| <p>Focus area: <i>Optional: What key strategic direction of your business does Relationships align to?</i></p> <p>Relationship actions align with the City Plan 2030 Key Direction - Liveable City 'A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.'</p> | | | |
| Action | Deliverable | Timeline | Responsibility |
| 1. RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting | a. The established RAP Working Group is consulted about the development, endorsement and launch of the next RAP. (required) | Ongoing - review annually February | Social Policy |
| | b. The RAP Working Group includes Aboriginal community members and representation from local Aboriginal organisations. (required) | Ongoing- review annually February | Social Policy |
| | c. RAP Working Group meetings are scheduled four times a year to continue to monitor the implementation and reporting of the City of Salisbury RAP. (required) | Ongoing- review annually February | Social Policy |
| | d. The RAP Working Group Terms of Reference are reviewed annually.(required) | Annual - review annually February | Social Policy |

| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------------------------------|---|
| | e. Aboriginal members of the RAP Working Group are periodically consulted to provide cultural advice for projects related to the RAP. | Ongoing- review annually February | Social Policy Plus areas of Council requesting cultural information. |
| 2. Celebrate and participate in National Reconciliation Week (NRW) and NAIDOC Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians | a. An annual program of events/ activities to recognise Reconciliation Week and NAIDOC Week across Salisbury is developed and promoted throughout the community, including a launch event. (required) | Feb to July Annually | Social Policy And other relevant areas across Council. |
| | b. The City of Salisbury Reconciliation & NAIDOC program launch event is registered on the Reconciliation Australia's NRW website.(required) | May - Annually | Social Policy |
| | c. RAP Working Group members are invited to attend an external Reconciliation Week activity. (required) | May - Annually | Social Policy |
| | d. NAIDOC Exhibition | July Annually | Community Planning and Vitality – Arts and Culture |
| | e. Through the Salisbury Seniors Magazine promote positive media about NRW and NAIDOC and feature stories about hosted events. | Annually – review annually October | Community Health and Wellbeing |
| | f. Provide opportunities for community to engage with cultural learning events/programs to increase cohesion and inclusion. | Ongoing – review annually October | Libraries |

| Action | Deliverable | Timeline | Responsibility |
|---|--|---|---|
| <p>3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</p> | <p>a. Promote to staff the Salisbury Council's Aboriginal and Torres Strait Islander Community Engagement Guidelines within the internal Community Engagement handbook; including through Cultural Awareness sessions(required)</p> <p>For significant engagement project teams ensure these guidelines are used in addition to informing RAP Working Group about plans for engagement . Project team's reports to include how these guidelines were utilised.</p> | <p>Ongoing– review annually October</p> | <p>Communications and Customer Relations</p> <p>People and Culture</p> <p>Social Policy</p> |
| | <p>b. Maintain current relationships with key local Aboriginal organisation and explore emerging partnership opportunities and guiding principles for engagement. (required)</p> | <p>Ongoing– review annually October</p> | <p>Social Policy</p> <p>Community Planning and Vitality</p> |
| | <p>c. Consult with RAP Working Group members about process of engaging with local Aboriginal and Torres Strait Islander community on emerging matters.</p> | <p>Ongoing– review annually October</p> | <p>Social Policy and liaison with other relevant areas of Council.</p> |
| | <p>d. Membership of Kurna Aboriginal representative on the Tourism and Visitor sub-committee to provide advice and enhance engagement from relevant Aboriginal groups.</p> | <p>Ongoing– review annually October</p> | <p>Communications and Customer Relations</p> |
| | <p>e. Continue to strengthen existing relationships and seek out opportunities to develop new relationships to support positive outcomes for Aboriginal and Torres Strait Islander community members.</p> | <p>Ongoing– review annually October</p> | <p>Community Health and Wellbeing</p> |

Item 1.1.2 - Attachment 3 - Next RAP Innovate draft

| | | | |
|--|---|---|---|
| | f. Identify and build relationships with Aboriginal and Torres Strait Islander individuals and organisations to raise awareness of volunteer opportunities and benefits for participants. | Ongoing– review annually October | Community Health and Wellbeing |
| | g. Through the Intercultural Strategic Plan explore opportunities to enhance recognition and engagement with Aboriginal culture. <i>(Note: links to the Intercultural Strategic Plan)</i> | Ongoing– review annually October | Community Health and Wellbeing Social Policy |
| | h. Through the Youth Action Plan, develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander youth to identify opportunities for program development. <i>(Note: links to Youth Action Plan)</i> | Ongoing– review annually October | Community Capacity and Learning- Youth |
| | i. Kurna language classes. | Ongoing – review annually October | Community Capacity and Learning -Twelve25 Youth Enterprise Centre |
| | j. Explore links for collaborative partnership with Tauondi Aboriginal Corporation. | Ongoing– review annually October | Community Development |
| | k. Develop a partnership to increase Aboriginal participation in structured sports in Salisbury. | 2018 to 2020 – review annually October | Community Planning and Vitality- Sports Development |
| | l. Support Kurna representatives in seeking resources for cultural landscape design works within the City of Salisbury. | 2018 to 2020 – review annually October | Landscape Design- Technical Services |
| | m. Explore partnership opportunities for development of cultural landscape design works at identified areas: eg Kurna Park signage. | 2018 to 2020 – review annually October | Landscape Design- Technical Services |

| Action | Deliverable | Timeline | Responsibility |
|---|---|--------------------------------------|--|
| | n. Establish relationships with local Elders and seek opportunities for collaborative projects/ events. | Ongoing – review annually October | Community Centre Management Committees and staff |
| 4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector. | a. The Salisbury Council’s RAP is available to staff and public through the Council’s Reconciliation website; and copies available at main reception. The RAP is promoted through cultural awareness sessions; RAP Working Group members; key contacts; and, networks. (required) | Ongoing – review annually October | Social Policy Communications and Customer Relations People and Culture |
| | b. The RAP is highlighted at meetings with relevant existing and new contacts to promote reconciliation through ongoing active engagement with stakeholders. (required) | Ongoing– review annually October | Social Policy |
| | c. Maintain internal and external partnerships to identify opportunities to further the implementation of the Salisbury RAP eg: Reconciliation SA, LGA RAP Cluster etc. | Ongoing– review annually October | Social Policy |

| Respect | | | |
|---|--|-------------------------------------|-----------------------|
| <p><i>Tell us why respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights are important to your organisation and its core business activities—themes include pride in cultures and histories, understanding, appreciation, acknowledgment, learning, success and celebration.</i></p> <p>Enhancing respect actions focus on working together to increase awareness, understanding and acknowledgment of Kaurna heritage.</p> | | | |
| <p>Focus area: <i>Optional: What key strategic direction of your business does Respect align to?</i></p> <p>Respect actions align with the City Plan 2030 Key Direction - Liveable City 'A welcoming community that celebrates diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.'</p> | | | |
| Action | Deliverable | Timeline | Responsibility |
| 5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements | a. The Aboriginal and Torres Strait Islander cultural awareness training strategy for staff that identifies the cultural learning program for employees is further implemented. This includes slides in the online induction modules about local Aboriginal heritage and the RAP; face-to face cultural learning opportunities; and a 'Walking on Country' bus tour for cultural immersion in the local area. (required) | Ongoing– review annually October | People and Culture |
| | b. Local Aboriginal cultural awareness presenters are consulted on developing and presenting cultural awareness training. (required) | Ongoing– review annually October | People and Culture |
| | c. Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. (required) | Ongoing– review annually October | People and Culture |
| | d. All new staff to complete cultural learning as part of the online induction modules. | Ongoing– review annually October | People and Culture |
| | e. Aboriginal consultants, approved by RAP Working Group to deliver cultural awareness training. | Ongoing– review annually October | People and Culture |

| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------------------------------|--|
| | f. Aboriginal cultural awareness for field staff about native vegetation and its uses (eg: at Greenfields Wetlands, Kurna Park) | 2018 to 2020– review annually October | People and Culture Parks and Landscape |
| | g. Provide cultural awareness training for staff and volunteers. | Ongoing– review annually October | Community Centres Management Committee and staff. |
| 6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning | a. Continue to implement and communicate the cultural protocol document for Kurna Welcome to Country and Acknowledgement of Country. (required) | Ongoing – review annually October | Social Policy People and Culture Governance Communications and Customer Relations Executive Office |
| | b. Maintain and review the list of RAP Working Group approved key contacts for presenting Welcome to Country. (required) | Ongoing– review annually October | Social Policy Governance Communications and Customer Relations Executive Office |
| | c. Kurna Welcome to Country is presented at key events as appropriate. (required) | Ongoing– review annually October | Key event organisers Governance Communications and Customer Relations Executive Office |

Item 1.1.2 - Attachment 3 - Next RAP Innovate draft

| Action | Deliverable | Timeline | Responsibility |
|--|---|---|---|
| | d. Include an Acknowledgement of Country at the commencement of important internal and external meetings. (required) | Ongoing– review annually October | Meeting organisers Governance Communications and Customer Relations Executive Office |
| | e. Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.(required) | Ongoing– review annually October | All Governance Communications and Customer Relations Executive Office |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions ### | a. The City will include as a design requirement the inclusion of an Acknowledgment of Country plaque in any new community buildings. | As new construction is approved | Strategic Development Projects Property and Buildings Community Development |
| | b. The City will create and display an Acknowledgment of Country plaque in Council civic public buildings. | 2018 to 2020 – review annually October | Property and Buildings |
| | c. Acknowledgement of Country included in relevant Council documents as per Council’s Acknowledgement Protocol Guidelines. | Ongoing– review annually October | Communications and Customer Relations Governance Executive Office |

| Action | Deliverable | Timeline | Responsibility |
|---|---|---|---|
| 8. Centralising information about Aboriginal significant areas in Council's region ### | a. Develop and implement a process for researching, consolidating, maintaining information and decision-making structures about Aboriginal significant areas in the Council's region. | 2018 to 2020 – review annually October | Social Policy and other relevant areas of Council |
| 9. Cultural resources and collections are developed/ updated ### | a. The City will develop a resource pool of images and text etc that can be accessed for public information booklets respecting the Kurna heritage of the Salisbury Community. | Ongoing– review annually October | Communications and Customer Relations |
| | b. The City will maintain a resource pool of images and text (respecting the Kurna heritage of the Salisbury Community and pre-approved by the RAP Working Group) that can be accessed for public circulation for specific Council projects eg: information booklets. | Annually– review annually October | Communications and Customer Relations |
| | c. Once developed the resource pool of images can be included in a section of the internal Communications Marketing Guide document. | 2018 to 2020– review annually October | Communications and Customer Relations |
| | d. Aboriginal and Torres Strait Islander collections and resources are updated to enable all community to have access; including liaison with the Australian Library Services. | Ongoing – review annually October | Libraries |
| | e. Collect stories from local Aboriginal community members to add to existing Storyboard collection. | 2018 to 2020 – review annually October | Community Planning and Vitality – Arts and Culture Social Policy |

| Action | Deliverable | Timeline | Responsibility |
|---|---|----------|--------------------------------------|
| 10. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week | a. Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.(required) | 2018 | People and Culture |
| | b. Explore process to provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. (required) | 2018 | People and Culture and Line Managers |
| Opportunities | | | |
| <p><i>[Tell us why opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to your organisation and its core business activities—themes include employment, procurement, professional development, retention, enabling access to systems and processes.]</i></p> <p>Opportunities actions work towards engagement of Aboriginal community members to increase prospects within areas including employment, business development and skills development programs.</p> | | | |
| <p>Focus area: <i>Optional: What key strategic direction of your business does Opportunities align to?</i></p> <p>Opportunities actions align with the City Plan 2030 Key Direction - Liveable City 'A welcoming community that celebrates diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.'</p> | | | |

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|--------------------|
| 11. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | a. Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. (required) | 2018 to 2020 – review annually October | People and Culture |
| | b. Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. (required) | 2018 to 2020 – review annually October | People and Culture |
| | c. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. (required) | 2018 to 2020 – review annually October | People and Culture |
| | d. Advertise all vacancies in Aboriginal and Torres Strait Islander media. (required) | Ongoing– review annually October | People and Culture |
| | e. Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. (required) | 2018 to 2020 – review annually October | People and Culture |
| | f. Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.' | Ongoing– review annually October | People and Culture |
| | g. Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development through existing cluster group. | Ongoing – review annually October | People and Culture |

| Action | Deliverable | Timeline | Responsibility |
|---|---|--|-----------------------|
| | h. Develop a work experience programme for specific Aboriginal and Torres Strait Islander participants using an external provider. | 2018 to 2020 – review annually October | People and Culture |
| | i. Explore partnerships with northern Aboriginal Educational Institutions to provide Career advice. | 2018 to 2020 – review annually October | People and Culture |
| | j. Work with Casual labour hire company for identifying strategy to provide opportunity for engaging casual Aboriginal employees. | 2018 to 2020 – review annually October | People and Culture |
| | k. Establishing baseline data through collecting information on our current Aboriginal and Torres Strait Islander City of Salisbury staff demographics particularly measuring the number of self-identifying Aboriginal and Torres Strait Islander employees to inform future employment opportunities and career pathways. | 2018 to 2020 – review annually October | People and Culture |
| 12. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation | a. Review and update procurement policies and procedures to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. <i>(required)</i> | 2018 to 2020 – review annually October | Strategic Procurement |
| | b. Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that may be used to procure goods and services. <i>(required)</i> | 2018 to 2020 – review annually October | Strategic Procurement |
| | c. Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. <i>(required)</i> | 2018 to 2020 – review annually October | Strategic Procurement |
| | d. Investigate Supply Nation membership <i>(required)</i> | 2018 to 2020 – review annually October | Strategic Procurement |

| Action | Deliverable | Timeline | Responsibility |
|---|--|---|--|
| 13. Increasing economic development and business support for Aboriginal entrepreneurs ### | a. As part of the Northern Economic Plan explore development of a proposal, with neighbouring Councils, for Aboriginal business development. | 2018 to 2020 – review annually October | Economic Development and Urban Policy |
| | b. Develop a process to liaise with local community to best target Aboriginal businesses. | 2018 to 2020 – review annually October | Economic Development and Urban Policy Social Policy |
| | c. Developing Aboriginal businesses in the Salisbury region: targeted marketing to promote Polaris Business Centre information programs focussed on opportunities to grow business and/or tender with Council. To potentially: <ul style="list-style-type: none"> develop and encourage leadership in Aboriginal businesses. encourage Aboriginal business engagement with Indigenous Business Australia/ Supply Nation. utilise networks to encourage Aboriginal business start-ups to acquire skills through Polaris program eg: self-employed focus. | 2018 to 2020 – review annually October | Economic Development and Urban Policy Strategic Procurement |
| 14. Seek opportunities for Aboriginal community to participate in training events and collaborative projects ### | a. Encourage the recruitment of Aboriginal community members to volunteer roles. | Ongoing – review annually October | Community Centre Management Committee and staff. |
| | b. Providing culturally aware tutors and staff in training programs. | Ongoing– review annually October | Community Centre Management Committee and staff. |
| | c. Developing good working relationships with Aboriginal support agencies for referrals and marketing of programs. | Ongoing– review annually October | Community Centre Management Committee and staff. |

| Action | Deliverable | Timeline | Responsibility |
|--|---|-------------------------------------|----------------|
| 15. Recognise and support the academic achievements and aspirations of Aboriginal students. ### | a. Continue the Phoebe Wanganeen Aboriginal and Torres Strait Islander Scholarships that supports Aboriginal and Torres Strait Islander Salisbury residents to study at any South Australian university or TAFE SA. | Ongoing– review annually October | Social Policy |
| | b. Continue support for the Salisbury region 'Just too Deadlies' – annual year 7 educational achievement awards. | Ongoing– review annually October | Social Policy |

| Governance, Tracking progress and Reporting | | | |
|---|--|------------------------|--|
| Action | Deliverable | Timeline | Responsibility |
| 16. Report RAP achievements, challenges and learnings to Reconciliation Australia | a. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. (required) | 30 September, annually | Social Policy |
| | b. Investigate participating in the RAP Barometer. (required) | Biennial | Social Policy |
| 17. Report RAP achievements, challenges and learnings internally and externally | a. Publically report our RAP achievements, challenges and learnings.(required) | Annual | Social Policy |
| 18. Review, refresh and update RAP | a. Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. (required) | 2020 | Social Policy Staff involved in reviewing current and planning future RAP actions |
| | b. Send draft RAP to Reconciliation Australia for review and feedback. (required) | 2021 | Social Policy |
| | c. Submit draft RAP to Reconciliation Australia for formal endorsement. (required) | 2021 | Social Policy |

Legend

| | |
|-----|--|
| ### | City of Salisbury actions – not based on Reconciliation Australia's requirements |
|-----|--|

| | |
|------------------------|--|
| ITEM | 1.1.3 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 16 April 2018 |
| HEADING | Bowls SA - South Australian Super League |
| AUTHOR | Adam Trottman, Manager Community Planning & Vitality, Community Development |
| CITY PLAN LINKS | 3.2 Have interesting places where people want to be. 3.4 Be a proud, accessible and welcoming community. |
| SUMMARY | Bowls SA is launching a new elite level competition in South Australia and the City of Salisbury has the opportunity to be a key Sponsorship partner. This report seeks Council, endorsement to negotiate a 3 year Sponsorship Agreement with Bowls SA, at \$15,000 per annum. |

RECOMMENDATION

1. The report be noted.
2. Staff be authorised to negotiate a three year, \$15,000 (per year) sponsorship with Bowls SA to secure the inaugural SA Super League in 2018, 2019 and 2020.
3. A budget bid be included in the Draft Annual Plan and Budget for Public Consultation for the amount of \$15k per annum for 3 years, with a copy of the bid to be provided at the May 2018 Budget and Finance Committee.
4. The sponsorship agreement be prepared on the basis of principles outlined in paragraphs 7.3 of the report.

ATTACHMENTS

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

1. SA Super League Proposal

1. BACKGROUND

- 1.1 The Salisbury City Centre Renewal Strategy (2011) includes the re-development of community recreational facilities, including new parks and upgraded sporting facilities at Salisbury Oval. This work has commenced, with the upgrading of the grandstand and works associated with the provision of new female change facilities. The Salisbury Bowls Club located on the site has led the way with bowls in South Australia, through the development of an all-weather covered bowling green. This development has been integral to the renewal of the Salisbury Oval sporting precinct.

- 1.2 In 2017 staff worked with the Salisbury Bowls Club to secure a round of the National competition and in February 2018 the club hosted a full program of games between South Australia and Victoria. The economic benefits from the activation of the new bowling facilities, during the South Australia vs Victoria was significant as the game attracted over 100 players from across both states with many purchasing accommodation in surrounding areas. Some businesses in Mawson Lakes have verbally reported a positive impact on income from the game between South Australia and Victoria.
- 1.3 The Salisbury Bowls Club in hosting the National series has given the club the opportunity to demonstrate its ability to host such high profile events. This year the Salisbury Bowls Club will also be hosting preliminary rounds of the Bowls Premier League where players from the northern suburbs will compete for a spot in the National competition. These preliminary rounds will be held on the evenings of 22 & 29 June and 13 & 20 July.
- 1.4 As a result of the all-weather green, the club's demonstrated capacity to host significant premier competitions, their partnership with council, Bowls SA (the state association for bowls) has approached Council with the opportunity of hosting a new state-wide competition in 2018 to be known as the SA Super League.

2. CITY PLAN CRITICAL ACTION

- 2.1 Develop the Salisbury Oval to include an integrated recreation and residential precinct.

3. CONSULTATION / COMMUNICATION

- 3.1 External
 - 3.1.1 Bowls SA
 - 3.1.2 Salisbury Bowls Club

4. REPORT

- 4.1 Bowls SA is launching a new elite competition in South Australia to be known as the SA Super League. The new competition will provide selection pathways for elite players in South Australia to gain selection into national teams that represent Australia at world championships, Commonwealth Games and the Olympic Games.
- 4.2 The SA Super League will provide a high quality competition consisting of seven weekends of minor round games and two weekends of finals during July and August 2018.
- 4.3 The competition will attract the best players from across the State to compete as it will be the main selection process for players seeking to compete at a National and International level.
- 4.4 Bowls SA has met with council staff to discuss the opportunity for Salisbury to be the inaugural location for the SA Super League. Whilst there is demand from other areas to secure the rights to this premier competition, Salisbury has been offered the first rights. The preference from both Bowls SA and Salisbury Bowls Club is to secure a three year arrangement to maximise benefits to the local area.

5. CITY OF SALISBURY STRATEGIC ALIGNMENT WITH CITY CENTRE RENEWAL STRATEGY

- 5.1 This proposal is aligned to the vision of the City of Salisbury to revitalise the Salisbury City Centre, through the ability of the events to attract visitors and residents to the Salisbury Oval as well as through the City Centre.
- 5.2 The SA Super League will contribute towards improving the vitality of the Salisbury City Centre and there is also the added opportunity to promote the City Centre through plans for live streaming and exclusive television rights to promote Salisbury to residents and visitors. This will re-enforce the value and importance of the Salisbury Oval sporting precinct and promote the opportunities for participation at the Salisbury Bowls Club.
- 5.3 The SA Super League will showcase the Salisbury City Centre to not only residents but also visitors from across the metropolitan and regional areas with the increased visitation supporting local business through increased visitor spend.
- 5.4 This proposal by Bowls SA will contribute directly towards the vision of the Salisbury Oval Masterplan with Bowls SA investing \$75,000 of its own into the new SA Super League not including salaries, wages and in-kind support provided by both the association and the Salisbury Bowls Club.

6. THE COMPETITION STRUCTURE AND BENEFITS

- 6.1 The SA Super League will consist of eight teams from across South Australia with 15 players per squad and a minimum number of women and under 18s for each team. It is predicted that each week during July and August 2018, players, their families and support teams from across the state will travel to Salisbury to compete in the competition. It is likely that players, families and support teams will choose to stay at accommodation locally to maximize their time at the venue.
- 6.2 In addition to increasing opportunities for local athletes to participate in elite pathways and attracting visitors to the City of Salisbury, the SA Super League also allows an opportunity to grow the sport locally.
- 6.3 As part of the commitment to sport in the area, Bowls SA will work with the Salisbury Bowls Club and council to promote the club and sport to residents. This will include opportunities to come and try bowls, engaging with local schools and hosting a family day where children and their families are able to both watch the finals and try the sport.

7. FINANCIAL IMPLICATIONS AND SPONSORSHIP BENEFITS

- 7.1 Bowls SA are investing in the order of \$75,000 to the SA Super League and are seeking \$15,000 of sponsorship support from the City of Salisbury per year for a three year period.
- 7.2 A sponsorship arrangement provides the City of Salisbury with a range of promotional opportunities for businesses as well as supporting local sporting club development. The impact, reach and reputation of the Council as a significant sponsor would be positively impacted. This approach would not incur additional operating costs, other than the preparation of the agreements and minor facilitation in relation to communications.

- 7.3 The Sponsorship conditions as a minimum would consist of the following:
- Promotional opportunities through all forms of the media as appropriate and the ability to cross promote with third parties
 - Significant recognition of the City of Salisbury
 - Logo placements on all SA Super League co-lateral and advertising materials
 - Recognition in speeches of the contributions of the City of Salisbury
 - Distribution of promotional materials relating to the City of Salisbury businesses
 - Promotion of the sport, event and Salisbury Bowls Club to City of Salisbury residents
 - Additional participation opportunities for City of Salisbury residents in the sport of bowls
- 7.4 In discussions with Bowls SA they have proposed a sponsorship for a three year term of \$15,000 per year with Bowls SA to secure the inaugural SA Super League in 2018, 2019 and 2020.
- 7.5 A review of outcomes achieved from the event would also be included in the agreement with consideration of further support beyond the initial three year term subject to outcomes and agreement by both parties. This would ensure ongoing productive relationships/benefits for both parties beyond the 3 year agreement.
- 7.6 Staff would also assist Bowls SA and Salisbury Bowling Club in connecting with relevant partner organisation such as the Salisbury Business association who may also wish to enter into sponsorship arrangements.

8. CONCLUSION / PROPOSAL

- 8.1 An investment of \$15,000 per year for a three year period is a good investment for council to secure increased visitation to the City, improved sport outcomes and an opportunity to increase participation for local residents. In addition, the SA Super League would contribute to the status of the Salisbury Oval Precinct as one of the City of Salisbury's premier sporting areas.
- 8.2 Should Council determine that funding be provided to Bowls SA for the proposed 3 year agreement and in line with the minimum sponsorship requirements for the SA Super League 2018/19 proposed in Section 7.3, a budget bid will be included in the Draft Annual Plan and Budget for Public Consultation for the amount of \$15k per annum for 3 years, with a copy of the bid to be provided at the May 2018 Budget and Finance Committee.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 09/04/2018



SA SUPER LEAGUE.

Fast Paced. Action Packed. The best playing the best.



Bowls SA is launching a new elite level competition to affectionately be known as the SA Super League. Among other things the competition's primary objectives are to:

- Create a product that fills a void at a state wide elite competition level
- Create a product that Assists in Elite pathway selection
- Provide Quality competition to challenge players to improve performance
- Create an attractive, commercially viable, Marketable product to benefit and create promotion and publicity for the sport of bowls.
- Create a product that builds profile for our elite players
- Fill a gap by creating a new competition format to assist participation at club level

As always with anything new, there may be challenges along the way however we feel that with perseverance and the right attitude we can deliver something groundbreaking and extremely beneficial to the sport we love.

We thank you for your time to present this proposal, to become one of the inaugural sponsors of the SA Super League.

Regards,
The Bowls SA team

WWW.BOWLSSA.COM.AU

8234 7544
RECEPTION@BOWLSSA.COM.AU



SA SUPER LEAGUE.

About Bowls SA

Bowls SA is the State Sporting Organisation for lawn bowls in South Australia. The governance of Bowls SA is well structured to facilitate the needs of our partners and Member Clubs. This governance structure enables Bowls SA to operate as a single entity through, and by which, bowls can be conducted, promoted and administered.

Bowls SA is affiliated with World Bowls and Bowls Australia and consists of eight country regions and four metropolitan regions. Within the country region are 170 member clubs while the metropolitan clubs consist of 50 member clubs. At Bowls SA we're proud to play an active role in neighborhoods and communities all over South Australia. One of the key ways we do this is through support of volunteers, community groups and charities that are important to our Members, or that make a difference to the lives of our fellow South Australians.

In 2015 Bowls SA was awarded the Good Sports Award as recognition for our leadership in promoting healthy lifestyles and providing a positive role model in the creation of a safe, inclusive environment in which everyone can get involved.



SA SUPER LEAGUE.

At the heart of our community commitment is Camp Quality (CQ). CQ is one of Australia's major children's charities and helps thousands of seriously ill children and their families every year. To raise funds for CQ a series of volunteer days, Bowls events, collaborative fundraisers and campaigns are held annually. Everyone involved in the business - from Board, staff, managers, Clubs, volunteers, head office staff and suppliers - participates in some way. Celebrities and local personalities join in the fun of a friendly game of Lawn Bowls to support our commitment to the community.

Our affiliated Clubs are a Centre of Excellence in their own right, from providing a meeting place through to competition level Bowls. Bowls SA promotes the game as inclusive to all - whether 4 or 80, regardless of cultural background or disability and whatever your gender, all are welcome to enjoy a game of bowls at a social or competitive level.



SA SUPER LEAGUE.

About the League

Concept:

The SA Super League has been developed as SA bowls' answer to a short seasoned, fast paced, result orientated format not indifferent to the Big Bash League in cricket.

Some of the finer points of the competition include:

- State based league with 8 franchise teams associated with geographical areas.
- Franchise teams consisting of 15 Players per squad (Gender balance of minimum of 3 each gender)
- 2 Under 18 Players in Each Team
- Every Player in the squad must play a minimum of 1of the 7 minor round games
- Each Franchise must have minimum 6 players from its aligned region or zone (including 2 from country clubs), 7 players that can be drafted from other regions or zones, Interstate or Overseas and 2 Juniors (U/18's)
- Each Franchise must have an accredited coach for the team to set/conduct training's and develop players in the squad .



SA SUPER LEAGUE.

-Each franchise must have an accredited umpire/marker to officiate a neutral game, each official being given the opportunity to officiate elite level games.

The competition will be a shortened season with all members wanting to be eligible for State selection participating

-Shortened games with a maximum of 2 hours playing time

Game Format:

Singles - 18 ends

Pairs - 18 ends (3x3 pairs)

Triples - 18 ends (2 bowl triples)

Players play for Overall Scoreboard as well as rink scoreboards.

Power-play (double shots) for each team within each set of 9 ends (2 each for the game)

No dead ends, re spot on the T

There will be full coverage of the events including:

- Live streaming of game directly to our Facebook page which has been known to fetch a reach of up to 90,000 people

-Weekly SA super league show again broadcast directly to our Facebook page to cover results/ match preview & selections for the upcoming week

- Write ups and advertising covered on all of our website, Facebook & weekly e-newsletter.

-We also have intention to have the competition covered by local TV, radio & newspaper opportunities to improve the promotion of the sport of bowls.



SA SUPER LEAGUE.

Venue:

It is proposed for the initial season that all rounds are held at a singular venue for continuity of the season. A tender process will be developed to identify suitable/interested venues. This will be developed with the idea to secure the competition at the venue for a medium-long term investment pending the successful hosting of the successful club.

Playing dates

June 25, 26, 27, 28 or 29 Draft selection date

Round 1- Friday July 6 (Adelaide Crows play Interstate @ 7:10pm)

Round 2 & 3 - Sunday July 15 (Port Adelaide play Interstate @4:10pm)

Round 4 - Friday July 20

Round 5 - Friday July 27

Round 6 & 7 - Sunday July 29 (Port Adelaide play Interstate @2:50pm)

First Final - Sunday August 5

Second Final - Sunday August 5

Grand Final - Sunday August 12

Media nights Tuesday or Wednesday Weekly

| | |
|------------------------|---|
| ITEM | 1.5.1 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 16 April 2018 |
| PREV REFS | Policy and Planning Committee 1.3.2 20/03/2017 |
| HEADING | The Paddocks Masterplan |
| AUTHOR | Clint Watchman, Coordinator Urban Policy, City Development |
| CITY PLAN LINKS | 1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice. 2.3 Have natural resources and landscapes that support biodiversity and community wellbeing. 3.2 Have interesting places where people want to be. |
| SUMMARY | <p>The draft Paddocks masterplan has been shaped by addressing known issues associated with the Paddocks, community feedback, assessment against existing Council strategies and directions as well as feedback from Elected Members.</p> <p>The draft masterplan identifies an 11+ year investment program to improve the usability of the wetlands, improve safety, establish and/or upgrade recreation areas, and strategically position new facilities to cater for anticipated future growth in sports. High level cost assessment has been undertaken and identifies total investment in the order of \$15 million (includes upgrades within the residential neighborhood).</p> <p>Subject to council endorsement the draft masterplan will be released for public consultation during May 2018. The consultation will include drop-in sessions, a survey, Facebook posts, and one on one meeting's with key stakeholders.</p> <p>Following community and stakeholder feedback a final masterplan will be presented to council in July seeking final endorsement.</p> |
| RECOMMENDATION | <ol style="list-style-type: none"> 1. Council note the report. 2. Council approves the draft Paddocks masterplan and engagement material as contained in Attachments 3 and 4 to this report (Policy and Planning Committee, 16/04/2018 Item No 1.5.1) for consultation. |

ATTACHMENTS

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

1. Detailed Engagement Plan
2. The Paddocks Draft Masterplan Summary
3. The Paddocks Engagement Material

1. BACKGROUND

- 1.1 The Paddocks is one of the most significant recreation and open space precincts within the City of Salisbury.
- 1.2 The need to develop a comprehensive strategic masterplan for the Paddocks was driven by:
 - The age and condition of existing assets and infrastructure within the precinct;
 - The imminent relocation of the Para Hills Community Centre;
 - Community safety concerns;
 - The identification of the southern suburbs of the City as a future growth area in Council's Growth Action Plan;
 - Changing requirements of sporting clubs utilising the precinct; and
 - The need to guide and coordinate Council and community investment in the precinct (e.g. grant funding opportunities).
- 1.3 Council included the development of a masterplan for the Paddocks as a component of a critical action in City Plan 2030. A brief for the project was subsequently endorsed at its meetings in March 2017.

2. CITY PLAN CRITICAL ACTION

- 2.1 Develop a new community hub facility at Para Hills incorporating the existing library, seniors centre and a new community centre and maximise future opportunities for the Paddocks development.

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 An internal Project Control Group was established to inform the project.
 - 3.1.2 A briefing was provided at the Elected Member workshop held on the 24 February 2018. Ward Councillors have been briefed on the progress of the master plan and were invited to consultation activities.
- 3.2 External
 - 3.2.1 Significant external consultation occurred in late 2017. This included three drop in sessions attended by over 80 people; a mail-out to over 6,000 surrounding residents and businesses; an on-line survey (with 400 completed) and one on one sessions with key stakeholders including the Community Club and sporting clubs.

3.2.2 A workshop with the following sporting clubs was held on 29 January 2018 to present the masterplan ideas:

- Para Hills Bowls Club;
- Northern Districts Cricket Club;
- Para Hills Football Club;
- Para Hills Uniting Soccer Club;
- Para Hills Soccer Club; and
- Para Hills Wanderers Netball Club.

Formal position on the matters identified in the masterplan will be sought from sporting clubs during stage two engagement.

3.2.3 The Office for Recreation and Sport.

3.2.4 SA Police.

3.2.5 The local Salvation Army who demonstrated an interest the future of the paddocks.

4. REPORT

4.1 A range of background papers were prepared by consultants and staff to identify needs, opportunities and provide context to the development of the draft masterplan. The papers will be reviewed by the project control group and finalised for the final masterplan. These papers include:

- 4.1.1 Background report and site investigations (prepared by WAX);
- 4.1.2 Consultation report summarising the first round of engagement activity;
- 4.1.3 Sporting club facilities audit and benchmarking (prepared by Inside Edge); and
- 4.1.4 Interface assessment for the Woodcock Crescent Reserve that currently acts as a buffer between industrial activity to its west and housing to its east (currently being completed by URPS).

4.2 In summary, the substantive findings so far of these investigations and engagement activity included:

- The Paddocks is a regional asset, valued by local residents, but attracting users from a much broader area;
- Sporting club buildings (except bowls) are in poor condition and not suitable for the level of competition and user groups/numbers. However the ovals are well maintained and among the best in the region;
- Growth in all sports, driven partly by increases in female participation, will require new playing fields and more suitable amenities suitable for female participants;
- Sporting clubs have indicated a willingness to look at sharing of complimentary facilities such as Cricket with Football or Soccer with Soccer;
- Car parking, and entry points to car parks, are poorly defined and laid out;
- Issues with anti-social behavior in the wetlands and woodlands;

- Wetlands are overgrown, causing perception that people can hide, and contributing to people feeling unsafe;
 - There is a uniform ageing of all assets including buildings and vegetation (reflecting the lack of staggered investment in the precinct since its development);
 - Current play space assets are not fit for purpose and new play spaces are needed for different age groups;
 - The walking trails are highly valued however the material is not considered suitable for a wide range of users;
 - Residents value the area in which they live and share a strong sense of community; and
 - Significant potential to improve the interface between housing and open space (both with the recreational precinct and within the residential area).
- 4.3 An assessment against both Council and external strategies has been completed during the drafting of the masterplan and will be provided as part of the final masterplan.
- 4.4 In responding to these findings and strategic context, the key elements of the draft masterplan include:
- Areas set aside for wetland expansion to potentially cater for the expected increase in residential densities within the catchment.
 - General improvements to wetland access, amenity and function.
 - Improved sense of safety by clearing areas of ageing vegetation that are enabling anti-social and illegal activities.
 - Potential car parking and council depot shed location if required
 - Viewing mounds/lookouts in the wetland area to increase passive surveillance and provide focal points
 - Permanent water body improvements
 - Large picnic parkland, expanding the lawn, irrigated areas, improved sight lines and reduction of shrubbery.
 - Off street parking on Maxwell Rd to service the dog park and parkland
 - Potential small dog park location specified if council-wide investigation identify the Paddocks as an appropriate location.
 - BMX & Cyclo Cross within woodland area
 - Maintain some woodland and exploration areas
 - Nature play area
 - Youth play and skateable environment
 - Car parks to service activities new passive recreation activities
 - New soccer pitches to cater for growth and to resolve training conflicts between soccer and Australian Rules Football.
 - Formalised (sealed and unsealed) car parking and rationalised access along Bridge Road
 - New club rooms for co-location of soccer clubs
 - New club rooms for co-location of football and cricket

- Potential expansion of the Bowling Club to include netball clubrooms. Relocation would be required if the site on the corner of Bridge and Kesters Roads is identified for a health wellness and recreation facility.
 - Improved connections to existing residential areas
 - Neighbourhood playground near Community Club
 - Potential urban regeneration opportunities
 - Improvements and irrigation of the central open space area within the residential neighbourhood
 - Location for potential council residential development projects
 - Potential cricket practice nets
 - Potential new health, wellness and recreation facility.
- 4.5 Not all projects identified within the masterplan require a delivery timeline or budget. The masterplan identifies a location for those future projects if the need arises but does not define a budget or a delivery timeframe. For example, expansion of the wetlands would only be required if housing densities and resultant run-off increase and additional storm water capacity is required.
- 4.6 Council residential development opportunities were identified within the Strategic Land Review and are shown on the draft masterplan at Woodcock Crescent Reserve. As part of the masterplan an interface assessment is being prepared to ensure that any identified uses for the site do not impact negatively on existing adjacent commercial uses. The outcomes of this work will be finalised by the time a final masterplan is presented to council. For the purpose of the draft masterplan Woodcock Crescent reserve will be identified as an area requiring further investigation without defining an opportunity for residential. If residential is appropriate, more targeted engagement would occur after the masterplan through the processes used by the Strategic Development Projects and Property Divisions..
- 4.7 Since the commencement of the masterplanning exercise, DPTI has committed to funding the Maxwell Road and Bridge Road signalised intersection in 2018/19 at a cost of \$4.4 million. This upgrade will establish critical connections for pedestrians and greatly improve safety for commuters. Any upgrades to The Paddocks along the south eastern edge will benefit from this upgrade as the community east of the paddocks will now be able to cross Bridge Road more safely. On-street parking on Maxwell Road may be impacted by these works and council staff will work with DPTI through the detailed design phases to understand these impacts.
- 4.8 The Masterplan is based on a view that existing assets will be enhanced based on given the Paddocks is one of the largest and most significant sport and recreation precincts within the City of Salisbury. This is supported by an independent sporting club audit conducted as part of the Masterplan. The audit assessed sporting club condition and ability to cater for future growth. The Background report to the audit recommended the masterplan consider the following:
- 4.8.1 Replace redundant and functionally obsolete buildings/amenities with facilities that meet shared sport, community and education objectives.
 - 4.8.2 The provision of recreation and leisure facilities shall maximise shared usage and flexibility to meet the Paddocks community's changing needs and aspirations.

- 4.8.3 Reserve facilities shall provide safe and supportive environments for participants and an emphasis on the provision of new (unstructured) recreational pursuits and open space should be considered.
- 4.8.4 Future sport and recreation facilities will be developed in accordance with relevant building regulations, peak sporting body preferred facility standards and subject to necessary building and planning permit attainment.
- 4.8.5 ‘Future proofing’ facility development and planning for the future growth and diversity of the Paddocks community will underpin all future facility planning and development.
- 4.8.6 Universal and Healthy by Design® Principles along with sustainability best practices will underpin planning and design of future facility developments.
- 4.9 At this stage the estimated cost of implementation of all elements of the draft masterplan is in the order of \$15.3 million, with \$2.2 million of this currently allocated within existing capital budgets for building upgrade works beyond a 10 year program. Project costs are currently based on high level estimates without detailed technical designs, and further detailed investigations, feasibility assessments and costings will be required as each project element is considered further. It is expected that delivery of the masterplan could be staged over a ten or more year period.
- 4.10 Opportunities to reduce this cost to Council, or bring forward works, through grant funding will be considered as the masterplan is implemented. It is unclear at this stage what opportunities for external funding will exist under the new Liberal State Government. In addition, if the option of a potential health, wellness and recreation facility on the corner of Bridge and Kesters Roads is pursued on a commercial basis, there is the opportunity for income from that element.
- 4.11 Some of the “Early wins” proposed in the first three years include improving safety within the wetlands by removing overgrown and aging shrubbery, improved connections between residents and the open space, fitness loop within around the football/soccer ovals, and installing lawn and irrigation to the picnic areas. Planning for new clubrooms will also be undertaken within the first three years. More detailed list of early wins has been detailed in the masterplan summary document (attachment 2).
- 4.12 An opportunity to retrofit the existing skate facility will be investigated during the consultation period as a short term solution. This has been identified as a potential option from community feedback during the drafting of the masterplan.
- 4.13 Council’s investment in these improvements is estimated to be in the order of \$2.6 million. \$100k has been allocated for concept planning of building and other items in 2018/19. New budget bids have been presented to council for \$500k in 2018/19, \$1 million in 2019/20 and \$1 million in 2020/21.
- 4.14 A number of the “early wins” will also access operational and maintenance budgets or utilises funds from existing and planned programs such as the city wide trails or fitness loop program or water course management plan.
- 4.15 The “early wins” cost estimates and timings will undergo a more rigorous analysis prior to the final masterplan being presented to Council.

- 4.16 It should be noted that beyond Council's regular maintenance program, and the related Para Hills Community Hub project that replaces facilities currently located on the Paddocks, capital expenditure at the Paddocks has been in the order of \$770k since 2014/15.
- 4.17 Works have included flood management, minor building improvements to some of the club rooms, bridge renewal, fencing renewal, and other minor capital works. The majority of these expenses were in 2014/15 for just under \$425k.
- 4.18 The attached draft masterplan Summary document (Attachment 2) identify early wins (1-3 years), short term (4-6 years), medium term (7-10 years) and long term or as required (11+ year projects).
- 4.19 Clubroom upgrades require feasibility and concept planning before Council approval. It is expected that new soccer club rooms and pitches could commence construction in 2022/23 subject to the outcomes of feasibility and concept planning and subsequent Council approval. Club rooms and new pitches may attract external grant funding. The football/cricket clubrooms could potentially be delivered in 2024/25. Planning for the clubrooms has been allocated funding within the first three years as one of the "early wins".
- 4.20 The suggestions in the proposed masterplan reflect the feedback received from the public, user groups and internal assessments. Council's endorsed brief for this project included a second round of engagement to test the concepts and directions with the community and stakeholders.
- 4.21 Stage 2 community consultation is proposed to be held during May 2018 following Council endorsement of the draft masterplan. Engagement will include:
- 4.21.1 Article in Salisbury Aware during April with a brief history on The Paddocks and directing people to the project web page for further information.
- 4.21.2 Letter box drops to approximately 6,000 surrounding residents to raise awareness of the engagement activities. No survey will be included as per the first stage of engagement, as we want to encourage surveys to be completed on-line. Hard copies of the survey and project information will be made available at the local library and community centre instead, or posted to individuals requesting a hard copy, for those unable to complete an on-line survey.
- 4.21.3 Drop-in sessions mid-May at the Paddocks and the Para Hills Library. Project consultants and Coordinator Urban Policy will attend. Diary appointments will be sent to Elected Members, and Ward Councillors and the Mayor will be contacted personally.
- 4.21.4 Survey Monkey electronic survey available during May.
- 4.21.5 One-on-one meetings or workshops with the sporting clubs, Salvation Army, SAPol and the Community Club. These stakeholders were directly engaged with during stage 1 engagement.
- 4.21.6 Facebook posts as required alerting residents to the engagement activities.
- 4.21.7 Request written feedback from the Office of Recreation and Sport.

4.21.8 One-on-one meetings with residents if requested.

4.21.9 Meet with Ward Councillors.

4.22 A detailed engagement plan is provided as Attachment 1.

5. CONCLUSION / PROPOSAL

5.1 Consultation on the draft Paddocks masterplan is proposed in May 2018 following Council endorsement in April.

5.2 The Masterplan is a high level long term plan for The Paddocks. The first three years of investment has been defined conceptually and allocated funding (subject to validation of the concepts in stage 2 engagement and Council's budget process).

5.3 The draft Masterplan has been prepared based on strong community input during stage 1 engagement and a thorough audit of and engagement with the sporting clubs.

5.4 Following stage 2 engagement, the masterplan will be finalised and presented to Council for its consideration in July 2018.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 09.04.18



engagement schedule

ATTENTION CLINT WATCHMAN
COMPANY CITY OF SALISBURY
FROM WARWICK KEATES
PROJECT & NO THE PADDOCKS MASTER PLAN (STAGE 2)– 17PAD
DATE 19 OCTOBER 2017
SUBJECT ENGAGEMENT SCHEDULE

CONSULTATION REQUIREMENTS

For The Paddocks Master Plan project there will be two stages of consultation including:

1. Initial information gathering on the project area and community perspective. Used to inform the development of the draft master plan (**completed**)
2. Presentation of the draft master plan to the community and collection of feedback

The requirements for community consultation under the Local Government Act 1999 for projects with a total value over \$4 million where the engagement provides the community with all details of the final project outcomes (public exhibition period). This must include:

- The engagement period must allow community comment for a minimum of 21 days
- Consultation must be advertised in the local paper with the full date included
- Hardcopies of the project specifics must be made available to the public

For The Paddocks Master Plan it was considered appropriate that these requirements would be met during the second consultation stage of the draft master plan.

COMMUNICATION SCHEDULE

The consultation for The Paddocks will be communicated to the public through the local newspaper, web based information and direct mail out to the surrounding residents. Both Stage 1 and 2 of the consultation will be communicated via the same methods to ensure consistency between stages and that the same participants are invited to be involved in both stages.

The communication with both the Youth Advisory Committee and Indigenous Representative will be undertaken via Council staff. The appropriate consultation process will be discussed and directed by the appropriate Council Staff member.

engagement schedule

Communication Schedule and requirements for Stage 2:

| CONSULTATION | WHO | WHAT | MATERIAL | TIMING | RESPONSIBILITY | ASSISTANCE | COMPLETE |
|---|---|---|--|-------------|----------------|------------|----------|
| Community Exhibition | Para Hills Library (foyer) Council Offices (foyer) Community Club (foyer) Unmanned | Organise use of space exhibition boards. | Display Boards (check if we can use walls instead) Council sign Consultation posters Survey hardcopies | Immediately | CW | | TBA |
| Salisbury Aware | Local community. Other interested parties. | Advertisement targeted at local community. Call to complete survey; how to access online or hardcopy at Council offices and library. | Draft masterplan and illustrations. Definition of project. Text detailing process and information how to be involved. Half page (size between A4-A3) | ??? | CW | | TBA |
| Northern Messenger (Local Paper) | Local community. Other interested parties. | Advertisement targeted at local community. Update on masterplan and how to access survey online and hardcopy. | Draft masterplan and illustrations. Definition of project. Text detailing process and information how to be involved. Size? | ??? | CW | | TBA |
| Mail Out Australia Post or explore opportunities to combine mail out with other mail out done by Council | Local community. | Advertisement targeted at local community. Update on masterplan and how to access survey online and hardcopy. | Draft masterplan and illustrations. Definition of project. Text detailing process and information how to be involved. Survey (3-4 pages). Size: A4 | ??? | CW | | TBA |

engagement schedule

| CONSULTATION | WHO | WHAT | MATERIAL | TIMING | RESPONSIBILITY | ASSISTANCE | COMPLETE |
|----------------------------|----------------------------|--|--|---|----------------|------------|----------|
| Key Stakeholder Interviews | TBA | Via phone | Survey questions tailored to individual participants. | Interviews in person to be scheduled for either ????? | CW | | TBA |
| | | In person (if required) | | Interviews via phone between ?????? | | | |
| Survey Hardcopies | Community | Council James Street Office Para Hills Library 12/25 Youth Centre At front counter | Unmanned | Introduction/draft masterplan Survey hardcopies | CW | | TBA |
| Web based material | Community | Council website | Unmanned | Website with links to Survey Monkey and Facebook | CW | | TBA |
| Via Council | Indigenous Representatives | Invitation to participate. Method of involvement TBA | TBA | TBA | CW | | TBA |
| Via Council | Youth Advisory Committee | Invitation to be involved in a targeted consultation workshop. Invitation to complete survey. | Set of consultation posters used for community drop in sessions. | TBA | CW | | TBA |

engagement schedule

Survey Stage 2 draft questions:

Title

Introduction Text (similar to text on council website)

Illustration of draft masterplan and other support material as required.

Thank you for taking the time to complete this survey. To start with we would like to know a bit about you.

1. Please tell us your age

- 11 years or under
- 12-17 years old
- 18-34 years old
- 35-49 years old
- 50-69 years old
- 70+ years old

2. What is your gender

- Male
- Female

3. Where do you live?

- Within The Paddocks project boundary
- Para Hills
- Para Hills West – Parafield – Salisbury South
- Gulfview Heights
- Ingle Farm
- Pooraka
- Mawson Lakes
- Other _____

4. How did you hear about this project? (select all that apply)

- Council website
- From a friend or word of mouth
- Facebook
- Community noticeboard/poster
- Media release (newspaper)
- Other (please specify)

5. Did you attend any of the previous consultations sessions or complete the survey for this project?

- Yes (consultation sessions)
- Yes (survey)
- No

engagement schedule

The next few questions ask you to think about the whole of the masterplan for the Paddocks.

6. Do you agree with the overall direction and intent of the Paddocks Precinct Masterplan?

- I love it
- I mostly agree
- I somewhat agree
- I somewhat disagree
- I strongly disagree
- I don't care

7. What parts of this project are important to you? Please rate each of the items below.

- Very Important
- Somewhat important
- Not important
- Completely unnecessary

Items to rated:

- Use the themes to get an understanding of peoples focus and concerns

8. Do you have any other comments about the masterplan for the Paddocks?

The next few questions ask you to think about each precinct and which actions and improvements you think are important.

9. Do you agree or disagree with the suggested actions and improvements for the WETLAND Precinct?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't case

10. List three actions that you strongly support?

1. _____
2. _____
3. _____

11. Is there anything else that needs to consider, or something you would change?

12. Do you agree or disagree with the suggested actions and improvements for the OPEN WOODLAND Precinct?

engagement schedule

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't case

13. List three actions that you strongly support?

- 1. _____
- 2. _____
- 3. _____

14. Is there anything else that needs to consider, or something you would change?

15. Do you agree or disagree with the suggested actions and improvements for the RECREATION Precinct?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't case

16. List three actions that you strongly support?

- 1. _____
- 2. _____
- 3. _____

17. Do you agree or disagree with the suggested actions and improvements for the SOCCER Precinct?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't case

18. List three actions that you strongly support?

- 1. _____
- 2. _____
- 3. _____

19. Is there anything else that needs to consider, or something you would change?

20. Do you agree or disagree with the suggested actions and improvements for the FOOTBALL AND CRICKET Precinct?

engagement schedule

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't case

21. List three actions that you strongly support?

- 1. _____
- 2. _____
- 3. _____

22. Is there anything else that needs to consider, or something you would change?

23. Do you agree or disagree with the suggested actions and improvements for the INDOOR CENTRE AND COURTS Precinct?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't case

24. List three actions that you strongly support?

- 1. _____
- 2. _____
- 3. _____

25. Is there anything else that needs to consider, or something you would change?

26. Do you agree or disagree with the suggested actions and improvements for the COMMUNITY CLUB Precinct?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't case

27. List three actions that you strongly support?

- 1. _____
- 2. _____
- 3. _____

28. Is there anything else that needs to consider, or something you would change?

29. Do you agree or disagree with the suggested actions and improvements for the RESIDENTIAL Precinct?

engagement schedule

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't case

30. List three actions that you strongly support?

1. _____
2. _____
3. _____

31. Is there anything else that needs to be considered, or something you would change?

32. Do you have any other comments or feedback that you think needs to be incorporated into the Paddocks Precinct Masterplan?

DRAFT

The Paddocks Draft Masterplan Summary

Draft masterplan for Council – April
2018

Clint Watchman – Coordinator Urban Policy

1. Background

The need to develop a comprehensive strategic masterplan for the Paddocks was driven by:

- The age and condition of existing assets and infrastructure within the precinct;
- The imminent relocation of the Para Hills Community Centre to Wilkinson Road, Para Hills;
- Community safety concerns;
- The identification of the southern suburbs of the City as a future growth area in Council's Growth Action Plan;
- Changing requirements of sporting clubs utilising the precinct; and
- The need to guide and coordinate Council and community investment in the precinct (e.g. grant funding opportunities).

Council included the development of a masterplan for the Paddocks as a component of a critical action in City Plan 2030. A brief for the project was subsequently endorsed at its meetings in March 2017.

Stage 1 engagement for the Paddocks masterplan was conducted in late 2017. A good level of feedback from the community, sporting clubs and some interest groups was received.

2. Engagement Outcomes

Stage 1 engagement was completed in December 2017 and sought comments from the community, sports clubs and some interest groups in relation to their ideas and experience in using The Paddocks. Plans or Council proposals for The Paddocks were not presented as part of Stage 1 engagement, as the focus was to garner ideas and input from the community without filters or influence from a Council plan or proposal, to inform the drafting of the MasterPlan.

Insights from the engagement have informed the subsequent development of the draft masterplan and the masterplan objectives.

The following engagement activities occurred during stage 1:

- Mail out to over 6,000 surrounding residents and businesses with the attached survey (including residents and landowners).
- On-line survey made available to anyone inside and outside the council area. Almost 400 surveys were completed. Approximately 50 of these surveys were received by post and entered manually into survey monkey.
- Two community drop in sessions at the Para Hills Library and The Paddocks. Approximately 80 people attended the sessions.

- Facebook and Twitter posts.
- Have Your Say council web page with link to project page and survey.
- Project web page developed and in use for the life of the project.
- Letter drops to the community at The Paddocks inviting them to a resident specific drop in session at the Codd Street playground. Drop in session was held on the 9 December 2017. Approximately 10 residents attended and provided valuable insights into their neighbourhood.
- Individual meetings and a group workshop with the Paddocks sports clubs. The session were very positive. All clubs are willing to investigate shared clubroom models.
- Meeting on site with SAPOL to assess the antisocial behavior
- Meeting with Barry Ormsby to obtain site background information. Barry Ormsby was previously employed by Council and designed the original wetland system.
- Meeting with Salvation Army. They expressed a strong interest in outdoor activities such as nature play which they would use on a regular basis when running programs.

Common themes arising from the engagement included safety around the wetlands area, enhancements to the existing sporting facilities, issues relating to maintenance and upkeep, and a strong sense to retain the natural feel of the precinct and connectivity within the precinct and with adjacent areas. Outcomes of stage 1 consultation can be summarised by the following and have been used to inform the masterplan objectives and proposed items;

- The Paddocks is a regional asset and one of a kind within Metropolitan Adelaide (highly valued)
 - Sports and Recreation
 - Wetlands
 - Picnic areas
- Sports club buildings (except bowls) are in poor condition, not up to standards, and not suitable for the level of competition and user number/groups
- Growth in all sports will need new playing fields (big driver through female participation)
- Walking trails are highly valued but in poor condition and the materials are not suitable for running and cycling
- Vehicle access and legibility along Bridge Road is poor
- Car parking on game days is inconvenient, difficult to navigate and shortages generally occur
- Issue with anti-social behaviour activities in area's wetlands, woodlands and picnic bench with well over 100 specific references to the problem
- Wetlands are overgrown causing a perception that people can hide, making some people feel unsafe, particularly at night.
- There is a uniform ageing of all assets including built form and landscape
- Residents love their area and share a strong sense of community
- Council's property group respond well to immediate issues

- The "Masterplan" has been mentioned many times as the reason no major changes or investment has occurred...This has heightened expectations that when the masterplan is developed funding will be available for implementation
- The ovals are very well maintained and some of the best in the region
- Sporting clubs are willing to share facilities

3. Sporting Club Audit

An audit of existing Football, Soccer, Cricket, Netball and Lawn Bowls facilities using its custom-built Sports Facility Auditor (SFA) program has been used to assess facility compliance, condition and gaps compared to State and National standards.

The audit background concluded the masterplan should consider the following when planning for recreation facilities;

- Replace redundant and functionally obsolete buildings/amenities with facilities that meet shared sport, community and education objectives.
- The provision of recreation and leisure facilities shall maximise shared usage and flexibility to meet the Paddocks community's changing needs and aspirations.
- Reserve facilities shall provide safe and supportive environments for participants and an emphasis on the provision of new (unstructured) recreational pursuits and open space should be considered.
- Future sport and recreation facilities will be developed in accordance with relevant building regulations, peak sporting body preferred facility standards and subject to necessary building and planning permit attainment.
- 'Future proofing' facility development and planning for the future growth and diversity of the Paddocks community will underpin all future facility planning and development.
- Universal and Healthy by Design® Principles along with sustainability best practices will underpin planning and design of future facility developments.
-

The draft findings of the audit have been summarised below, noting that the audit findings are an indicator of the standard of facilities and whether they are "fit for purpose", to inform further more detailed investigations and assessment of facilities that will be required prior to any investment decisions:

Football:

Audit score of 65.63% received. This audit score indicates that when comparing the facility to the local level guidelines, the facility scored a rating of 63 out of 96 giving the facility a 65.63% compliance rating. This is considered to be a low score.

The Paddocks Oval used by the Para Hills Football Club is classified as a local level facility according to the AFL facility hierarchy (based on competition played). In consultation with

the SANFL, the site should be designed and planned for a regional facility given the size of the reserve and the co-sharing with a number of other sports.

Regional facilities/locations tend to service a collection of suburbs or geographic areas within a municipality (or across municipal borders) and usually tend to cater for more than one sporting club, code or activity. Regional facilities/venues can host competition finals and are maintained to a high standard.

Cricket:

According to the Cricket Australia hierarchy the Paddocks Reserve is classified as a Premier/Regional facility. There is opportunity to co-locate the Northern Districts Cricket Club with Para Hills Football Club.

Soccer:

Para Hills Knights - The Premier League pitch is in good condition and meets the size requirements and compliance components. The clubrooms are old and need to be upgraded. The change rooms are in poor condition and are not suitable for females/unisex use and require major upgrades.

Para Hills United Soccer – The clubroom and change room facilities for this club are non-compliant and are not fit for purpose. There is inadequate storage. Grounds are well maintained but depending on how many games are being played, player run-off area standards between fields may not be being met.

There are two separate soccer clubs located at the Paddocks Reserve. The Para Hills Knights are a Premier League Club under the Football Federation of South Australia. The other is Para Hills United Soccer Club which competes in the Elizabeth & Districts Junior Association which is auspiced by the South Australian Amateur Soccer Association.

Netball:

Audit score of 28.57% received. This audit score indicates that when comparing the facility to the local level guidelines, the facility scored a rating of 30 out of 105 giving the facility a 28.57% compliance rating. This is considered to be a low score. This netball facility is primarily a training facility but for future growth it is recommended to be upgraded so that competition and events can be played and attracted to the site.

The netball courts at the Paddocks Reserve are classified as a Local Level Facility.

A netball facility is local if it attracts the majority of its users from a small number of adjoining/nearby suburbs or specific town. The facility tends to cater for club training and regular competition games where only a limited number of courts are required. All clubs are likely to require access to, at a minimum, one local facility.

Lawn Bowls:

The bowls club currently has 82 full members and membership has been static over the past few years. Under current trends it is not anticipated to have any growth over the next five years. The bowls clubrooms are in good condition and are under-utilised. Opportunities should be explored to modify this facility around the consolidation of greens and attracting more uses and users to the facility, and possible sharing of clubrooms.

4. Masterplan Objectives

Ten objectives have been developed from the background work and stage 1 consultation and inform the key elements of the draft masterplan. These objectives establish clear principles that tie community expectation and strategic background to Council's investment and planning in the area. The ten objectives include;

1. A One of a Kind Place

The Paddocks offers a unique range of landscape setting, recreational activities and sports facilities. The diversity of open space makes it a special destination that attracts people, locally and regionally.

2. A Safe Place

The Paddocks is welcoming and a place in which all the community can feel safe. Best practice design and landscape management principles will be a key aspect to encouraging people to enjoy and return to the paddocks.

3. An Accessible and Easy to Navigate Place

Well defined path networks, car parks and signage provide a sense of convenience and safety that encourages people to visit the open spaces, landscapes and facilities.

4. Sporting Facilities that support regional clubs and growth

The Paddocks is a place that promotes a diversity of sports. It provides access to well-designed, quality facilities that reflect the various levels and codes played.

5. A Healthy Place

The Paddocks is a healthy environment that promotes activity, fitness, sustainability and growth in the precinct's people, through high quality landscapes and natural systems.

6. A Place for Families and Communities – A Grand Park

The open spaces, activities and facilities of the Paddocks combine to create a park for everyone. An excellent place for the community, set within a unique recreational landscape.

7. Great wetlands, open water – Viability and amenity

The wetlands, ponds and creeklines create wildlife habitats, manage stormwater and provide an amenity for users of the Paddocks.

9. A Memorable Place

The Paddocks is a place that creates great memories. It encourages people to visit and discover new experiences that build the community's sense of attachment to the Paddocks.

10. A Well-Managed Landscape

The open space management of the Paddocks promotes landscape diversity, high-quality sports fields and healthy woodlands and wetlands habitats.

5. The Masterplan

Masterplan elements represent an 11+ year program of capital investment and uplift which caters for the existing a future community both locally and regionally. The masterplan seeks to improve amenity and safety within the wetlands, creating accessible parklands and picnic areas, link areas with shared pathways, investing in new sporting facilities and clubrooms, and improving car parking.

In detail the masterplan will deliver:

- Areas set aside for wetland expansion to potentially cater for the expected increase in residential densities within the catchment.
- General improvements to wetland access, amenity and function.
- Improved sense of safety by clearing areas of ageing vegetation that are enabling anti-social and illegal activities.
- Potential car parking and council depot shed location if required
- Viewing mounds/lookouts in the wetland area to increase passive surveillance and provide focal points
- Permanent water body improvements
- Large picnic parkland, expanding the lawn, irrigated areas, improved sight lines and reduction of shrubbery.
- Off street parking on Maxwell Rd to service the dog park and parkland
- Potential small dog park location specified if council wide investigations identify the Paddocks as an appropriate location.
- BMX & Cyclo Cross within woodland area
- Maintain some woodland and exploration areas
- Nature play area
- Youth play and skateable environment
- Car parks to service new passive recreation activities
- New soccer pitches to cater for growth and to resolve training conflicts between soccer and Australian Rules Football.
- Formalised (sealed and unsealed) car parking and rationalised access along Bridge Road
- New club rooms for co-location of soccer clubs

- New club rooms for co-location of football and cricket
- Potential expansion of the Bowling Club to include netball clubrooms. Relocation of netball would be required if the site on the corner of Bridge and Kesters Roads is identified for a health wellness and recreation facility.
- Improved connections to existing residential areas
- Neighbourhood playground near Community Club
- Potential urban regeneration opportunities
- Improvements and irrigation of the central open space area within the residential neighbourhood
- Location for potential council residential development projects
- Potential cricket practice nets if health, wellness and recreation facility is not pursued.
- Potential new indoor sporting facility with commercial allied health and fitness opportunities

6. Implementation

The masterplan will include early investments (1-3 years), short-term (4-6 years), medium term (7-10 years) and long-term 11+ year implementation periods. A higher level of detail has been prepared for the early investment period. Longer term projects outside of first three years require further investigation and feasibility studies. See attached staging plans.

6.1. EARLY INVESTMENT YEARS 1-3

Projects identified in the first three years of implementation start to reposition the Paddocks as an important place for people to visit and are intended to reinvigorate the Paddocks. The initial years of implementation have been identified by community feedback around existing issues and opportunities and how best the existing attributes in the area can be improved to attract more people.

Delivery of the 1-3 year program will be through a combination of new capital investment, existing capital programs, and operational budgets.

The table below shows a cost break down and allocation of the masterplan items within the first three years of delivery. Cost estimates are high-level and require more detailed scoping and costing in preparation for delivery.

| Item Number | Description | New Capital Investment | Existing Council Program | Maintenance & Operational |
|-------------|--|------------------------|--------------------------|---------------------------|
| 17/22 | Feasibility and concept design for potential new shared clubrooms & Design for masterplan item in years 1-3. | \$100k | | |
| 11 | Parkland Area | \$600k | | |
| 5 | Permanent feature water body & | \$450k | | |

| | | | | |
|----|---|-----------------------|---------------|--------------|
| | boardwalk edge | | | |
| 6 | Off street Parking | \$175k | | |
| 44 | Improved safety in the wetlands | \$100k | | |
| 32 | Fitness Loop | \$300k | | |
| 4 | Viewing Mound | \$220k | | |
| 18 | Improved connections between residential and recreation areas | \$100k | | |
| 2 | Wetland Improvements | \$300k | \$150k | |
| 31 | Shared use Trail Stage 1a (1.6km) & 1b (1.2km) | \$215k (1b) | \$285k (1a) | |
| 20 | Upgrade Local Park | \$150k | \$150k | |
| 40 | Tidy Screening Landscape | | | \$50k |
| | Total | \$2.71 million | \$600k | \$50k |

These improvements represent an important investment and will make a noticeable change in the attractiveness and usability of the Paddocks aligning with the key objectives of the plan and reflect community feedback during consultation. A detailed description of each masterplan item has been provided below.

17/22 Feasibility and concept design for potential new shared clubrooms

Detailed discussions with the sporting clubs about new clubroom requirements and lease conditions. Concept planning of new club rooms and further investigation into co-location parameters and requirements.

11 Parkland Area

Establish “A Grand Parkland” through the central park area by removing shrubbery, reshaping mounds, installing irrigation and lawn areas and making use of large trees for shade. A place for all residents to enjoy with family and friends, feel safe, relaxed, and connected to nature.

5 Permanent feature water body & boardwalk edge

Upgrade the existing pond to convert it into a permanent water body with boardwalk edge. A main feature within the Paddocks that will attract residents to the area and ensure year-round amenity.

6 Off street parking

Provide off-street gravel surface parking from Maxwell Road to provide convenient and safe access to the Southern edge of the Paddocks and directly to the dog park and parkland area.

44 Improved safety in the wetlands

Improve safety in wetlands by assessing and removing vegetation that attracts antisocial behaviour and improving amenity within the wetlands. This is a critical step in repositioning the Paddocks. There was strong community feedback during the first stage of community consultation voicing concerns about the anti-social activities within the wetlands.

32 Fitness loop

Fitness Loop within the heart of the sporting area. This project aligns with sporting club training and will allow the community access to free fitness equipment within a parkland setting. Fitness loops were identified during consultation as a community desire during stage 1 engagement.

4 Viewing Mound

An iconic new element which will provide a lookout point within the Paddocks wetland area. The viewing mound will assist with providing surveillance within the area and a more challenging walking/running option for those who wish to use it. The viewing mound could make use of local fill sourced from councils civil works program as much as practicable.

18 Improved connections between residential and recreation areas

Provide footpath connections and open sightlines between the residential neighbourhood and the sports ovals to improve safety, accessibility and a sense of connectivity for residents.

2 Wetland Improvements

Wetland health and landscape quality will be assessed and improved within the wetlands. Outcomes may be clearing unnecessary landscape, planting new landscape, deepening or expanding some waterbodies and opening up sightlines.

31 Shared use Trail Stage 1a (1.6km) & 1b (1.2km)

A 3m wide bitumen shared trail creating a loop around the football, cricket and soccer ovals and connecting the pond, picnic areas and new car park on Maxwell Road. Stage 1a is included in the City of Salisbury green trails network program and will contribute to completing the Paddocks section of the greater network.

20 Upgrade Local Park

Replace Existing Playground and provide irrigated lawn and landscape areas to the local park. The current local park is unirrigated and the playground is due for renewal.

40 Tidy screening landscape

Landscaping along the edges of the residential neighbourhood has become untidy with much of the vegetation reaching the end of its life. Tidying these edges up and replanting appropriate species will enhance the interface between the residential area and the open space.

35 Investigate Fencing and Landscaping program

To improve the interface between the resident area and the open space central to the paddocks neighborhood, assess the viability of a funding program to improve fencing and landscaping in collaboration with residents.

6.2. SHORT TERM INVESTMENT YEARS 3-6

The focus for the short term period will be the delivery of new clubrooms, playing fields, car parking and a playground. Subject to more detailed investigation and feasibility assessment planning and feasibility for these will be undertaken during years 1-3. The following masterplan items are proposed for delivery during the short term 3-6 year timeframe.

- New shared soccer clubrooms with associated pitches and car parking
- New football and cricket clubrooms with car parking
- Undertake feasibility study for the health, wellness and recreation facility
- New neighborhood level playground near the Para Hills Community Club and football oval
- Improve the landscape treatment through the central open space corridor within the residential neighborhood
- Implement the fencing and landscaping program within the residential neighbourhood if deemed to be appropriate during the investigation occurring in years 1-3.
- Improve amenity of storm water swale running between residential area and the sports ovals.
- Install CCTV to Maxwell Rd car parking if necessary
- During this period the market may drive redevelopment of residential areas interfacing the with the Paddocks reserve. Staff will work closely with developers to achieve high quality outcomes aligned to the masterplan

6.3. MEDIUM TERM INVESTMENT YEARS 7-10

Investment during the medium term 7-10 year period will be focused on upgrading the existing woodland area to become an attractive and safe passive recreation area. These upgrades and facilities will offer BMX, skate, and play elements which are not currently offered within the Paddocks or within close proximity. Planning for the new facilities will consider the role of these facilities within the broader Salisbury region, in the context of Council Game Plan.

The new facilities are intended to offer a point of difference from others within the catchment. For example, a new BMX facility would be developed that would be aimed at a different skill level to the BMX facility offered at South Terrace, Pooraka. Likewise, a new skating area or nature play area would offer a different experience to others within the catchment.

Subject to more detailed investigation and feasibility assessment, Masterplan items proposed for the medium term 7-10 year period are;

- BMX and cyclocross within woodland setting
- Tidy landscape and improve trails and connections within the woodland
- Construct a new nature play playground.

- Youth play and skateable environment
- Car parks providing convenient and safe access
- Stage 2 of the shared path trail which will complete the network

6.4. LONG TERM INVESTMENT YEARS 11+ OR AS REQUIRED

Masterplan items proposed for the long term 11+ year period are;

- Potential development of a new health, wellness and recreation facility could occur at any time in if a feasibility study and investigation recommend its development. A location on the corner of Kesters Rd and Bridge Rd is the preferred location due to its exposure and size.
- Small expansion of the bowling club to accommodate a new netball clubroom.
- Establish a “small dog” dog park next to the existing dog park if the need arose.
- A small car park and Council depot shed if required
- Areas have been identified for expansion of wetlands if densities within the catchment increase and the need for increased storm water management at the Paddocks is required.



THE PADDOCKS MASTERPLAN



- 1 Potential expansion of Wetlands as residential densities increase in surrounding catchment
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- 3 Car park and potential new council depot shed
- 4 Viewing mound to increase passive surveillance and activation of the wetlands
- 5 Re-establish water body as permanent pond with boardwalk
- 6 Car park with direct access to the park & Dog Park
- 7 'Small dogs' dog park if required
- 8 Existing dog park
- 9 BMX and cycle cross within woodland setting
- 10 Improve existing woodlands with trails and tidy up landscape
- 11 Parkland picnic area with new irrigated lawn areas, clear sight lines, large trees, and areas to relax
- 12 Nature Play Playground
- 14 Youth play and skate area adjacent to car park
- 15 Car parks for passive recreation area
- 16 New soccer pitches
- 17 Upgraded car parking and access to soccer facility
- 17 New shared soccer clubroom with undercover spectator seating and toilets
- 18 Seating node, footpath connections, and clear sight lines between residential and sports areas
- 19 New playground (neighbourhood level)
- 20 Upgrade Local Park with lawn, irrigation and new playground
- 21 Private sector led redevelopment opportunity to improve interface with open space
- 22 New football and cricket shared clubrooms
- 23 New turf cricket practice wickets
- 24 Minor expansion of bowling club to accommodate netball clubrooms
- 25 New car park if required
- 26 Public access to existing gardens - remove fencing and hand maintenance over to Council
- 27 Existing netball courts
- 28 Potential health, wellness and recreation facility
- 29 Major tree lined pedestrian connection
- 30 Existing Community Club
- 31 Shared path trail (stage 1a and 1b)
- 32 Fitness loop 850m
- 33 Maxwell and Bridge Road signalised intersection upgrade by DPTI
- 34 Improve landscaping to central landscaping spine and pedestrian connections within residential area
- 35 Improve interface between residential and linear park through fencing and improved landscaping
- 36 Investigate future use of underutilised open space
- 37 Upgraded car parking for football and cricket facility
- 38 Additional mounding to edge of oval to improve stormwater management and capacity
- 39 Upgrade existing swale to increase amenity and function
- 40 Tidy screening landscaping
- 41 Ongoing maintenance of existing sports pitches and ovals
- 42 Shared path trail stage 2
- 43 CCTV to Maxwell Rd car park and picnic area
- 44 Improve safety in wetlands by removing landscape that shelters antisocial behaviour

WAX THE PADDOCKS/DRAFT MASTERPLAN/EARLY INVESTMENT (1-3 YEARS)
 17PAD (PADDOCKS MASTERPLAN) DATE OF ISSUE: 2003/18



- ② Improve amenity within wetlands through landscape management and improving wetland ponds
- ④ Viewing mound to increase passive surveillance and activation of the wetlands
- ⑤ Re-establish water body as permanent pond with boardwalk
- ⑥ Car park with direct access to the park & Dog Park
- ⑪ Parkland picnic area with new irrigated lawn areas, clear sight lines, large trees, and areas to relax
- ⑱ Seating node, footpath connections, and clear sight lines between residential and sports areas
- ⑳ Upgrade Local Park including lawn, irrigation and new playground
- ㉑ Shared path trail (stage 1a and 1b)
- ㉒ Fitness loop 850m
- ㉓ Maxwell and Bridge Road signalised intersection upgrade by DPTI
- ㉔ Investigate future use of underutilised open space
- ㉕ Tidy screening landscaping
- ㉖ Improve safety in wetlands by removing landscape that shelters antisocial behaviour

— 2.5km Loop path
 — Fitness loop

The Paddocks Precinct Map



WAX THE PADDOCKS/DRAFT MASTERPLAN/SHORT TERM INVESTMENT(4-6 YEARS)
 17PAD (PADDOCKS MASTERPLAN) DATE OF ISSUE: 20/03/18

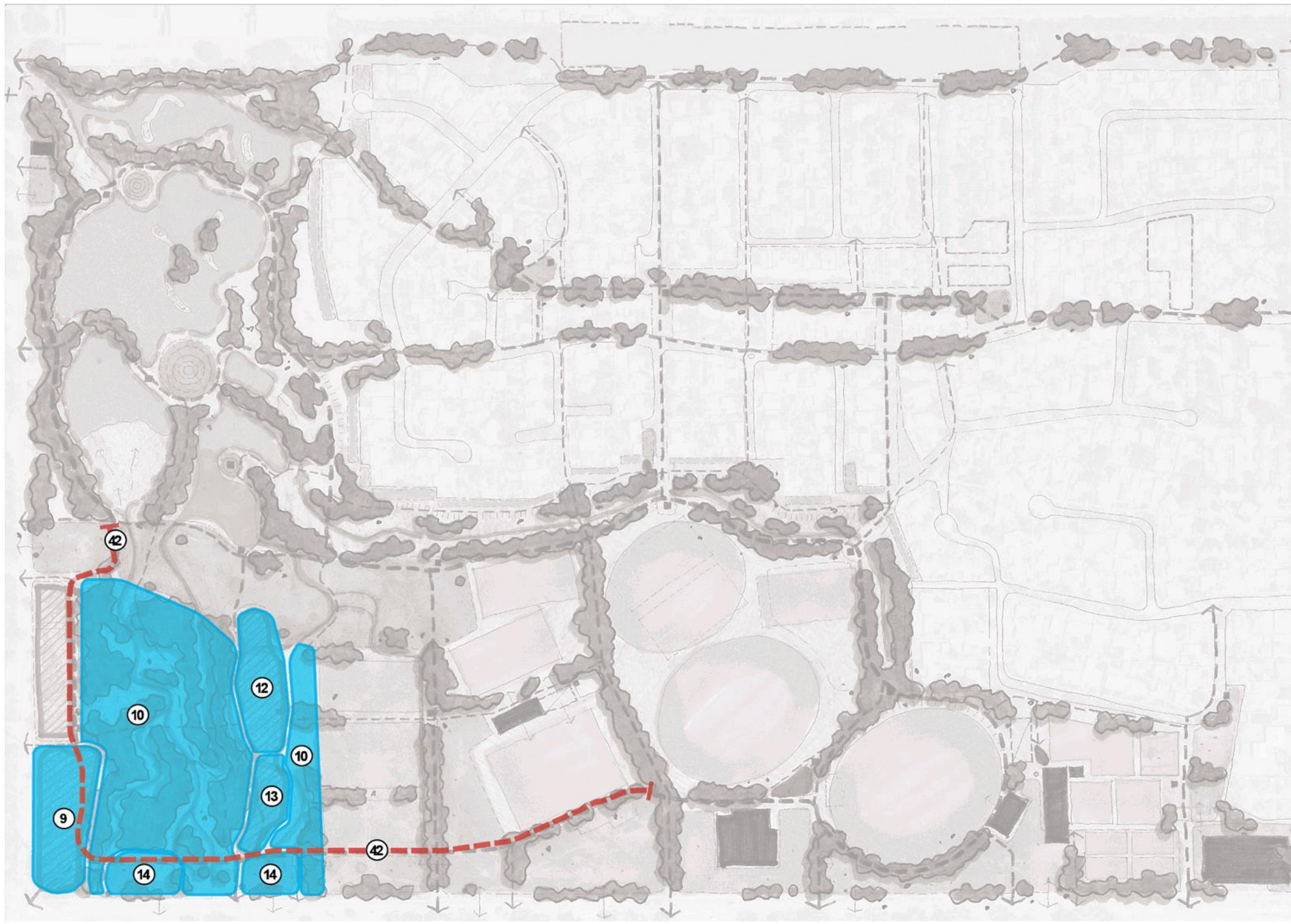


- ⑮ New soccer pitches
- ⑯ Upgraded car parking and access to soccer facility
- ⑰ New shared soccer clubroom with undercover spectator seating and toilets
- ⑲ New playground (neighbourhood level)
- ㉒ New football and cricket shared clubrooms
- ㉓ New turf cricket practice wickets
- ㉔ Public access to existing gardens - remove fencing and hand maintenance over to Council
- ㉕ Major tree lined pedestrian connection
- ㉖ Improve landscaping to central landscaping spine and pedestrian connections within residential area
- ㉗ Improve interface between residential and linear park through fencing and improved landscaping
- ㉘ Upgraded car parking for football and cricket facility
- ㉙ Additional mounding to edge of oval to improve stormwater management and capacity
- ㉚ Upgrade existing swale to increase amenity and function
- ㉛ CCTV to Maxwell Rd car park and picnic area

The Paddocks Precinct Map



WAX THE PADDOCKS/DRAFT MASTERPLAN/MEDIUM TERM INVESTMENT (7-10 YEARS)
 17PAD (PADDOCKS MASTERPLAN) DATE OF ISSUE: 11/04/18



- ⑨ BMX and cycle cross within woodland setting
 - ⑩ Improve existing woodlands with trails and tidy up landscape
 - ⑫ Nature Play Playground
 - ⑬ Youth play and skate area adjacent to car park
 - ⑭ Car parks for passive recreation area
 - ④ Shared path trail stage 3
- 2.5km loop path

The Paddocks Precinct Map
 0 100 200 300m

WAX THE PADDOCKS/DRAFT MASTERPLAN/AS REQUIRED AND LONG TERM (11+)
 17PAD (PADDOCKS MASTERPLAN) DATE OF ISSUE: 20/03/18



- ① Potential Expansion of Wetlands as residential densities increase in surrounding catchment
- ③ Car park and potential new council depot shed
- ⑦ 'Small dogs' dog park if required
- ⑧ Existing dog park
- ⑫ Private sector led redevelopment opportunity to improve interface with open space
- ⑭ Minor expansion of bowling club to accommodate netball clubrooms
- ⑮ New car park if required
- ⑰ Existing netball courts
- ⑲ Potential health, wellness and recreation facility
- ⑳ Existing Community Club
- ㉑ Ongoing maintenance of existing sports pitches and ovals

The Paddocks Precinct Map



THE PADDOCKS

**DRAFT
MASTERPLAN**

**FOR PUBLIC CONSULTATION
11 APRIL 2018**

CITY OF
Salisbury

WAX



WAX

THE PADDOCKS

History

In the early 1970s the Paddocks was designated for residential development by the South Australian Housing Trust. The local community petitioned the State Government and forty six hectares of land was allocated as community open space. Stormwater management was a critical consideration as numerous drains discharged into the area. In 1975, a wetland was developed with meandering creeks, ponds, and wetlands that provided flood storage and protection for future developments. An extensive tree planting program was undertaken to provide habitats for waterbirds and other aquatic wildlife. In 1994, an aquifer storage and recovery well was constructed making the area self-sufficient for irrigation water. Since 1975, the Paddocks has been developed to include the playing fields, bowling and netball clubs.

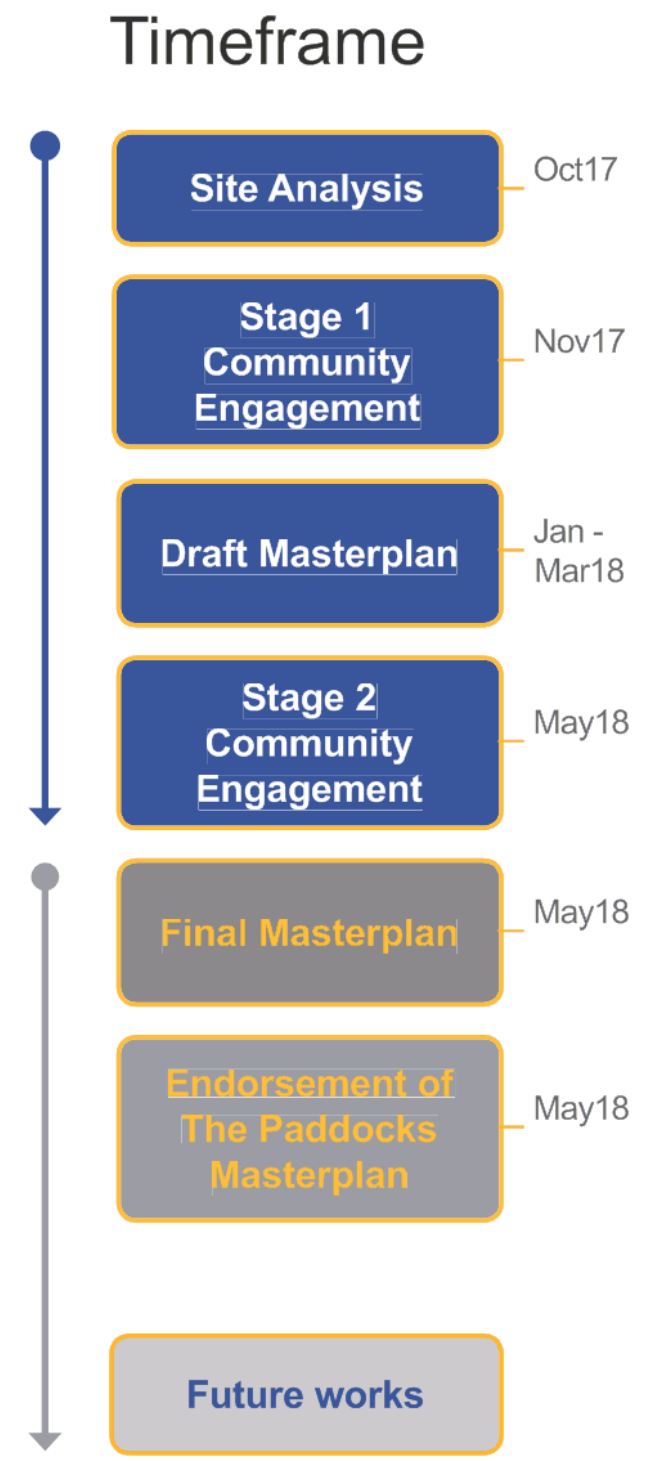
Engagement

The masterplan has been developed through an extensive community engagement process. Undertaken in two stages, stage one sought community feedback on their ideas and experiences. That engagement process involved the following.

- Three Drop-In Sessions with over 80 attendees
- Over 6,000 mail outs to surrounding residents and business
- 400 on-line surveys completed
- Workshops with sporting clubs
- One on one session with key stakeholders

Key Findings

- There was a **strong sense of ownership** of the Paddocks by the community.
- Nearly a third of people visiting the Paddocks do so on a weekly basis demonstrating its **community value**.
- The Paddocks is used by locals and **people from further a field**.
- Most people either **travel by car or walk** to the Paddocks.
- The community **wants to feel safer** while using the open space and wetlands.
- There is a strong feeling that the Paddocks **needs to be upgraded** to meet community and sporting club needs.



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THE PADDOCKS



Masterplan Objectives

Nine objectives have been developed from the background work and stage 1 consultation and inform the key elements of the draft masterplan. These objectives establish clear principles that tie community expectation and strategic background to council's investment and planning in the area. The objectives include:

1. A One of a Kind Place

The Paddocks is welcoming and a place in which all the community can feel safe. Best practice design and landscape management principles will be a key aspect to encouraging people to enjoy and return to the paddocks.

2. A Safe Place

The Paddocks is welcoming, safe and inclusive. Best practice design and landscape management principles will be key to encouraging people to enjoy and return to the Paddocks.

3. An Accessible and Easy to Navigate Place

Well defined path networks, car parks and signage provide a sense of convenience and safety that encourages people to visit the open spaces, landscapes and facilities.

4. Sporting Facilities that support regional clubs and growth

The Paddocks is a place that promotes a diversity of sports. It provides access to well-designed, quality facilities that reflect the various levels and codes played.

5. A Healthy Place

The Paddocks is a healthy environment that promotes activity, fitness, sustainability and growth in the precinct's people, through high quality landscapes and natural systems.

6. A Place for Families – A Grand Park

The open spaces, activities and facilities of the Paddocks combine to create a park for everyone. An excellent place for the community, set within a unique recreational landscape.

7. Great Wetlands and Open Water

The wetlands, ponds and creeklines create wildlife habitats, manage stormwater and provide an amenity for users of the Paddocks.

8. A Memorable Place

The Paddocks is a place that creates great memories. It encourages people to visit and discover new experiences that build the community's sense of attachment to the Paddocks.

9. A Well-Managed Landscape

The open space management of the Paddocks promotes landscape diversity, high-quality sports fields and healthy woodlands and wetlands habitats.



parkland with lawns and lake



viewing mound, boardwalk and wetlands



tree lined walking boulevard and clubrooms





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