



## **AGENDA**

**FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON**

**21 MAY 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

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**APOLOGIES**

**LEAVE OF ABSENCE**

**PRESENTATION OF MINUTES**

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 16 April 2018.

**REPORTS**

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**OTHER BUSINESS**

**CLOSE**



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

**16 APRIL 2018**

**MEMBERS PRESENT**

Cr D Pilkington (Chairman)  
Mayor G Aldridge  
Cr D Balaza  
Cr S Bedford  
Cr B Brug  
Cr C Buchanan  
Cr G Caruso  
Cr L Caruso  
Cr S Reardon  
Cr D Proleta  
Cr G Reynolds  
Cr S White  
Cr J Woodman (Deputy Chairman)  
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 Chairman welcomed the members, staff and the gallery to the meeting.

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## **APOLOGIES**

Apologies were received from Cr D Bryant, Cr E Gill and Cr R Cook.

## **LEAVE OF ABSENCE**

Nil

## **PRESENTATION OF MINUTES**

Moved Mayor G Aldridge  
Seconded Cr L Caruso

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

**CARRIED**

## **REPORTS**

### *Administration*

#### **1.0.1 Future Reports for the Policy and Planning Committee**

Moved Cr J Woodman  
Seconded Cr G Caruso

1. The information be received.

**CARRIED  
UNANIMOUSLY**

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## 1.0.2 Planning Reforms - Introduction of Accredited Professionals Scheme

*Cr L Caruso declared a perceived conflict of interest on the basis of being a Council Assessment Panel member. Cr L Caruso managed the conflict by remaining in the meeting and voting on the item.*

Moved Cr S White

Seconded Cr J Woodman

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.

**CARRIED**

*The majority of members present voted IN FAVOUR of the MOTION  
Cr L Caruso voted IN FAVOUR of the MOTION*

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*Community Development*

**1.1.1 Minutes of the Youth Council Sub Committee meeting held on Tuesday 10 April 2018**

**1.1.1-YC1 Youth Council Membership**

Moved Cr R Zahra  
Seconded Cr S White

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

**CARRIED**  
UNANIMOUSLY

**1.1.1-YC2 Project Teams Update**

Moved Cr R Zahra  
Seconded Cr S White

1. The information be received and noted.

**CARRIED**  
UNANIMOUSLY

**1.1.1-YC3 Youth Programs and Events Update**

Moved Cr R Zahra  
Seconded Cr S White

1. The information be received and noted.

**CARRIED**  
UNANIMOUSLY

**1.1.1-YC-OB1 Community Hub Update**

Moved Cr R Zahra  
Seconded Cr S White

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

**CARRIED**  
UNANIMOUSLY

**1.1.1-YC-OB2 University Partnership Project Update**

Moved Cr R Zahra  
Seconded Cr S White

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

**CARRIED**  
UNANIMOUSLY

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### 1.1.2 Reconciliation Action Plan Status Report and Next Iteration Draft

Moved Cr J Woodman  
Seconded Cr D Proleta

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.

**CARRIED**  
UNANIMOUSLY

### 1.1.3 Bowls SA - South Australian Super League

Moved Cr D Proleta  
Seconded Mayor G Aldridge

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.

**CARRIED**

### *Strategic Asset Management*

#### 1.5.1 The Paddocks Masterplan

Moved Cr G Caruso  
Seconded Cr J Woodman

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.

**CARRIED**  
UNANIMOUSLY

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**OTHER BUSINESS**

Nil

The meeting closed at 6:50 pm.

CHAIRMAN.....

DATE.....



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<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	21 May 2018
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	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 <b>Due:</b>	<b>Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment update</b> 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. August 2018	Peter Jansen
19/12/2016 P&P-OB1 <b>Due:</b> <b>Deferred to:</b> <b>Reason:</b>	<b>RAAF AP-3C Tailfin for Purposes of Display</b> 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 December 2018 Awaiting advice from the Department of Defence	Adam Trottmann
27/03/2017 NOM2 <b>Due:</b>	<b>Community Street Art Program</b> As part of the City Pride Agenda, staff bring back a report exploring options for the commencement of a Community Street Art Program, with a view to installing locally created artwork by youth members of the community at various locations throughout the City including, but not limited to, smaller suburban shopping centres and Council facilities such as Community Centres and Recreation Centres. June 2018	Ann-Marie Arthur
24/04/2017 1.3.2 <b>Due:</b>	<b>Privately Funded Development Plan Amendments Policy Review</b> 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 <b>Due:</b>	<b>Salisbury, Mawson Lakes and Ingle Farm Car Parking Review</b> 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

27/11/2017 1.1.2	<b>Regional Athletics Facility at Bridgestone Reserve</b> 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. <b>Due:</b> June 2018	William McInerney
29/01/2018 NOM2	<b>Smartphone Charging Stations</b> 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. <b>Due:</b> May 2018 <b>Deferred to:</b> June 2018 <b>Reason:</b> To allow for further consideration of the issues involved.	David Bevan
26/03/2018 1.1.2	<b>City of Salisbury Events</b> 7. That a future report be brought back discussing the potential to rotate location of events in future financial years, or contemplate alternating venues. <b>Due:</b> December 2018	Adam Trottman
26/03/2018 1.1.3	<b>Status of Salisbury Active Community Network (SACNET)</b> 1. A review of the Salisbury Support and Recreation Network be conducted. <b>Due:</b> May 2018 <b>Deferred to:</b> July 2018 <b>Reason:</b> To allow for the review to be completed.	Adam Trottman
26/03/2018 6.4.2	<b>Budget Bids 2018/2019 -</b> 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 in the context of the Game Plan) <b>Due:</b> May 2018 <b>Deferred to:</b> August 2018 <b>Reason:</b> The Game Plan will now be presented to Council in August 2018.	Adam Trottman
23/04/2018 NOM2	<b>Mawson Lakes Traders</b> 1. That a report be brought forward providing advice on options for maximising parking space available for customers to assist the traders of Mawson Lakes. <b>Due:</b> July 2018	Clint Watchman

23/04/2018 NOM3	<b>Mawson Lakes Community Garden</b> 1. That a report be brought forward advising Council on the process for establishing Community Gardens and identifying potential locations in Mawson Lakes. <b>Due:</b> July 2018	Pippa Webb
23/04/2018 NOM4	<b>Improving Parking</b> 1. That Council raise a report on the change of the urban core zone to apply a standard of one car per residence. <b>Due:</b> July 2018	Clint Watchman

#### 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	GMCID	GMCD
Date:	14/05/2018	07/05/2018	11/05/2018

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<b>ITEM</b>	1.1.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	21 May 2018
<b>HEADING</b>	Salisbury Secret Garden 2019
<b>AUTHORS</b>	Ann-Marie Arthur, Community Planner, Community Development Adam Trottman, Manager Community Planning & Vitality, Community Development
<b>CITY PLAN LINKS</b>	3.2 Have interesting places where people want to be. 3.3 Be a connected city where all people have opportunities to participate. 3.4 Be a proud, accessible and welcoming community.
<b>SUMMARY</b>	This report provides information regarding the 2018 Salisbury Secret Garden program and provides options for the 2019 program.

### **RECOMMENDATION**

1. Note the information contained in this report.
2. Note that an advisory group will be established for the 2019 Salisbury Secret Garden program to assist with attracting sponsorship, securing partners and ensuring the strategic alignment of the event with Council's vision.
3. The 2019 Salisbury Secret Garden be held in Pitman Park.
4. That a late budget bid be included for consideration in the 2018/19 budget deliberations in the amount of \$83,000.

### **ATTACHMENTS**

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

1. Patron Survey Results
2. Salisbury Secret Garden Proposed Budget 2019

### **1. BACKGROUND**

- 1.1 In 2014, the City of Salisbury held the first Salisbury Secret Garden as a place activation initiative to contribute to the Salisbury City Centre Renewal Strategy.
- 1.2 The festival has typically been held over a ten day period with a focus around Salisbury Civic Square and venues within a walkable distance.
- 1.3 The first festival attracted an estimated 5,000 people, resulting in a strengthening of Council-Community-Business relationships and was supported by a number of infrastructure improvements in the City Centre.
- 1.4 In 2015, Salisbury Secret Garden attracted around 7,500 patrons with the project funded from a number of different budgets from across Council.

- 1.5 In 2016, the estimated number of attendees grew to over 10,000 at a total cost of around \$172,000 to Council including additional salaries required to deliver the ten day event.
- 1.6 In 2017 a record number of over 13,000 attended Salisbury Secret Garden at a total reduced cost of \$165,000, including additional salaries required to deliver the ten day event.
- 1.7 In 2018 the revised program that provided a two week program of events at shopping centres and community centres across the City and a single weekend of events in the Salisbury City Centre attracted over 11,000 attendees at a significantly reduced cost of \$97,500 (plus \$6,500 in sponsorship). The total cost to council of \$97,500 marginally exceeded the allocated budget of \$95,000 however was necessary to deliver a successful event.
- 1.8 Salisbury Secret Garden continues to grow in popularity and its importance has been recognised in South Australia's Northern Economic Plan. Along with the popularity and success, interest from other Councils has grown with several councils investing significant resources in an attempt to replicate the Salisbury Secret Garden model.
- 1.9 The construction of a new Community Hub in the Salisbury City Centre will alter use of Civic Square in 2019 and consideration of an alternative location in Salisbury City Centre is being considered.

## **2. CITY PLAN CRITICAL ACTION**

- 2.1 Progress the revitalisation of the Salisbury City Centre including resourcing place management and activation.
- 2.2 Promote a positive image of Salisbury to attract investment, visitors and tourists, and increase community pride.

## **3. CONSULTATION / COMMUNICATION**

- 3.1 Internal
  - 3.1.1 Community Development
  - 3.1.2 Finance
  - 3.1.3 Community Centres
- 3.2 External
  - 3.2.1 Adelaide Fringe
  - 3.2.2 City of Port Adelaide Enfield, City of Tea Tree Gully, City of Playford, Town of Gawler
  - 3.2.3 Salisbury Business Association
  - 3.2.4 Slack Taxi (provider of street performers)

#### 4. REPORT

##### 4.1 Highlights of the 2018 Salisbury Secret Garden program included:

- Record number of patrons for a single weekend
- Record media exposure
- Over 11,000 attendees across the program
- Awarded the Bank SA Adelaide Fringe Event of the Week (based on audience response, wow factor and overall production quality)
- High levels of satisfaction with event from surveyed attendees (98% satisfaction far exceeding industry benchmarks)
- High levels of positive feedback via social media
- Increased positive Facebook engagement
- A significantly reduced budget (around \$70,000 less) compared to 2017, with comparable outcomes highlighting innovative approaches taken
- More focused programming, market stalls and activities
- Fringe performances being held across the City of Salisbury
- Successful launch of the Discover Salisbury brand

##### 4.2 Attendances across the 2018 Salisbury Secret Garden program were as follows:

- Opening Night (Friday 2 March) – 942 patrons
- Sounds in the Square (Saturday 3 March) – 3,418 patrons
- Family Fun Day (Sunday 4 March) – 2,237 patrons
- Schools Program (27 February – 3 March) – 3,168 children & 164 adults
- Ticketed Shows (various) – 677 patrons
- Shopping Centre Performances (Parabanks, Hollywood & Ingle Farm) – estimated 350

##### 4.3 Anecdotally, attendances of the 2018 Salisbury Secret Garden highlighted the inclusive nature of the festival and support the City of Salisbury's aim to become an intercultural community in which we stimulate and support cross-cultural dialogue and activity.

#### **Patron Surveys**

##### 4.4 Patron surveys were conducted across the weekend of Salisbury Secret Garden in Salisbury Civic Square. Surveys were limited to five questions and less than two minutes to ensure that patrons were not inconvenienced. Volunteers conducted the surveys.

##### 4.5 195 surveys were completed across the two days with ninety-five completed on Saturday night and 100 completed on Sunday.

- 4.6 The survey demonstrates how Salisbury Secret Garden encourages intrastate travel to the City of Salisbury and boosts return visitation. The Salisbury Secret Garden strongly aligns with the City Plan objectives of being a proud, accessible and welcoming community and being a connected city where people have opportunities to participate.

### Survey Highlights

- 4.7 The following are survey highlights from the Saturday night featuring Jebediah:
- 100% enjoyed the night
  - 39% found out through social media
  - 26% found out through word of mouth
  - 25% follow Discover Salisbury on FB
  - 41% visit Salisbury City Centre once a fortnight or more
  - 33% visit rarely or it was their first time
  - 93% bought something either from on site or surrounding traders or were planning to
  - 68% from immediate and surrounding area
  - 32% from further away including: Modbury, Lewiston, Panorama, Athelstone, Fulham, Kings Park, Broadview, Peterhead, Taperoo, Plympton, Moana/Seaford, Tanunda, Ridleyton, Marleston, Wallaroo, Kadina, Mildura/Parangi (Vic), Angaston
- 4.8 The following are survey highlights from the Sunday Family Fun Day:
- 97% enjoyed themselves (the 3 people that said no asked for either more henna tattooists, face painters or balloon artists to shorten the lines - note these were free for patrons but will be addressed in future years)
  - 46% heard about Event through social media
  - 21% word of mouth (often through schools)
  - 12% other; mostly through schools
  - 41% follow Discover Salisbury on Facebook
  - 63% visit Salisbury more than once a month
  - 27% visit Salisbury a few times a year or less
  - 91% bought or were likely to buy something on the day
  - Most respondents lived within City of Salisbury
  - Secondary audience mostly from adjoining Playford area
  - A small number were from outside the area including Hermitage, Aberfoyle Park, Findon, Kilburn, Kadina, Wasleys, Campbelltown
- 4.9 Attachment 1 shows survey results reflected in graphs (note postcodes are not represented graphically) and additional comments.



**Salisbury Civic Square**

- 4.10 By consolidating the three most successful elements of the 2017 Salisbury Secret Garden program, the attendance numbers across the three days created an atmosphere in Salisbury Civic Square that was highly successful as evidenced by the BankSA Adelaide Fringe Best Event weekly award.
- 4.11 Local food traders reported a successful weekend, with some stores extending their hours. Salisbury Secret Garden is assisting the regeneration of the Salisbury City Centre into a vibrant, diverse and successful destination recognised as the heart of the northern area.
- 4.12 Friday nights are still the most difficult day/evening of the weekend to attract patrons to. This has been a consistent theme over the entirety of Salisbury Secret Garden. Consideration will be given to further changes to the program in an attempt to attract greater numbers.
- 4.13 Using the model of having a minimum of 1,500 patrons (each patron staying for a one to two hour period) across a three hour period is sufficient to sustain atmosphere, support stall holders and provide patrons with a positive experience.
- 4.14 The ideal number of patrons for Salisbury Secret Garden events in Salisbury Civic Square in the existing format is around 2,000-3,500 patrons across a four hour period.
- 4.15 This should continue to be the benchmark that should be used for the 2018 Salisbury Secret Garden program to maximize return on investment.
- 4.16 Experience has shown that by extending the duration beyond a four hour period does not necessarily lead to greater numbers attending. Instead, it has been shown to spread numbers thinner across the time period leading to loss of atmosphere and increased costs for staffing, security and performers. Furthermore, market stalls and food vendors typically have slower trade requiring them to be on site longer with no significant increased benefit.
- 4.17 In 2017 the Saturday night program changed to focus on a National headline music act appropriate for the target demographic. Securing Thirsty Merc in 2017 proved very popular. Jebediah featured as the headline act in 2018 and this led to achieving the record single night attendance. Whilst a great percentage of patrons were residents of the City of Salisbury, there was also 32% that travelled from outside the City of Salisbury from as far as Mildura, Aldinga and the Yorke Peninsula to attend thereby increasing visitor spend.

**Schools Program**

- 4.18 The Salisbury Secret Garden schools program has been a very important element of the festival since its inception. This program was created to introduce young children to Salisbury City Centre providing important early connections to the area. These early experiences are important for life long connections to places and spaces and are valued by the schools. Feedback from schools and parents has been that children return home with positive experiences and encourage their families to visit Salisbury Secret Garden.

- 4.19 Traditionally, the program would involve the children catching public transport to the Salisbury interchange through a partnership between Council and Southlink (public transport provider). The children would then walk to the John Harvey Gallery, familiarizing themselves with the local area and road safety messages.
- 4.20 The performance children receive as part of the program has a strong healthy lifestyle educational component to it and continues work first started as part of the OPAL program. The performance is strategically linked to the Australian School Curriculum and has different messages each year.
- 4.21 Following the performance children would participate in a range of activities in Salisbury Civic Square.
- 4.22 Due to the heat, in 2016 and 2017 a large number of days had to be cancelled as children were unable to participate in activities in Salisbury Civic Square. As there were multiple schools and multiple performances each day, the John Harvey Gallery could not be used for the activities component.
- 4.23 In 2018, performances were delivered in the schools with no travel to Salisbury City Centre. This was a decision taken to mitigate risk and maintain school interest whilst an alternative venue to host school activities was sought.
- 4.24 Feedback from schools is that whilst the educational performance is an important element, the active travel to and from Salisbury, connection with the Salisbury City Centre and activities component was even more valued than first thought. Schools expressed a strong desire for this to return in future years.
- 4.25 Upon completion of the Community Hub, this will be easier to achieve as activities will be able to be undertaken in a number of indoor spaces. It is likely that the schools program will be able to be expanded to increase the number of children travelling to the Salisbury City Centre making connections in their early years (aged six to eleven).
- 4.26 To deliver a schools program in 2019 as part of Salisbury Secret Garden, the additional cost would be in the order of \$10,000 for coordination, contribution to performances, travel and additional infrastructure required. This cost was not incurred in 2018 as the program was undertaken in schools removing the need for infrastructure, additional programming, activities and coordination of the 3,000 students that will travel to the Salisbury City Centre again in 2019.
- 4.27 Schools do make a contribution to the program paying in the order of \$15,000 to \$20,000 in total (depending on student numbers). This makes the schools program very cost effective and provides children in disadvantaged areas access to quality programs.
- 4.28 This program is important in establishing connections to the Salisbury City Centre for children at an early age.

#### **Other venues**

- 4.29 In 2018 a number of alternative venues held events across the city including community centres, shopping centres and a bowls club. Alternative venues to Salisbury Civic Square increases access to events across the council and attendances at these venues were reasonable.

- 4.30 Significant efforts were made by staff to assist venues to secure high quality acts however competition with city venues makes this very difficult. Big name acts often have exclusivity agreements with city venues and some demand high fees that are well outside of budget (noting they usually also want to retain most, if not all, of ticket proceeds).
- 4.31 Community center staff have indicated an interest in being involved again in the 2019 program. Staff from Community Planning and Vitality will work with community centres again to get the maximum return for their involvement.
- 4.32 The partnership with major shopping centres was again successful in marketing the overall Salisbury Secret Garden programming. City of Salisbury staff assisted with programming these performances however performer fees and set up was paid for by the shopping centres. The commitment by Ingle Farm Shopping Centre, Hollywood Plaza and Parabanks Shopping Centre is a good demonstration of how the program is reaching beyond council venues.
- 4.33 The Salisbury Bowls Club again proved to be a popular venue with over 100 attendees at their performance. As a result, the Salisbury Bowls Club is now hosting a monthly performance to further engage with residents beyond the traditional sports environment.
- 4.34 Further locations may be added to the 2019 program, with sites such as the Mawson Lakes Hotel and Salisbury RSL already expressing their interest. This is consistent with the Northern Economic Plan which encourages attracting and staging additional events increasing visitation to the region and opportunities for showcasing local business.

### **Timing**

- 4.35 February and March is already a very busy time of year with a range of events and festivals across Adelaide. With the addition of Playford, Tea Tree Gully and Gawler council events, this makes the competition even more challenging which will only continue as their events gain momentum.
- 4.36 Salisbury Secret Garden has established itself as a strong event and brand. Despite competing with the Adelaide 500, Adelaide Festival, city based Adelaide Fringe venues and now neighboring council events, Salisbury Secret Garden continues to grow from strength to strength.
- 4.37 At the time of confirming the 2018 Salisbury Secret Garden dates, the Adelaide 500 had not announced its concerts that were held on the same Friday and Saturday nights. These events were only announced shortly before the event.
- 4.38 Even though such positive results were achieved in 2018 even with such strong competition, consideration of other events will again be taking into account prior to confirming dates for 2019.

### **2019 Salisbury Secret Garden**

- 4.39 Continuing to build on successful elements of Salisbury Secret Garden, a similar format will be considered for the 2019 program with some modifications to increase crowd numbers on the Friday evening, further strengthen school participation and to improve the quality of acts at venues outside of the Salisbury City Centre. Feedback received through patron surveys will also be taken into consideration.

- 4.40 An amount of \$50,000 has already been allocated to the 2019 Salisbury Secret Garden as part of the budget process.
- 4.41 During construction of the Community Hub, only part of Civic Square will remain accessible. This means that consideration needs to be given to an alternative location within the Salisbury City Centre. A number of sites have been identified. These locations include John Street (close to Salisbury Civic Square) and Pitman Park.

#### Alternative Locations

- 4.42 A number of alternative locations have been considered for the 2019 Salisbury Secret Garden given the restricted capacity of Salisbury Civic Square during construction of the Community Hub.
- 4.43 Below is an analysis of the amenity, features, advantages and disadvantages of four potential sites:

	<b>Pitman Park</b>	<b>Pioneer Park</b>	<b>Sexton Car Park</b>	<b>Parabanks Car Park (owner permission required)</b>
<b>Amenity</b>	High amenity	Low amenity	Low amenity	Low amenity
<b>Features</b>	Irrigated turf area Water features Feature gardens Toilet block Shaded areas	Non-irrigated grass	Limited shade	Large gum trees
<b>Other Advantages</b>	High visibility from Commercial Rd Parking available at Pioneer Park Toilet block Possible parking at Parabanks (subject to agreement) Activates Pitman Park	On-site parking Some visibility from Commercial Rd Activates Pioneer Park	High visibility to city centre attendees Adjacent businesses Close to Salisbury Civic Square	Visibility to city centre attendees Activates Northern end of John Street Close to Salisbury Civic Square

Disadvantages	Distance from local businesses & Civic Square	Distance from local businesses & Civic Square	Bitumen extremely hot on 30°C+ days	Bitumen extremely hot on 30°C+ days
		Low amenity	Significant impact on parking for adjacent business	Impact on parking for adjacent business
		No existing infrastructure	No existing infrastructure	Limited existing infrastructure
			Low amenity	Low amenity

- 4.44 For the one year that Salisbury Secret Garden would not be in Salisbury Civic Square, amenity and exposure are important elements. Pitman Park offers both of these with a very high level of amenity compared to the other locations. This location does reduce the benefits to Salisbury City Centre businesses which is an important element of the program.
- 4.45 Due to the potential heat, holding Salisbury Secret Garden in a car park presents a range of risks. For 2019 only, Pitman Park appears to be the most suitable location.
- 4.46 Locating Salisbury Secret Garden in Pitman Park for one year will help to raise local residents and visitor's awareness of the feature park maintained by council. The Salisbury Business Association is also considering Pitman Park/Pioneer Park for an event later in 2018 which would raise the profile of the area even further.
- 4.47 Requiring an alternative location results in additional costs as more site infrastructure will be required. Previously the shopfront building has been used for toilets, storage and green/artists room and some shade, power, water and safety lighting was available at Salisbury Civic Square. Detailed costs will not be known until further investigations regarding site requirements can be undertaken. Any alternative location is likely require an additional \$10,000.
- 4.48 Additional site and turf maintenance pre and post event will also be required at an additional cost of \$2,000.
- 4.49 To allow staff to add additional activities in response to patron feedback and secure quality headline acts for the crowd numbers \$15,000 could also be considered. This will also assist in attracting greater numbers to the Friday evening.
- 4.50 The 2019 proposed format continues to build on the success of 2017 and 2018 and includes:
- Ticketed shows at community centres and other venues across the City of Salisbury (for example in Mawson Lakes, Ingle Farm, Para Hills, Burton, St Kilda) in the nine days leading up to the free Salisbury City Centre program. Shopping Centre performances will also take place across the council area.
  - One weekend of activities and free performances in the Salisbury City Centre (Friday night opening night, Saturday night music night and Sunday family fun day).

- 4.51 The schools program will return to the Salisbury City Centre and offer a performance educating children on healthy lifestyles, a promotion for families to return for the free weekend program and other activities promoting local programs and services.
- 4.52 In total, an additional \$35,000 would be required above the 2018 budget (the 2018 budget was \$95,000) to deliver an enhanced program at an alternative location to Salisbury Civic Square. Below is a table comparing the 2018 budget to the proposed 2019 budget:

<b>BUDGET</b>	<b>2018</b>	<b>2019</b>
Licence Fees, Artists and Other Venues	\$13,500	\$13,500
Friday Night (Performers, Activities, MC)	\$6,000	\$16,000
Saturday Night (Performers, Activities, MC)	\$18,000	\$22,000
Sunday Family Fun Day (Performers, Activities, MC)	\$6,000	\$7,000
Road Closures	\$2,000	\$2,000
Street Performers	\$3,500	\$3,500
Artist Coordination	\$5,000	\$5,000
Music Artists and Stage Management	\$7,000	\$7,000
Security	\$4,500	\$5,500
Infrastructure, Sound, Lighting, Stage, Toilets and Other Logistics (*includes 10,000 for alternative site)	\$20,000	*\$30,000
Site and turf maintenance (pre and post event)	\$0	\$2,000
Marketing	\$9,500	\$9,500
Schools Program	\$0	\$10,000
<b>TOTAL</b>	<b>\$95,000</b>	<b>\$133,000</b>

- 4.53 The additional costs would include:
- Additional site infrastructure required due to unavailability of Salisbury Civic Square including additional fencing, toilets, power, lighting, shade and water (\$10,000)
  - Additional activities for family fun day (in response to increased numbers and patron feedback) and capacity to attract National headline performers for Friday and Saturday night (\$15,000)
  - Additional security (\$1,000)
  - Additional site and turf maintenance pre and post event (\$2,000)
  - Return of schools program (including offsetting infrastructure, travel, and activity costs) back to Salisbury City Centre (\$10,000)
- 4.54 It is expected that the amount required for infrastructure will be reduced in future years upon completion of the community hub.
- 4.55 The total budget would therefore be \$133,000 to continue attracting strong crowds and maintain Salisbury as the fringe hub for the North of Adelaide. An amount of \$50,000 already exists in the ongoing budget so a New Initiative Bid of \$83,000 would be required.
- 4.56 A draft budget for the 2019 Salisbury Secret Garden is attached.

- 4.57 Whilst this is an increase in cost from 2018 (\$97,500) it is still significantly reduced from 2017 (\$165,000) and 2016 (\$172,000) with increased outcomes.
- 4.58 It is proposed that an advisory group be formed to assist with attracting sponsorship, securing partners and ensuring the strategic alignment of the event with Council's vision. Staff will seek expressions of interest to be involved from the Salisbury Business Association, peak performance groups, community groups and local schools.

## **5. CONCLUSION / PROPOSAL**

- 5.1 Salisbury Secret Garden has become the City of Salisbury's flagship arts and cultural festival that attracts significant numbers from both within the council area and across the State.
- 5.2 The 2019 program will again align with the Adelaide Fringe program, which will run from 15 February – 17 March 2019 however the specific dates of Salisbury Secret Garden will be confirmed by the proposed advisory board once further information is known (dates of other major events across Adelaide which are still to be confirmed by those event organisers).
- 5.3 Salisbury Secret Garden continues to increase visitation to the area, results in increased economic activity and positively contributes to the Salisbury City Centre Renewal Strategy. In addition, Salisbury Secret Garden generates significant positive media coverage across all forms of the media.
- 5.4 Patron survey results indicate a level of satisfaction of the event that far exceeds industry expectations.
- 5.5 To continue to grow this event and meet community expectations, a budget of \$133,000 should be considered. This would require a New Initiative Bid of \$83,000 for the 2018/19 financial year (noting \$50,000 is already contained in the 2018/19 budget considerations).
- 5.6 The total amount required will allow for additional infrastructure (required whilst the capacity of Salisbury Civic Square is reduced in 2019), add additional activities in response to patron feedback and secure quality headline acts to meet patron expectations.
- 5.7 Whilst the total amount required in 2019 (\$133,000) is an increase in cost from 2018 (\$97,500) due to the above reasons, it is still significantly reduced from 2017 (\$165,000) and 2016 (\$172,000).
- 5.8 The 2019 proposed format includes:
- Ticketed shows at community centres and other venues across the City of Salisbury (for example in Mawson Lakes, Ingle Farm, Para Hills, Burton, St Kilda) in the nine days leading up to the free Salisbury City Centre program. Shopping Centre performances (paid for by the shopping centres) will also take place across the council area.
  - One weekend of activities and free performances in the Salisbury City Centre – Pitman Park (Friday night opening night, Saturday night music night and Sunday family fun day).

- Schools performance program will return to the Salisbury City Centre and offer a performance educating children on healthy lifestyles, a promotion for families to return for the free weekend program and other activities promoting local programs and services.
- 5.9 The proposed location of the 2019 Salisbury Secret Garden program is Pitman Park to capitalize on the existing high amenity, exposure to passing traffic and to activate that part of the Salisbury City Centre.
- 5.10 An advisory board should be established for the 2019 Salisbury Secret Garden to assist with attracting sponsorship, securing partners and ensuring the strategic alignment of the event with Council's vision. The advisory board will also confirm Salisbury Secret Garden dates once further information is available.
- 5.11 Staff should be authorized to commence planning of the 2019 program to ensure quality national headline acts can be secured in a timely manner.
- 5.12 The improved Salisbury Secret Garden program will continue to generate significant positive media coverage, activate the Salisbury City Centre, contribute to the Salisbury City Centre Renewal Strategy and maintain Salisbury as the fringe hub for the North of Adelaide.

**CO-ORDINATION**

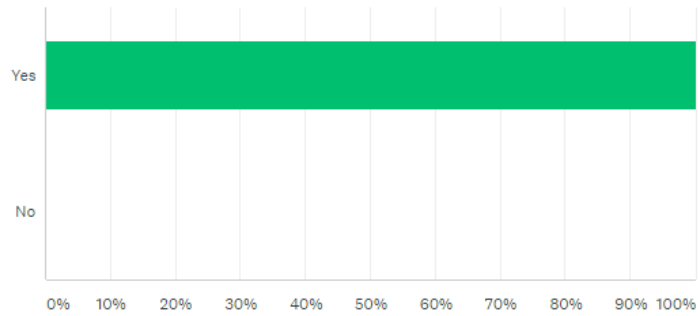
Officer: EXECUTIVE GROUP  
Date: 14/05/2018



Saturday Sounds in the Square featuring Jebediah – Survey Results

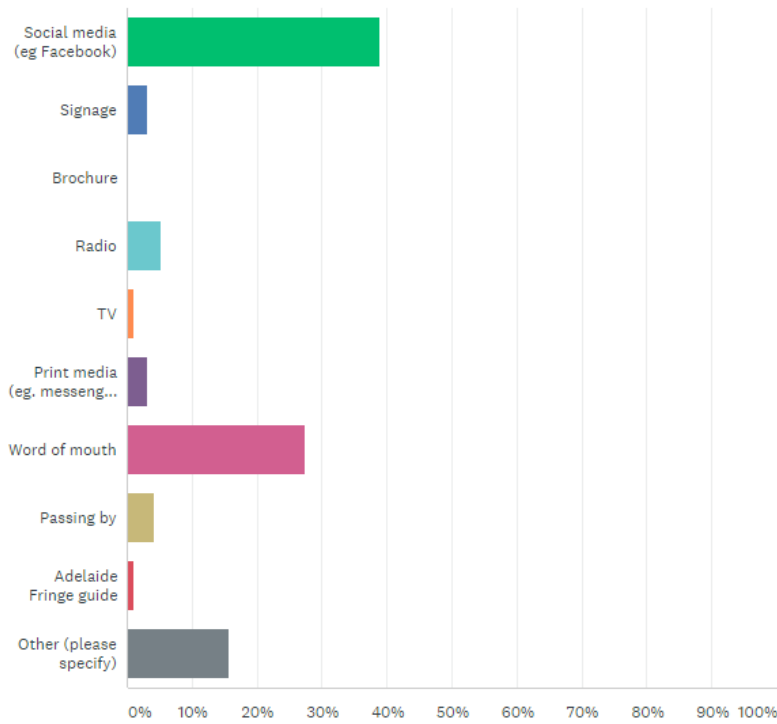
Have you enjoyed this event so far?

Answered: 95 Skipped: 0



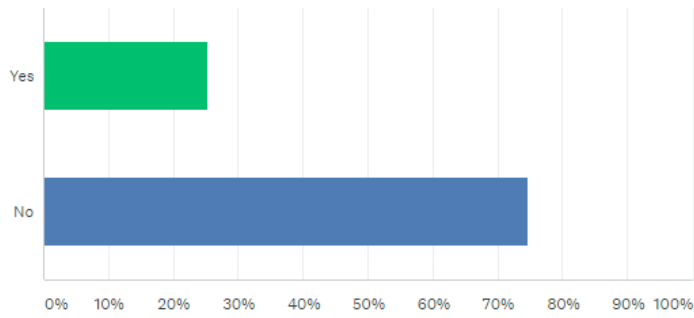
How did you hear about this Event?

Answered: 95 Skipped: 0



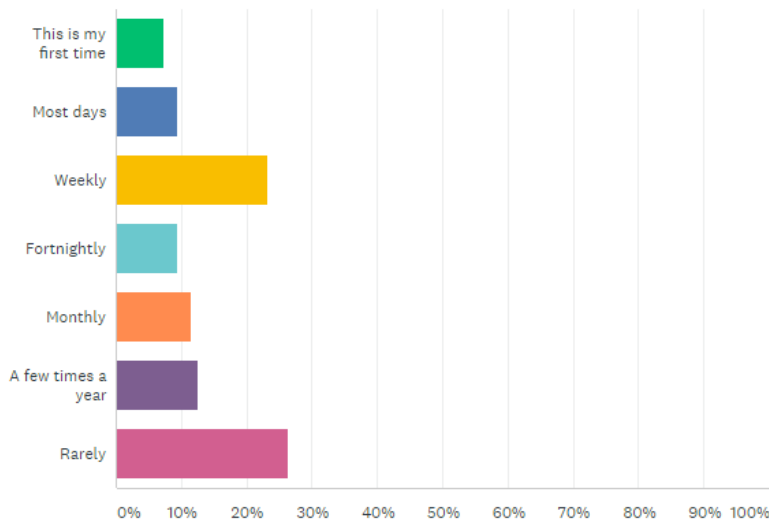
### Do you follow Discover Salisbury on Facebook? (Our events and tourism page)

Answered: 95 Skipped: 0



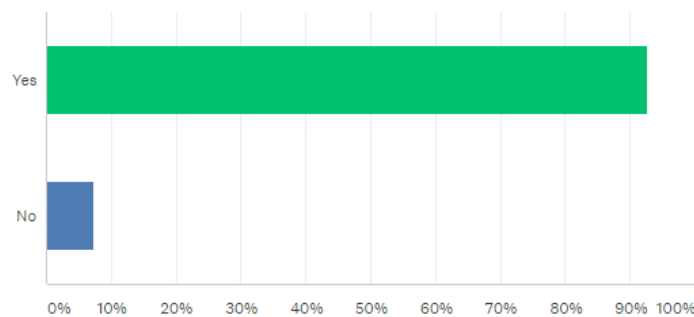
### How often do you visit Salisbury City Centre?

Answered: 95 Skipped: 0



### Have you bought or are likely to buy anything today? (Either at the event or in surrounding shops)

Answered: 95 Skipped: 0



**Comments:**

Get to watch Jebediah play and then see movie. Tell Council thank you

So good. Had so much fun and kids don't want to go

Great atmosphere

Came here instead of Modbury because came last year and loved it

Get a band just as good next year

Please tell the Mayor and Council we loved it. It's the best we've seen Salisbury and lived here 20 years

Great lineup and come from Aldinga to see. Friend told about last week

Usually go to village because Salisbury isn't safe but no trouble at all. Was a bit worried but had the best night

Came down from Yorke Peninsula just for this. Will be telling everyone back home about it. Tell the council there to do it

Wish we didn't have to drive home. Great night!

Keep getting good bands. Live music is great

Never dreamed Jebediah would play in Salisbury!

Good free things.

Good event. Lots to do

Keep doing this and even more will come

So good

First time love it. Will definitely be back

Came with friends from work who didn't want to come because it's Salisbury. They can't wait to come back next year. Keep up the good work

So hyped! Finally something to be proud of

Unbelievable. Salisbury has never been better!

So good Thanks Salisbury

Coming back for family fun day. Was even better than hoped

Jebediah fans and drove from Victoria staying in Mawson Lakes and would come back just to stay there. Free gig means it was worth the trip. Family of 5

Tell mayor I'm telling everyone how good this is. If you do it again we will be back. Maybe even come back just for the Indian at hoyts

Come down from Barossa with friends just for this. Been best night and everyone so happy

Best night ever Took me back to my youth Kids and family had a great night First concert kids have been to and don't want to leave

Best night Thanks every one who put it on. Tell Council they did really well

### 1.1.1 Patron Survey Results

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Watching then going to see movie at 9:50. Got movie tickets and love the music

Didn't know Salisbury had Hoyts and restaurants. Have been 1 2 times before but not to the centre Will be back for movies

Loved this event Something for young people to do Will definitely come back

Well done everyone Salisbury Council rocks More please

Face painting was good Thought have to pay but didn't that was good Bought dinner because stuff was free

Had the best time Didn't know we could bring our own food

Came for Jebediah Got a different opinion of a Salisbury now

Great to have free stuff to do Kids and adults as well

Lots to do Really good

Loved Jebediah

Was a bit worried about coming to Salisbury but it's not what I thought. Fantastic

So good

Thanks Council. Never seen Salisbury like this before

Good atmosphere. Well done to the events team!

AWESOME!!

Pretty cool. Family stuff and cool bands. Triplej

More food

So far so good! No complaints!

The staff are great

Better than expected!! Diverse demographic.

Bit messy. More bins. More music that supports the act. More consistency with the music. Music is too loud. They live 10 minute walk and could hear it from their house. As residents, no notification regarding the event/sound affects/disruption. More local beer. More food sites. Staff shirts are good. Marketing is good. \*\*Note all residents received notification via Salisbury Aware but additional will be considered for future years

It's great that Salisbury are doing events like this

Having an enjoyable and relaxing evening

It's been good

Pretty good came just for jebediah purchase drinks from more stalls.

Pretty darn good no faults

Pretty good for a family outing. More chairs Location is good Lots of parking

Music is very loud. Nothing for people over 65+

### 1.1.1 Patron Survey Results

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Better communication between staff/more purple bins.

Love it!! Good job Salisbury!

Good

Free events/jebediah playing for free/kids and adults activities. Good combination.

Na

Cheaper alcohol Sand/wind factor Smoking section

Toilets/portable and normal

Stuff is too dear, should be a bit more affordable

This is awesome

Good event kids enjoying themselves

Good event

Very good

It's good

No good event

It's been really good

It's great to have these events locally and affordable

Good event

It's fantastic

Really well ran event

No

Great event

Keep doing what your doing

No good weather

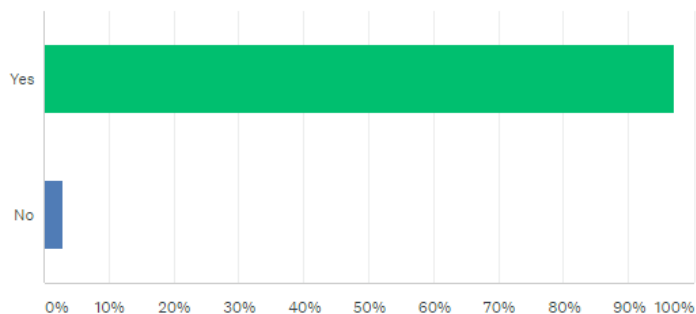
No

Chip sticks should be \$5. Ice creams when hot. Love the gems in the sand pit

## Sunday Family Fun Day – Survey Results

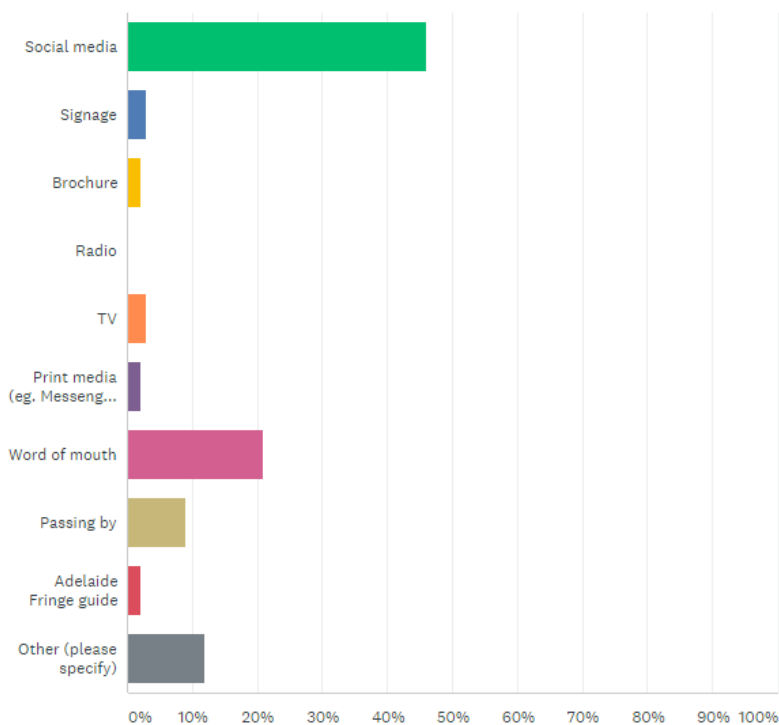
Have you enjoyed this event so far?

Answered: 100 Skipped: 0



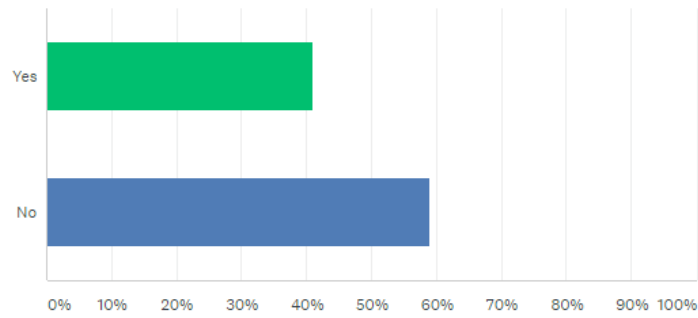
How did you hear about this Event?

Answered: 100 Skipped: 0



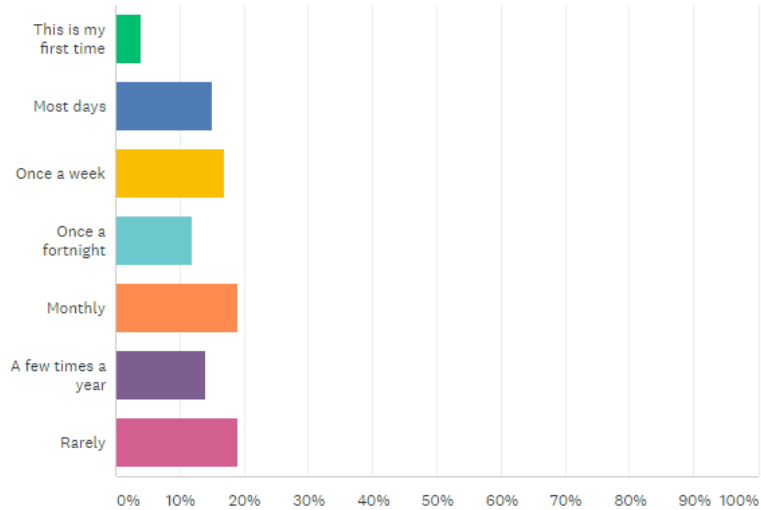
### Do you follow Discover Salisbury on Facebook? (Our events and tourism page)

Answered: 100 Skipped: 0



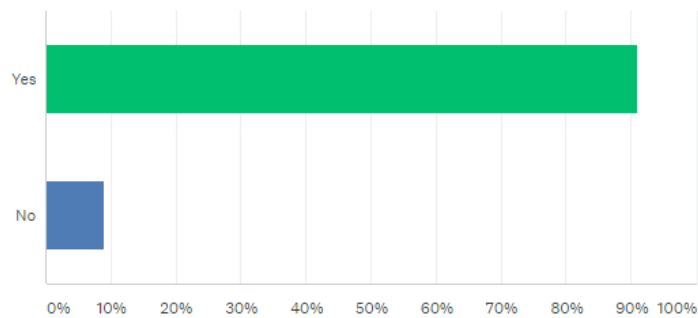
### How often do you visit Salisbury City Centre?

Answered: 100 Skipped: 0



### Have you bought or are you likely to buy anything today? (Either at the event or surroundings shops)

Answered: 100 Skipped: 0



**Comments:**

Good range of food. Better than show because doesn't cost a fortune

Great Event. Kids loved it and we bought food because things were free

Thanks

Loved it!

Event staff and security handled crazy lady well. Thank you everyone involved

Didn't know Hoyts was here. Felt safe

Great Event. Keep up great work

Proud to be living here

Everyone was so friendly. Thankyou!

Great Event. 2 henna people next year

Thanks

Awesome

Thnks

Thank you

Thanks

So proud. Came last night because kids brought home brochure.

Came last year even bigger this year. Maybe need even more activities. Like there were more this year.

Maybe more henna tattoo as missed out. Was free so can't complain

Staff have made Event great. Wanted a drink for kids and they had free water to give us. Also did not get a balloon but staff gave drink bottle. Thanks everyone involved

Will come back. Kids also saw school show and would not shut up about it. Pleasantly surprised it was this good. Best thing Council does.

Kids saw performance at school and wanted to come. I've enjoyed it and thank you Salisbury and man who came to school

Free and good food. 2nd time and kids remembered

Came for movie. Kids loved it and would come back. Well done to Council

Staff were friendly and fun. Thanks

Gets better every year. Maybe start at 11 though

Good variety, food and activities



### 1.1.1 Patron Survey Results

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3rd year. Last 2 the best. Keep it up

Pass on thks to staff

Kids love it every year

Great entertainment and like that it's free.

Good variety and lots of free things

Great work Council.

Loved it! So much free stuff for kids

Unfair that not all people can't get balloons. Couldn't get a balloon but other people did get one when she was turned down.

NA

More things for kids More stalls Better draw cards Good variety of food

Enjoyed street performers More market stalls More street performers

Pretty good so far

Good seating Run sheet for the day good variety of food

Very well organised great event

Great community event good to see the kids out and off their phones.

Great kids event had a good time

Good family fun event, with lots for families and gives people who maybe can't afford the fringe a taste of it. Came to jebediah also and loved it!

Ice-cream stall.

Good. Free event

More food trucks

Wonderful event, girls played with the fairy while the boy went to retrospect great placement. Loved the day

No! It's an amazing event!

Pretty good.

Really good got the kids

Need another fairy floss machine

Keep doing it

Better this year, more for the kids on the family day

It's really good events

No Thank you

Thank you

It's great

Thank you

Kids have enjoyed it

It's very good

Thank you

Thank you

Thank you

Enjoy so far

Disappointed for removing the activities last year

It's good

Thank you

Thank you

No but want some more events like this

We enjoy and want more events like this

It's been great and good for the kids

It's good

It's lovely Thank you

It's great and thanks to the Salisbury council

Thanks to salisbury council

Thank you

It's good to have these sort of events more

It's fantastic Thank you

Thank you

Thanks

Great Event and kids love it

**Salisbury Secret Garden Proposed Budget 2019**

<b>BUDGET</b>	<b>2019</b>
Licence Fees, Artists and Other Venues	\$13,500.00
Friday Night (Performers, Activities, MC)	\$15,000.00
Saturday Night (Performers, Activities, MC)	\$18,000.00
Sunday Family Fun Day (Performers, Activities, MC)	\$7,000.00
Road Closures	\$2,000.00
Street Performers	\$3,500.00
Artist Coordination	\$5,000.00
Music Artists and Stage Management	\$7,000.00
Security	\$4,500.00
Infrastructure, Sound, Lighting, Stage, Toilets and Other Logistics	\$35,000.00
Marketing	\$9,500.00
Schools Program	\$9,000.00
<b>TOTAL</b>	<b>\$129,000.00</b>



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<b>ITEM</b>	1.1.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	21 May 2018
<b>HEADING</b>	Request for Sponsorship Support - Vietnamese Boat People Monument Association
<b>AUTHOR</b>	Pippa Webb, General Manager Community Development, Community Development
<b>CITY PLAN LINKS</b>	3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
<b>SUMMARY</b>	The Vietnamese Boat People Monument Association is seeking \$20,000 support from council assist them to construct a monument which is accessible to all South Australian to celebrate, acknowledge and recognize the contribution of the Vietnamese Community to South Australia.

### **RECOMMENDATION**

1. That the report be noted.
2. That Council provide a \$20,000 contribution towards the construction of the Vietnamese Boat People Monument, conditional upon practical completion of the monument, with funding included in the 2018/19 Third Quarter Budget Review.

### **ATTACHMENTS**

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

1. Letter requesting support
2. Monument Concept explained
3. Monument Concept Brief
4. Sponsors

### **1. BACKGROUND**

- 1.1 In 1975, the fall of Saigon led to the displacement of millions of Vietnamese people throughout the world. The arrival of the first Vietnamese refugees in the late seventies heralded the start of the first big wave of non-European immigrants to Australia. There are now about 400,000 Vietnamese Australians across all the states and territories.

- 1.2 5,625 people living in the City of Salisbury in 2016 identified Vietnamese as their ancestry. This equates to 4.1% of the CoS population (compared with 1.5% for Greater Adelaide). The table below shows by suburb the highest percentages of populations living in the City of Salisbury base on Census data.

<i>Suburb/LGA</i>	<i>Birthplace</i>		<i>Ancestry</i>	
	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>
<i>City of Salisbury</i>	2.6%	3,540	4.1%	5,625
<i>Burton/ Non-Urban West</i>	3.8%	298	6.5%	516
<i>Mawson Lakes</i>	3.2%	422	5.3%	702
<i>Parafield Gardens/Greenfields</i>	5.2%	866	8.2%	1,404
<i>Paralowie</i>	2.9%	473	4.8%	799
<i>Pooraka</i>	6.2%	437	9.7%	696
<i>Salisbury Downs</i>	2.9%	262	4.8%	405

- 1.3 South Australia has paved the way in terms of recognising and celebrating the contributions of Vietnamese refugees. Through the collective efforts of the Vietnamese community together with initial support from the State Government, and later the Commonwealth Government, the Vietnam War Memorial was dedicated in 2006. This is now an iconic Memorial in South Australia.
- 1.4 Currently South Australia does not have a monument to the contributions made by the Vietnamese people, which is out of step with other Australian States and internationally. As a result a group of high profile leaders from the community have formed the Vietnamese Boat People Monument Association to progress the development of support for a suitable monument. After gaining support from Adelaide City Council and State Government the committee are now overseeing the design and construction of a significant cultural public art piece in South Australia.
- 1.4.1 The Committee of the Association consists of six members:
- The Hon Tung Ngo MLC, Co-Chair and Public Officer
  - Mr Thai Minh Nguyen, Co-Chair and Secretary
  - Mr Tai Nguyen, Treasurer
  - Mr Dang-Thao Nguyen
  - Mr Quoc Long Ha
  - Ms Trang Vu.
- 1.5 The Co-Chair of the Vietnamese Boat People Monument Association, Hon Tung Ngo MLC, requested a meeting with the CEO regarding the Associations project to develop a monument to celebrate the contribution of the Vietnamese migrants to South Australia. The meeting took place on the 19<sup>th</sup> of April 2018 the CEO and General Manager of Community Development were briefed regarding the project.
- 1.6 Most states across Australia have a monument of some kind to honour the contributions of the Vietnamese Boat people to their local communities. Attachment 4 contains some Australian and international examples for reference.

- 1.7 The vision of this particular project is slightly different from some other monuments. The association feels strongly that a Monument would need to celebrate the Vietnamese culture, be a place for future generations and be inclusive and of interest to all Australians.

## **2. CONSULTATION / COMMUNICATION**

### 2.1 Internal

2.1.1 Nil

### 2.2 External

2.2.1 Nil

## **3. REPORT**

### PROJECT STATUS

- 3.1 In 2017 the Association approached Adelaide City Council to source a suitable location for the monument. Adelaide City council identified a piece of land which is in the CBD, on the River Bank below the intersection between Kintore Avenue & Victoria Drive. The Association has been through a concept design phase in consultation with their community, organisations and community leaders. The final concept design is contained in Attachment 2.
- 3.2 The concept design has been shaped by the following principles from the project brief, see Attachment 3;
- the strength and resilience demonstrated by Vietnamese refugees on their journey to Australia as well as their hopes and dreams for a better life
  - the Vietnamese community's profound gratitude to Australians for embracing and assisting Vietnamese refugees
  - the legacy that Vietnamese refugees have built for future generations of the South Australian Vietnamese community.
- 3.3 These themes were developed through consultation with the Vietnamese Community, when asked about their experiences of departing Vietnam, and arriving in Australia. The concepts encapsulate notions of future, creating a better life for themselves and their children as well as building a strong resilient community for future generations.

### THE MONUMENT CONCEPT – “GUIDING LIGHT”

- 3.4 After a selection process against the concept brief and in consultation with the community, the Association selected a preferred artist concept from Badios Rosella Collaborative Designs (in Attachment 2). The artist is also to be commissioned to undertake the work to be delivered.
- 3.5 About the design:
- 3.5.1 The monument has been named in the concept design by the Artists as “Guiding Light” and consists of a structure which is reminiscent of a large boat structure which is a granite surface.
- 3.5.2 Lotus symbolism is to be used as a metaphor for rising above adversity, commitment and optimism for the future.

- 3.5.3 The light feature represents travel towards the horizon representing new beginnings.
- 3.5.4 Children feature in the design to show the future and convey the themes of resilience, Hope Future and Gratitude which are also included in text through the public art piece.
- 3.6 The development of these elements came from hearing the stories of many South Australian Vietnamese people who arrived via boat to Australia. Their stories had some common themes, a desire for their children to make good citizens in a new country, resilience in dealing with transitioning in a new country, hope for the future and gratitude for their new life. The design seeks to promote empathy within the broad community.
- 3.7 It is important to note that the monument is future focused and is intended to celebrate and enhance the understanding of the contributions that are made by new arrivals more broadly. The concept design is focused on enticing all South Australians to contemplate, learn and be engaged with the monument. It is designed as a celebratory icon for all South Australians to enjoy.

#### REQUEST FOR SUPPORT FROM COUNCIL

- 3.8 The Association is seeking Council support for the project to the value of \$20,000 as outlined in their letter (See Attachment 1).
- 3.9 Under the proposal this would include;
- Branding of the Monument with the City of Salisbury Logo (alongside other supporting Councils State Government and private sponsors) c, see attachment 2 (plan view 2 concept, bottom left hand corner informative plaque – containing acknowledgements.
  - a website using a QR Code, at a later stage for visitors of the Monument to find out more about the monument and the history of Vietnamese settlement in Australia and South Australia
  - the City's contribution will also be acknowledged on the webpage
  - broad promotion through the Vietnamese networks and media regarding the project and the City of Salisbury's contribution.
- 3.10 Attachment 4 contains the draft sponsorship plaque which will be located on a pedestal in keeping with the concept design.
- 3.11 It is intended that the project be completed before September 2019. The Association is engaging in ongoing discussions with the City of Adelaide to finalise development approval for the site. Council would assume the responsibility to maintain the artwork in the long-term when it is established.

#### FINANCIAL CONSIDERATIONS

- 3.12 The project costs are in the order of \$400,000, for the monument with some additional costs attributable to promotion, openings and events.
- 3.13 To date the Association has secured \$200,000 from State Government, secured support from Adelaide City Council and seven private sponsorships. The Association anticipate securing a further three private sponsors before the end of this year.



- 3.14 The associations are seeking support from the City of Port Adelaide Enfield and the City of Charles Sturt. To date their approached have been positive, but require Council decisions to be secured.
- 3.15 A check of ASIC confirms that Charitable Status of the Association.

**STRATEGIC CONSIDERATIONS**

- 3.16 The monument and its intent is reflected and in keeping with the Intercultural Plan. Under direction 9 the Plan commits Council to have to recognise the achievements and contributions of the diverse community groups and individuals.
- 3.17 This monument and its location is very high profile recognition for the City of Salisbury and the contribution of the Vietnamese people. Although the monument is located in Adelaide, and not for example in Salisbury, this ensures that it has State significance, prominence and is accessible to all South Australians. It will be located alongside other important State monuments which gives it a South Australian profile and gravitas that it may not have if located elsewhere. By association the City of Salisbury is also elevated to State wide significance.

**4. CONCLUSION / PROPOSAL**

- 4.1 The City of Salisbury has a large Vietnamese population as a result of the large wave of migration of people during the 1970's. South Australia does not have a monument to the contributions which the Vietnamese have made to the State, unlike most other Australian States.
- 4.2 The City of Salisbury has an opportunity to be associated with a quality piece of public art which will attract attention, celebrate and recognise the participation of the Vietnamese in our communities.
- 4.3 It is recommended that the Council support the Vietnamese Boat people Association application for \$20,000 contribution to planned monument.
- 4.4 It is further recommended that the contribution be made on practical completion of the monument so as to reduce any risk to Council should the project not proceed for any reason.
- 4.5 Staff would ensure regular updates to council regarding the monuments progress.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 14/05/2018





# Vietnamese Boat People Monument Association Inc

## *Tượng Đài Thuyền Nhân Việt Nam*

Email: [viet.monument@hotmail.com](mailto:viet.monument@hotmail.com)

Postal Address: PO Box 2168, Kent Town SA 5071

ABN: 56 616 311 570

April 2018

Ms Gillian Aldridge  
Mayor  
City of Salisbury

Sent by email: [galdridge@salisbury.sa.gov.au](mailto:galdridge@salisbury.sa.gov.au)

Dear Mayor

On behalf of the Vietnamese Boat People Monument (VBPM) Association, a registered non-profit organisation, I write to seek the City of Salisbury's support for the Vietnamese Boat People Public Artwork in South Australia. The Vietnamese Community in South Australia recognise and are sincerely grateful for the City's generous and continuous support of the Australian Vietnamese Community.

Against this background, the Vietnamese Community has long expressed a desire to establish a monument in South Australia to express their gratitude towards Australia and its people. The artist team of Tony Rosella and Ash Badios has been selected for the designing, developing and building of this Public Artwork. The Monument will be located on the Riverside of Kintore Avenue and Victoria Drive, Adelaide.

This project has received an outpouring of support from the Vietnamese community. The Public Artwork will stand as a tribute to the immense contributions of Vietnamese immigrants in multicultural society, as well as a symbol of profound gratitude for the humanitarian efforts of the Australian people and all levels of Australian governments, who helped Vietnamese refugees settle in South Australia.

The Monument is expected to cost \$440,000 (GST incl), plus other associated costs. The Association has secured \$200,000 in funding from the State Government and is working to secure a further \$150,000 from the Vietnamese community.

Given that the City of Salisbury (City) has one of the largest populations of Vietnamese immigrants, a contribution from the City would be truly meaningful. The Association is therefore seeking \$20,000 (excluding GST) in funding from the City. With the City's support, we will be acknowledging the City's logo on the plaque, (please see attached sample only) as one of the major supporters along with Federal and State governments. The Association will also be working on a website using a QR Code, at a later stage for visitors of the Monument to find out more about the

monument and the history of Vietnamese settlement in Australia and South Australia. The City's contribution will also be acknowledged on the webpage.

We recognise that this funding may be offered subject to certain stipulations, and we would welcome and be willing to comply with any such conditions.

We have also asked the same request of the City of Charles-Sturt and City of Port Adelaide Enfield who have substantial Australian Vietnamese residents.

The proposed Adelaide location will give this project the prominent recognition it deserves. I understand this project is being built outside of the City of Salisbury, however I see this project as a recognition and contribution of Vietnamese Australian immigrants to South Australia as a whole. More importantly, the City has played a significant role over the years in assisting with the successful settlement of many Vietnamese Australians.

Please find enclosed further information on the project. If you require further information, please contact me at [tung.ngo@parliament.sa.gov.au](mailto:tung.ngo@parliament.sa.gov.au).

Thank you in advance for your consideration of this important community project.

Yours sincerely

**Hon Tung Ngo MLC**

*Member of the Legislative Council*

*Co-Chair of the Vietnamese Boat People Monument Association Inc*



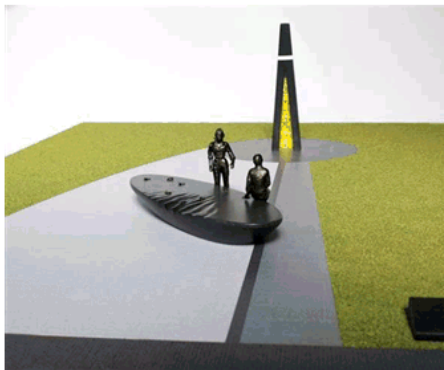
## Vietnamese Boat People Monument Association Inc Tượng Đài Thuyền Nhân Việt Nam

Email: [viet.monument@hotmail.com](mailto:viet.monument@hotmail.com)

Postal Address: PO Box 2168, Kent Town SA 5071

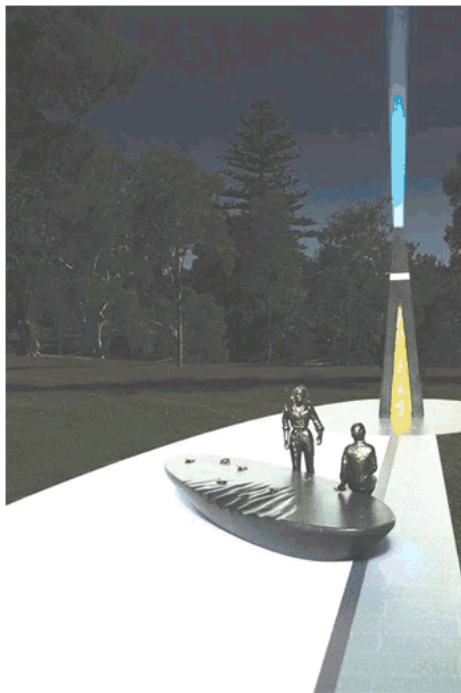
ABN: 56 616 311 570

### Winning Concept by Tony Rosella and Ash Badios



Central to this emotive work is the narrative of a journey seen through the eyes of two young Vietnamese children. It is the notion of family — both its strength and its survival across generations. It is an opportunity for a safe and better future.

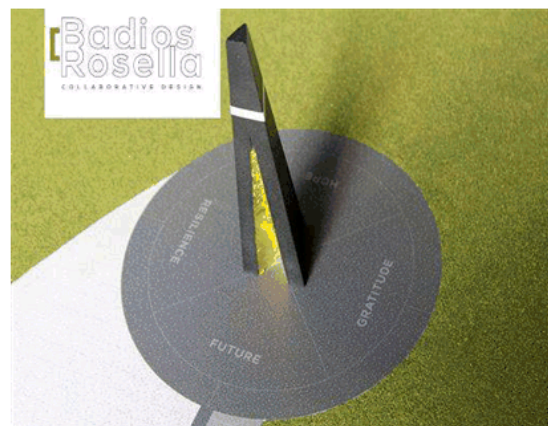
*A large sculpted boat form, its surface reminiscent of an ocean provides the first staging for the narrative. Here the boy releases a lotus into this vast sea, symbolising the start of the long and hazardous journey bravely undertaken.*

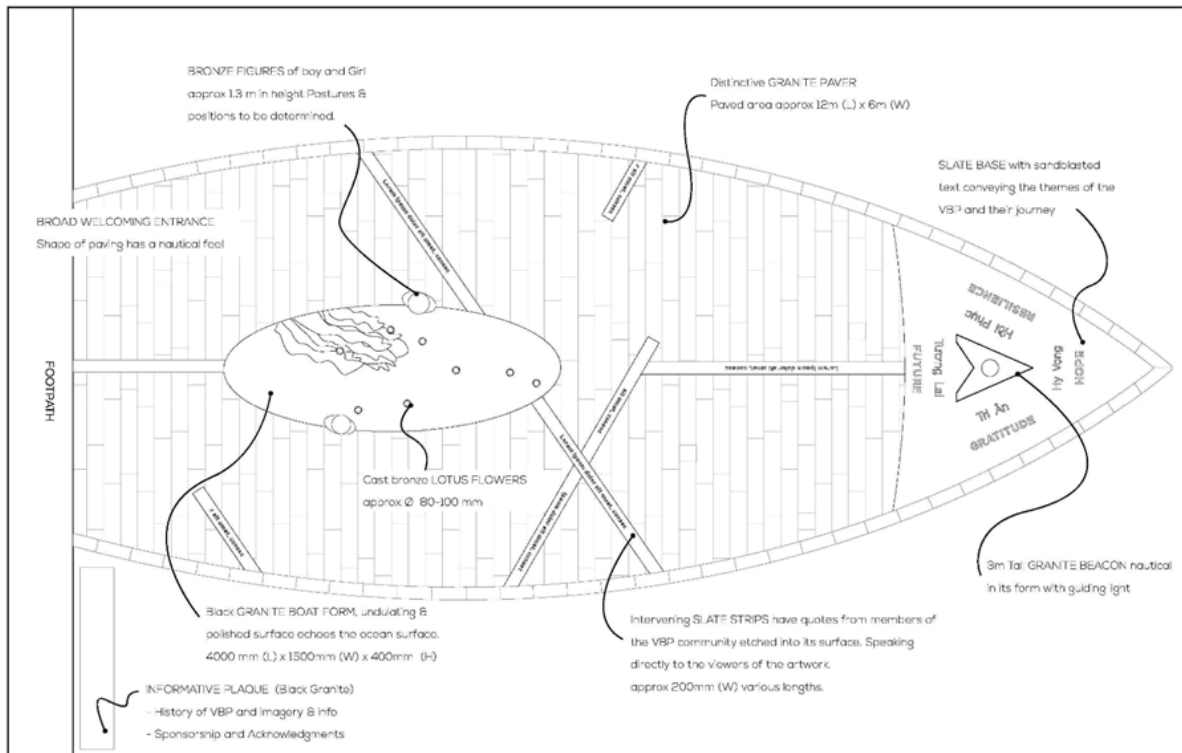


*Eight lotus flowers travel toward the horizon where a beacon stands tall — a guiding light, a new beginning, shelter, home.*

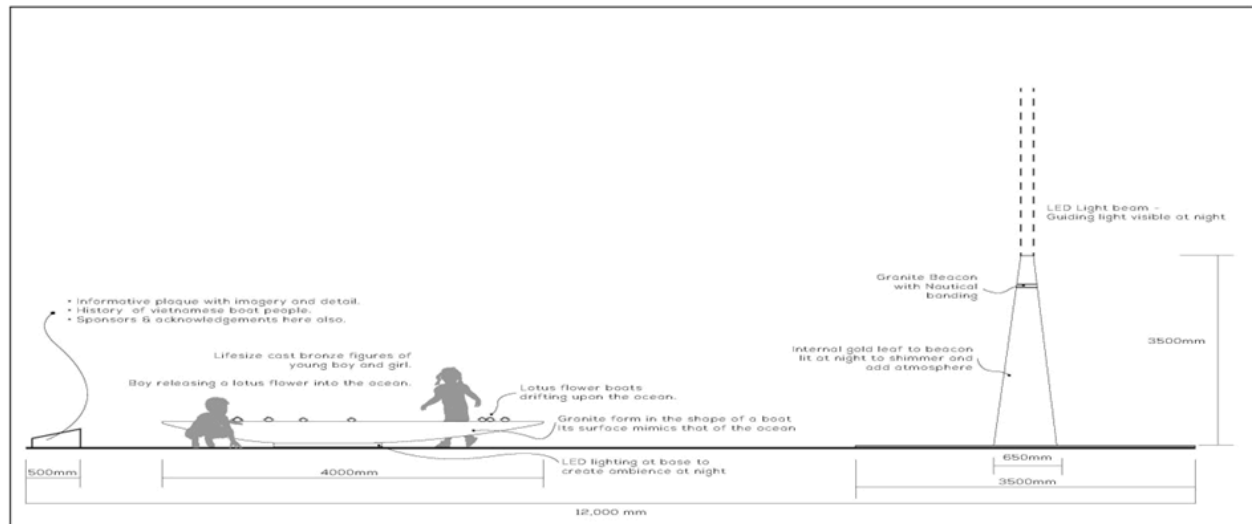
*The emancipation of the lotus is a powerful symbol— a metaphor for rising above adversity, commitment and optimism for the future. Yet this action is suffused with remembrance, evoking reflection.*

*The artwork honours the sacrifices made by one generation so that another may flourish. It promotes empathy within the broader community by conveying the themes of this epic journey — **Resilience, Hope, Future and Gratitude.***





PLAN VIEW #2 WITH CONCEPT DETAIL



SIDE ELEVATION



## **VIETNAMESE BOAT PEOPLE PUBLIC ARTWORK**

### **Artist Brief**

## 1. Introduction

The Vietnamese Boat People Monument Association is seeking to commission a South Australian artist/artist team to develop a high quality meaningful major public artwork that celebrates the contribution of Vietnamese refugees to South Australia.

Within the South Australian Vietnamese community, there is great support and excitement for this project.

## 2. Background and Context

In 1975, the Fall of Saigon led to the displacement of millions of Vietnamese people throughout the world. The arrival of the first Vietnamese refugees in the late seventies heralded the start of the first big wave of non-European immigrants to Australia. There are now about 400,000 Vietnamese Australians across all the states and territories.

South Australia has paved the way in terms of recognising and celebrating the contributions of Vietnamese refugees. Through the collective efforts of the Vietnamese community together with initial support from the State Government, and later the Commonwealth Government, the Vietnam War Memorial was dedicated in 2006. This is now an iconic Memorial in South Australia.

The Vietnamese community will always be grateful to the Australian people for their generosity in welcoming Vietnamese refugees. For many years, the community has expressed their heartfelt desire to have public artwork in South Australia that commemorates the Vietnamese boat people and honours the humanitarianism of all levels of Australian government. Other states such as New South Wales, Victoria, Queensland and Western Australia, have since established monuments commemorating the Vietnamese boat people.

The Governor of South Australia, His Excellency the Honourable Hieu Van Le AC, was one of the first Vietnamese refugees to arrive in South Australia, whose own journey symbolises the remarkable strength of the Vietnamese



boat people. His Excellency has expressed wholehearted support for the project.<sup>1</sup>

### **3. Vietnamese Boat People Monument Association**

The Vietnamese Boat People Monument Association was formed to oversee the design and construction of a significant cultural public art piece in South Australia.

The Committee of the Association consists of six members:

- The Hon Tung Ngo MLC, Co-Chair and Public Officer
- Mr Thai Minh Nguyen, Co-Chair and Secretary
- Mr Tai Nguyen, Treasurer
- Mr Dang-Thao Nguyen
- Mr Quoc Long Ha
- Ms Trang Vu.

The Association will be working with the Vietnamese community, the City of Adelaide and Arts South Australia to deliver a Vietnamese Boat People public artwork in this state.

### **4. Site for the Commission**

The planned location for the artwork is in the CBD, on the River Bank below the intersection between Kintore Avenue & Victoria Drive (see Attachments A, B and Park 12 South Bank Irrigation map).

The Association is engaging in ongoing discussions with the City of Adelaide to finalise development approval for the site. Council would assume the responsibility to maintain the artwork in the long-term when it is established.

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<sup>1</sup> For further background see:  
<https://perthvoiceinteractive.com/2013/11/01/boat-people-say-thanks-australia/>  
<http://www.abc.net.au/local/stories/2013/10/28/3878717.htm>

## 5. The Artwork

The Vietnamese Boat People Monument Association is keen for artists/artist teams to exercise their artistic expression and freedom to design a contemporary artwork that celebrates the immense contribution Vietnamese refugees have made and continue to make to South Australia.

The artwork should also reflect on the following themes:

- the strength and resilience demonstrated by Vietnamese refugees on their journey to Australia as well as their hopes and dreams for a better life<sup>2</sup>
- the Vietnamese community's profound gratitude to Australians for embracing and assisting Vietnamese refugees
- the legacy that Vietnamese refugees have built for future generations of the South Australian Vietnamese community.

The artwork must incorporate a plaque that includes:

- name of the artwork and artist/artist team.
- contributors to the artwork
  - o State Government
  - o Commonwealth Government (TBC)
  - o City of Adelaide
  - o Arts South Australia
  - o Vietnamese Community
  - o Individuals (TBC).

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<sup>2</sup> For further reference see:

<http://www.migrationheritage.nsw.gov.au/stories/from-there-to-here/from-there-vietnam-to-here-australia/index.html>

<http://stories.anmm.gov.au/tudo/>

<http://www.abc.net.au/news/2014-06-26/hieu-van-le-appointed-sa-governor/5552004>

The artwork will:

- be a high quality, innovative, original work with strong artistic merit
- be work that enhances the public experience of contemporary art
- be reflective and responsive to subject
- create a strong sense of place
- be visually appropriate and relevant to the site
- be accessible and safe for the General-public including members of the community with a disability.

## 6. Practical Consideration

The public artwork must:

- comply with all relevant Australia standards and building codes and avoid dangerous protrusions, entrapment points and sharp edges
- be placed in such a way that it cannot be removed by force or will not dislodge over time
- be sufficiently lit from a safety / security perspective
- be easy to clean
- require minimal ongoing maintenance
- consume minimal hard surface/footprint (be sensitive to the surroundings in size and scale by maximising public access and ensuring the surrounds are not consumed in built form)
- be sensitive to Aboriginal and Torres Strait Islander cultures, particularly local Kaurna culture
- have a lifespan of 20-years.

Access to power will be provided for installation and potentially for use as part of the art piece (to be confirmed at time of detailed site briefing).

## 7. Materials

The work will:

- be made of durable, robust, high-quality, low-maintenance materials
- withstand the potential build-up of pollutants
- be easily cleaned and cost effectively maintained
- meet all relevant safety standards and avoid dangerous protrusions, sharp edges or the potential to be easily climbed.

Materials selection should also consider 'whole of life' energy and where possible be locally sourced.

The successful artist/artist team must provide detailed maintenance instructions to the Vietnamese Boat People Monument Association upon installation.

## 8. Stakeholders

- Vietnamese Boat People Monument Association Incorporated
- Vietnamese community and businesses
- City of Adelaide
- Arts South Australia.

## 9. Target Audience

The anticipated audience will include:

- residents of South Australia (the wider public)
- Vietnamese community
- Ethnic communities
- interstate and overseas visitors to South Australia.

## 10. Ambience

As the Vietnamese Boat People Monument reflects the remarkable journeys and significant contributions of Vietnamese refugees, the intention is that this public artwork be celebratory as well as thought-provoking.

## 11. Budget

The total available project budget is \$400,000 (GST exclusive). The budget includes all costs associated with the design development, fabrication and installation of the work.

Such costs may include but are not limited to:

- Design Development fees
- engineering advice and certification
- site and footing preparations,
- artists fees
- materials, equipment hire and fabrication costs
- transportation
- installation
- project management and co-ordination fees
- Public liability insurance (\$20 million).

It should be assumed at this stage that the total available budget is the only allocation available towards the fabrication and realisation of the project.

The Association notes that the South Australian Government has pledged support for the project.

## 12. Project Advisory Panel

The Project Advisory Panel consists of:

- Vietnamese Boat People Monument Association
  - The Hon Tung Ngo MLC, Co-Chair and Public Officer
  - Mr Thai Minh Nguyen, Co-Chair and Secretary
- City of Adelaide
  - Mr Sean McNamara, Associate Director  
Community & Culture
- Arts South Australia – 1 Art for Public Places representative.
- Vietnamese community – 1 representative.

The Project Advisory Panel will:

- be available to provide advice regarding specific concept design development issues relevant to their expertise,
- select the artists/artist teams to undertake the design proposal stage,
- assess the concepts and recommend to the Vietnamese Boat People Monument Association the successful artist to undertake the commission.

City of Adelaide staff will assess the recommended design proposal in relation to practical issues such as risk management, public safety and maintenance.

### 13. Expression of Interest

Expressions of Interest should include:

- a cover letter indicating confirmation of ability to comply with the proposed time schedule and intention
- a written response to the site and artists brief
- Curriculum vitae (CV) of the artists/artist teams
- maximum of nine digital images per artist/artist team (PC compatible only) saved as jpegs and provided in PowerPoint presentation
- names and contact details of two relevant referees
- confirmation of insurance cover.

**Please note that concepts are not being called for at this stage.**

Expressions of Interest will be evaluated against the following assessment criteria:

- artistic merit and innovation as evidenced in the visual material provided
- demonstrated ability to work on a project of this nature within timelines and budget
- demonstrated ability to create work that engages with a broad public
- previous relevant experience in the public realm
- demonstrated ability to work on permanent and durable work
- knowledge of health and safety issues in the design and construction of public art works.

Vietnamese Boat People Monument Association reserves the right to vary, abandon or suspend the EOI process at any time at its discretion.

**Deadline for EOI submissions is 5.00pm on Friday 24  
November 2017**

**One (1) hard copy and one (1) digital copy on USB of your  
EOI**

should be delivered to:

Sue Lorraine  
Arts Development Officer, Public Art and Design  
Arts South Australia

Level 16, Wakefield House  
30 Wakefield Street  
ADELAIDE SA 5000

or posted to:  
GPO Box 2308  
ADELAIDE SA 5001

Three (3) artists/artist teams will be selected to each develop and present  
concept design proposals.

There is no guarantee that any shortlisted artist/artist team will progress  
through to the commissioning stage.



#### 14. Concept Design Proposal

From the EOI submissions three (3) artists/artist teams will be shortlisted to prepare a Concept Design Proposal.

For the three selected artists/artist teams a fee of \$5,000 is available for the preparation of a Concept Design Proposal.

Concept Design Proposals should include:

- a written concept paper
- concept drawings and elevations and/or a model of the proposed work as required to convey the concept and scale and presented in a professional and artistic manner
- an indicative site plan showing the proposed locations for the artwork
- a proposed indicative budget outlining the design development stage, fabrication and installation stage, materials, project management and other associated expenditure,
- indication of materials and fabrication methods
- details of third parties, contractors, consultants, project managers, supply relationships, fabricators if outsourcing
- design development, fabrication and installation timeline
- an indication of any known ongoing maintenance requirements associated with the proposal. A comprehensive maintenance schedule will be required from the artist/artist team at installation.
- confirmation of preliminary discussions with qualified engineers for material and structural strength.

Assessment of the concept design proposal will consider the aesthetic, conceptual and technical expertise demonstrated in the proposed work. Concept Design Proposals will be evaluated against the following assessment criteria:

- originality and artistic merit
- aesthetic response to the site and brief
- artistic merit of the proposed concept

- ways in which the concept meets the requirements of the Artist Brief
- proposed budget
- proposed timeline
- response to any stakeholder consultation and feedback
- response to public safety and risk management
- maintenance issues (whole of life costs), robustness and durability.

Concept Design Proposals will be presented to the Project Advisory Panel on Monday 26 March 2018.

It is anticipated that the selected artist/artist team will be contracted to then undertake further Design Development to progress the project to the fabrication stage. A fee for Design Development should be itemised as a separate component of the proposed project budget.

The Design Development stage may include but is not limited to:

- the design (working drawings, footings, engineering advice etc.) of refined elements
- on site meetings with the commissioners and fabricators
- engineering drawings for fabrication and installation
- budget confirmation
- supply of developed designs for City of Adelaide Design Approval in the format required (electronic etc.).

The successful proposal will need to be certified, during the design development stage, by a structural engineer, for material and structural strength. All parties need to be satisfied that the proposal is achievable within the budget available.

**15. Commissioning Process and Timeline**

<b>Step</b>	<b>Description</b>	<b>Date</b>
Open call for Expressions of Interest (EOI's)	Artists invited to submit Expression of Interest	Wednesday 1 November 2017
Closing date for EOI's		Friday 24 November 2017
EOI processing and assessment	EOI's assessed by the Project Advisory Panel, three (3) artists will be shortlisted.	By Monday 11 December
Notify shortlisted artists/artist teams		Monday 11 December 2017
Site Briefing	Selected shortlisted artists will be briefed at the site (date to be confirmed).	Wednesday 13 December 2017
Concept Development	Selected artists/artist teams will be contracted to develop Concepts Design Proposals and paid a fee of \$5,000.	Wednesday 24 January 2018
Community consultation	Artists to meet with members of the community.	Wednesday 24 January 2018
Display/presentation of Concept Designs to the Community	The selected artists will be required to deliver a ten minute presentation to the community.	Friday 23 March 2018
Concept Design Proposal presentation	The selected artists will be required to present their Concept Design Proposals to the Project Advisory Panel.	Monday 26 March 2018
Concept Design proposal approval	The selected concept design will be presented to the Vietnamese Boat People Monument Association for endorsement.	Week commencing Monday 26 March 2018
Design Development	Once approved the selected artist/artist team will be contracted to further develop their artwork design, fabrication and budget in response to feedback and advice, and to fully resolve any issues that may arise.	April 2018
Development Application Approvals	Obtain necessary development application approvals	May 2018 /April 2018
Fabrication and installation		June – September 2018 (TBC)
Completion	The project will be installed and completed.	TBC

Please note that Vietnamese Boat People Monument Association reserves the right not to proceed with the project. It also reserves the right to delay the project and/or stage the implementation and to accept all, one or none of the concepts.

## **16. Contact**

For further information, please contact:

Sue Lorraine

Arts Development Officer

Arts South Australia

E: [sue.lorraine@sa.gov.au](mailto:sue.lorraine@sa.gov.au)

T: 8463 5447

*(A Plaque at the Monument site)*

***The Vietnamese Australian community will forever be grateful to Australia and its people, for welcoming us. We thank the Federal, State and Local Governments for the settlement and assisting hundred thousand of Vietnamese refugees.***

***Thank you to our generous sponsors and their support of the Vietnamese Community in South Australia.***



**Mr & Mrs Tin Lê  
Mr & Mrs Nguyễn Trung Tài  
Mr & Mrs Nguyễn Đăng Thảo  
Mr & Mrs Hà Quốc Long  
Mr & Mrs Đỗ Văn Thư**

**Mr & Mrs Vũ Đoàn Trang  
Mr & Mrs Trần Ngọc Mỹ  
Mr & Mrs Doan Van Thu  
Mr & Mrs Đặng Thái Hoàng  
Mr & Mrs Nguyễn Văn Bon**



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<b>ITEM</b>	1.1.3
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	21 May 2018
<b>HEADING</b>	Reconciliation Action Plan Status Report and Next Iteration Draft
<b>AUTHOR</b>	Julie Kalms, Community Planning Project Officer, Community Development
<b>CITY PLAN LINKS</b>	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.
<b>SUMMARY</b>	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, 21/05/2018, Item 1.1.3) be noted.
3. That the next RAP Innovate draft as contained in Attachment 3 to this report (Policy and Planning, 21/05/2018 Item 1.1.3) 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 Advice from the Council meeting on 23 April 2018 relating to acknowledging Kurna at key points across the City of Salisbury has been added under action 7 in the Innovate RAP table below,
- 3.10 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>			
<b>Relationships</b>			
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.			
<b>Focus area:</b> 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.'			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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
	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.
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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.
	d. Membership of Kurna 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

	<p>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.</p> <p><i>(Note: links to Youth Action Plan)</i></p>	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
	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
	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 Kurna 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
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	Ongoing– review annually October	People and Culture



	opportunities; and a 'Walking on Country' bus tour for cultural immersion in the local area. (required)		
	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
	f. Aboriginal cultural awareness for field staff about native vegetation and its uses (eg: at Greenfields Wetlands, Kaurna 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.
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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 Kaurna 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. Kaurna 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
	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
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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
	d. Acknowledging Kurna to be scoped and developed for key points across the City of Salisbury.	2018 - 2020	Communications and Customer Relations
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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
<b>Opportunities</b>			
Opportunities actions work towards engagement of Aboriginal community members to increase prospects within areas including employment, business development and skills development programs.			
<b>Focus area:</b> 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
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
	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
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
12. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our	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. (required)	2018 to 2020 – review annually October	Strategic Procurement

organisation			
	b. Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that may be used to procure goods and services. (required)	2018 to 2020 – review annually October	Strategic Procurement
	c. Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. (required)	2018 to 2020 – review annually October	Strategic Procurement
	d. Investigate Supply Nation membership (required)	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"> <li>• develop and encourage leadership in Aboriginal businesses.</li> <li>• encourage Aboriginal business engagement with Indigenous Business Australia/ Supply Nation.</li> <li>• utilise networks to encourage Aboriginal business start-ups to acquire skills through Polaris program eg: self-employed focus.</li> </ul>	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.
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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
<b>Governance, Tracking progress and Reporting</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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 requirements
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**Resourcing and Risk Implications**

- 3.11 The resource implications identified for actions and deliverables for the draft Innovate RAP are as follows:
- 3.11.1 No additional budget has been identified as required for the delivery of the Innovate RAP.
  - 3.11.2 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.
- 3.12 The risk implications identified for actions and deliverables for the draft Innovate RAP are as follows:
- 3.12.1 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 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.
  - 3.12.2 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.
  - 3.12.3 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.

### ITEM 1.1.3

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- 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: 14/05/2018



Status Report - Reconciliation Action Plan Implementation 2017

Action	Timeline	Progress	Summary Comments 2014 - 16	Comment 2017
<p><b>Key Direction 1: Strengthening Relationships</b>  <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"> <li>The RAP Working Group was established.</li> <li>First meeting held on 16 April 2013.</li> <li>The Working Group meetings are held on a quarterly basis.</li> <li>Continues as a functioning Working Group including monitoring implementation plans and actions.</li> </ul>	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"> <li>Reconciliation Week and NAIDOC Week are recognised with a range of activities across the City of Salisbury.</li> <li>A list of selected significant Aboriginal dates is available on the City of Salisbury Reconciliation website, as approved by the RAP Working Group.</li> <li>A selection of significant Aboriginal and Torres Strait Islander dates appears in the City of Salisbury Calendar; and Cultural Events calendar.</li> <li>Banners are displayed in Council foyer between Reconciliation and NAIDOC weeks.</li> </ul>	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"> <li>Aboriginal members of the RAP Working Group consulted and provided advice on implementing RAP actions.</li> <li>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.</li> </ul>	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"> <li>RAP Working Group members are provided with information about Council grants, resources, services and programs to disseminate to their community networks.</li> </ul>	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"> <li>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.</li> <li>Cultural arts/crafts program was included in major events including the Salisbury Secret Garden and, St Kilda Celebrates.</li> </ul>	<ul style="list-style-type: none"> <li>Marra Dreaming developed Totem Poles for an art instalment at Pooraka Farm Community Centre.</li> <li>Cultural arts/crafts program was included in major events including the Salisbury Secret Garden.</li> <li>Display of artworks at the NAIDOC Exhibition 2017.</li> </ul>
Community Support: the City will support Aboriginal community groups in establishing networks.	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>Discussions regarding scoping a location for a cultural focus.</li> </ul>	<ul style="list-style-type: none"> <li>Kurna representative position on the Tourism and Visitor Strategy sub-committee.</li> <li>Kurna Elder sharing cultural information with a CALD English language class as part of Reconciliation &amp; NAIDOC weeks activities.(Links to Intercultural Strategic Plan)</li> </ul>

Action	Timeline	Progress	Summary Comments 2014 - 16	Comment 2017
<p><b>Key Direction 2: Enhancing Respect</b>  <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"> <li>• 'Welcome to Country' and 'Acknowledgement to Country' protocols and guidelines have been endorsed and available on the Reconciliation website.</li> <li>• Welcome to Country and Aboriginal Cultural learning has been included in the CoS Familiarisation sessions.</li> <li>• The display of the Aboriginal flag included in Council's endorsed flag policy.</li> <li>• Flag on permanent display from December 2013.</li> </ul>	<p>Action continues in 2017.</p> <ul style="list-style-type: none"> <li>• 'Acknowledgement to Country' read at Council meetings.</li> <li>• 'Welcome to Country' presented at some major events eg: Salisbury Secret Garden launch event.</li> <li>• Welcome to Country presented at Council's Harmony Day Event; and, Citizenship Ceremonies.(Links to Intercultural Strategic Plan)</li> </ul>
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"> <li>• Two 'Understanding Cultural Awareness in the Workplace' sessions held in 2014 at Twelve25 and Morella Community Centre.</li> <li>• 18 senior staff attended Aboriginal cultural awareness sessions in 2015.</li> <li>• Aboriginal cultural awareness session presented at Community Development Managers meeting in June 2015.</li> <li>• The Volunteer Handbook includes an Acknowledgement to Country statement and a reference to the Reconciliation Action Plan.</li> <li>• 3 slides have been included about Aboriginal culture information and Reconciliation Action Plan on the staff online induction modules.</li> </ul>	<p>Action continues in 2017</p> <ul style="list-style-type: none"> <li>• 239 staff attended Aboriginal cultural awareness workshop sessions.</li> <li>• 31 staff attended Aboriginal cultural awareness bus tour format 'Walking on Country'.</li> </ul>

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"> <li>The ILUA has been drafted Council endorsed being a signatory.</li> <li>ILUA is still being finalised. Completion date unknown at this time.</li> </ul>	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"> <li>Signage incorporating Aboriginal Cultural information about Tapa Wardlipari at Kurna Park has been developed and installed in consultation with the RAP Working Group.</li> </ul>	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"> <li>Aboriginal artworks are displayed in committee rooms, executive offices, Council Chamber and the Jack Bormann meeting room and the artists acknowledged.</li> <li>Aboriginal artists' works have been incorporated into exhibitions at Council throughout the year.</li> <li>The piano from 2015 Salisbury Secret Garden is on permanent display in the John Harvey Gallery.</li> </ul>	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"> <li>The Council's Website provides information about: the RAP; Acknowledgement Protocols; significant dates; and link to the Reconciliation/NAIDOC program.</li> <li>Copies of the RAP are available through Council's Reconciliation website and Council Office – James Street.</li> <li>A selection of significant Aboriginal and Torres Strait Islander dates appears in the City of Salisbury Calendar; and cultural events calendar.</li> </ul>	Action continues in 2017. <ul style="list-style-type: none"> <li>Salisbury Aware articles/ photos recognising the Aboriginal community appeared in the Autumn and Spring 2017 editions; and July and November 2016 editions.</li> <li>Salisbury Senior's Magazine articles/ photos recognising the Aboriginal community.</li> <li>Promotion of the Reconciliation &amp; NAIDOC program appears in Messenger Live it Up, Salisbury Aware, Salisbury Senior's Magazine and is available on the Council's Reconciliation website.</li> <li>Information about Reconciliation &amp; NAIDOC Weeks activities is promoted to key multicultural services and Council's CALD community groups in Salisbury. (Links to Intercultural Strategic Plan)</li> </ul>
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"> <li>The RAP was launched on 4 December 2013 with a civic reception planned in consultation with the RAP Working Group.</li> </ul>	
RAP registration: the City will register the Reconciliation Action Plan on the Reconciliation Australia website.	May 2013	Completed	<ul style="list-style-type: none"> <li>The RAP was registered with Reconciliation Australia, who endorsed it in June 2013 and the Plan uploaded to the Reconciliation Australia website.</li> </ul>	
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"> <li>The Kurna Heritage Marker Public Artwork "Together Woven" located at Greenfields Wetlands was launched in May 2013.</li> <li>Signage that incorporates information about Tapa Wardlipari and Aboriginal heritage has been completed and</li> </ul>	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"> <li>Activities continue including Dreamtime story and craft; and Aboriginal artefacts and the Dreamtime ; including basking weaving craft; and Aboriginal cultural display during NAIDOC week.</li> <li>Aboriginal Culture and History resources including books, AV and newspapers are purchased for the library collection.</li> </ul>	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"> <li>As Council awards are promoted the information will be sent to RAP Working Group members for circulation through their networks.</li> </ul>	Action continues in 2017.

Action	Timeline	Progress	Summary Comments 2014 - 16	Comment 2017
<b>Key Direction 3: Building Opportunities</b> <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"> <li>• 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.</li> <li>• Diversity and equality in the supplier market – encouraging a diverse base of suppliers (e.g. minority or under-represented suppliers).</li> </ul> <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
<p>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.</p>	<p>Ongoing</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>• Phoebe Wanganeen Aboriginal and Torres Strait Islander Scholarship awarded to two students in 2014 three students 2015 one student in 2016</li> <li>• 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.</li> </ul>	<p>Action continues in 2017</p> <ul style="list-style-type: none"> <li>• Phoebe Wanganeen Aboriginal and Torres Strait Islander Scholarship awarded to one student in 2017.</li> <li>• One student has successfully completed the Scholarship during 2017.</li> <li>• Council continues to support, with sponsorship, the 'Just Too Deadly' Educational Achievement Awards for year 7 students in the Salisbury region.</li> </ul>
<p>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.</p>	<p>2014</p>	<p>In progress</p>	<p>Exploring alternate partnerships with Tauondi College or other training providers.</p>	<p>Action continues in 2017.</p>

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"> <li>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.</li> <li>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.</li> </ul>	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"> <li>A partnership was developed with the NASG and City of Salisbury HACC program.</li> <li>An 18 month traineeship has been completed for an Aboriginal trainee with the Salisbury HACC team.</li> </ul>	Action continues in 2017 <ul style="list-style-type: none"> <li>Aboriginal people have access to Salisbury's Commonwealth Home Support program.</li> <li>Continuing to develop relationships with Aboriginal Elders and community members.</li> <li>Reconciliation &amp; NAIDOC Weeks activities held at: Paralowie Garden; Jack Young Centre; and Pine Lakes Centre.</li> </ul>

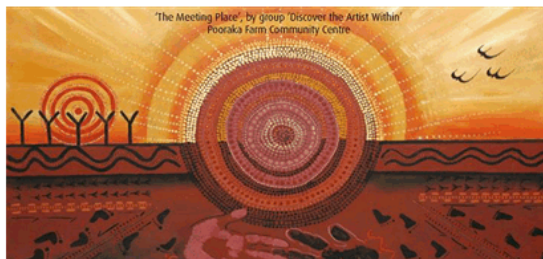
Action	Timeline	Progress	Summary Comments 2014 - 16	Comment 2017
Health and Wellbeing: the City will aim to increase participation of Aboriginal people in physical activity and healthy eating programs, which includes exploring partnerships and funding opportunities.	Ongoing	Ongoing	Discussions held with 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.
<b>Tracking Progress and Reporting</b>				
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	Pending	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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- B. Australian, South Australian and Salisbury Context
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## 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.

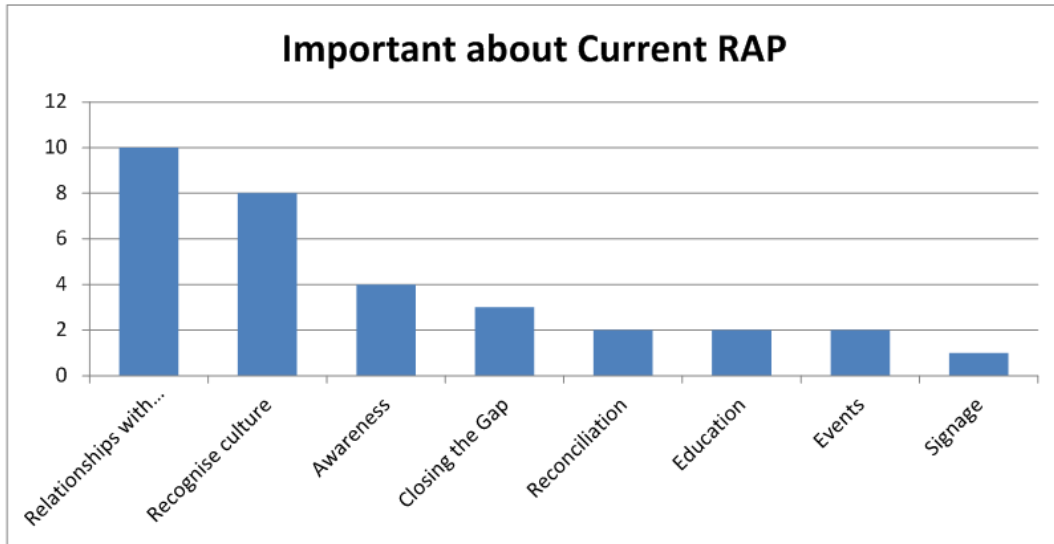
**Outcomes of Community Survey**

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?**

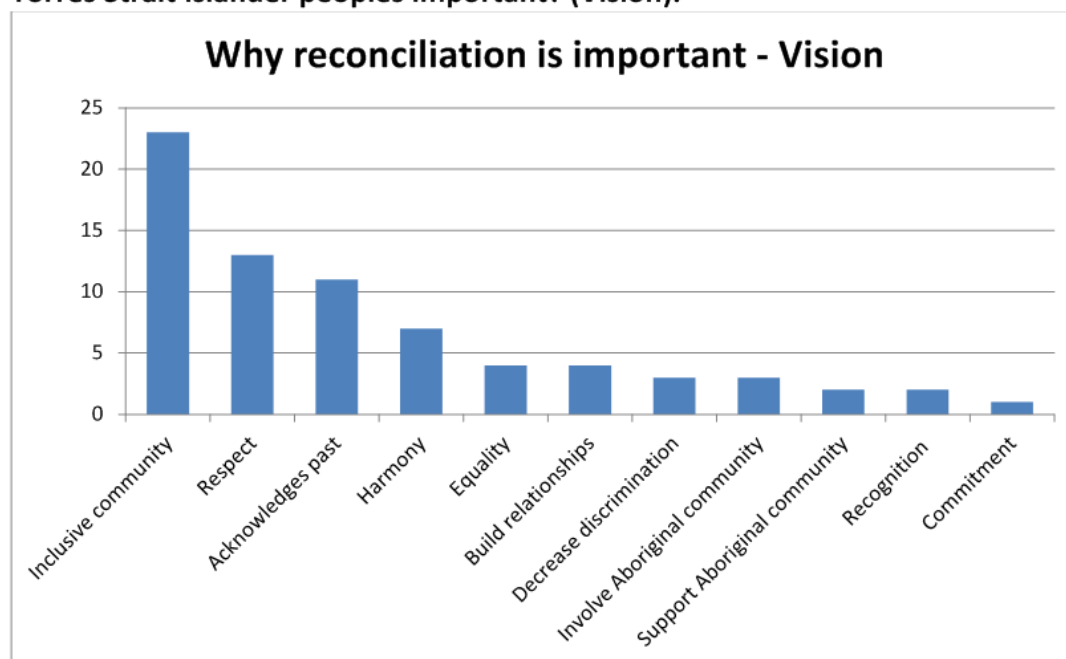


Main Theme	Examples of Theme comments	Rate of theme response
Relationships with Aboriginal community	<ul style="list-style-type: none"> <li>Encouraging their involvement.</li> <li>Strengthening and fostering positive relationships.</li> <li>Recognition and inclusion for Indigenous people.</li> <li>Continuing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



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

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

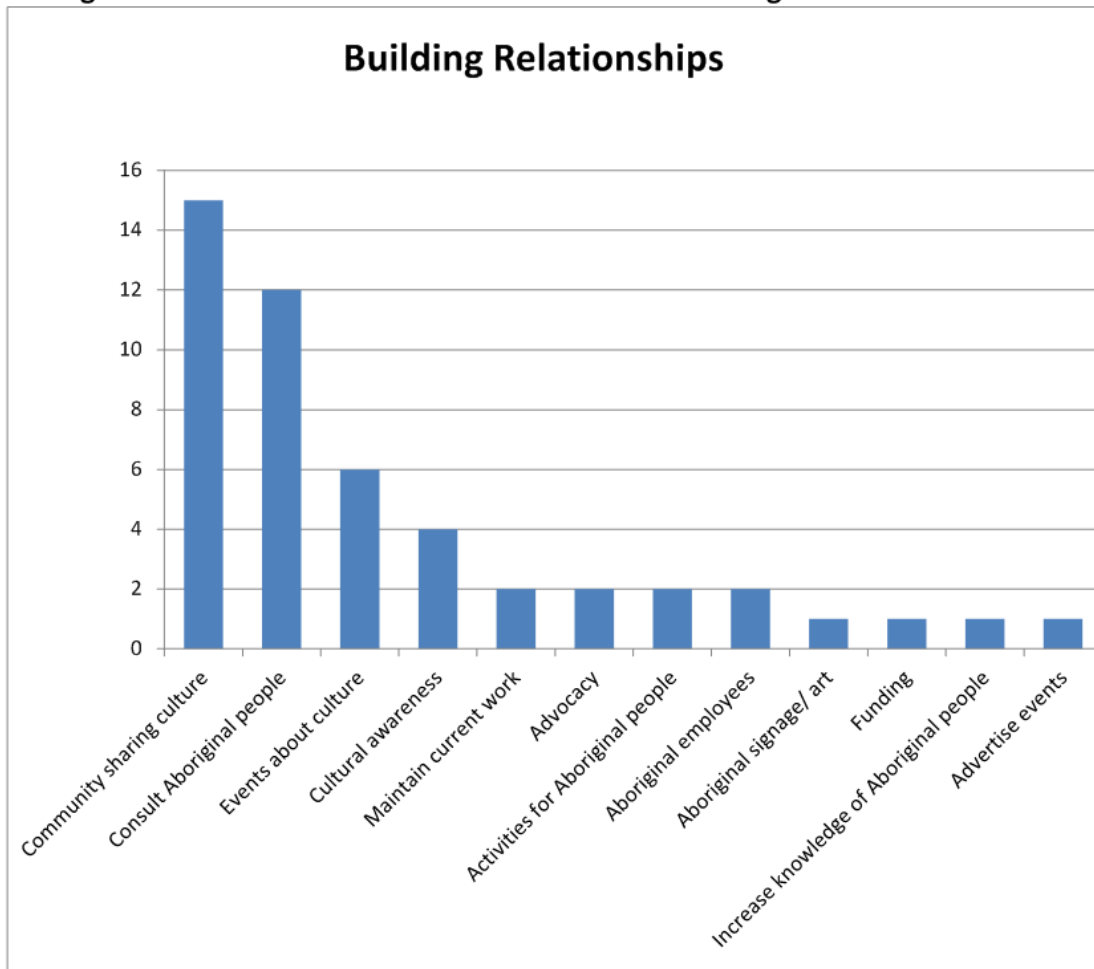


Main Theme	Examples of Theme comments	Rate of theme response
Inclusive community	<ul style="list-style-type: none"> <li>More inclusive community.</li> <li>To bring these cultures together.</li> <li>Reconciliation is about unity and respect between Aboriginal and Torres Strait Islanders and non-Indigenous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

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

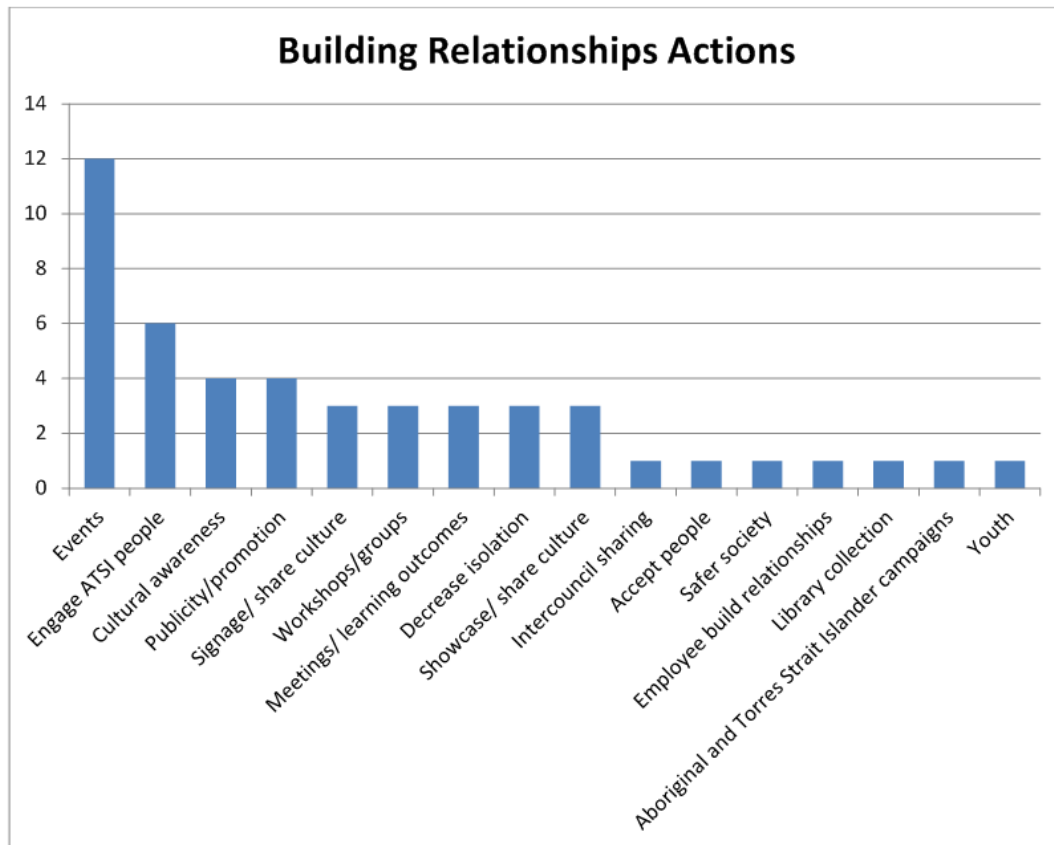
	<ul style="list-style-type: none"> <li>Needs to be a stronger emphasis on partnerships with the Aboriginal and general community to bring both cultures together in a positive 'mutually respectful' manner.</li> </ul>	
Support Aboriginal community	<ul style="list-style-type: none"> <li>Show we as a community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

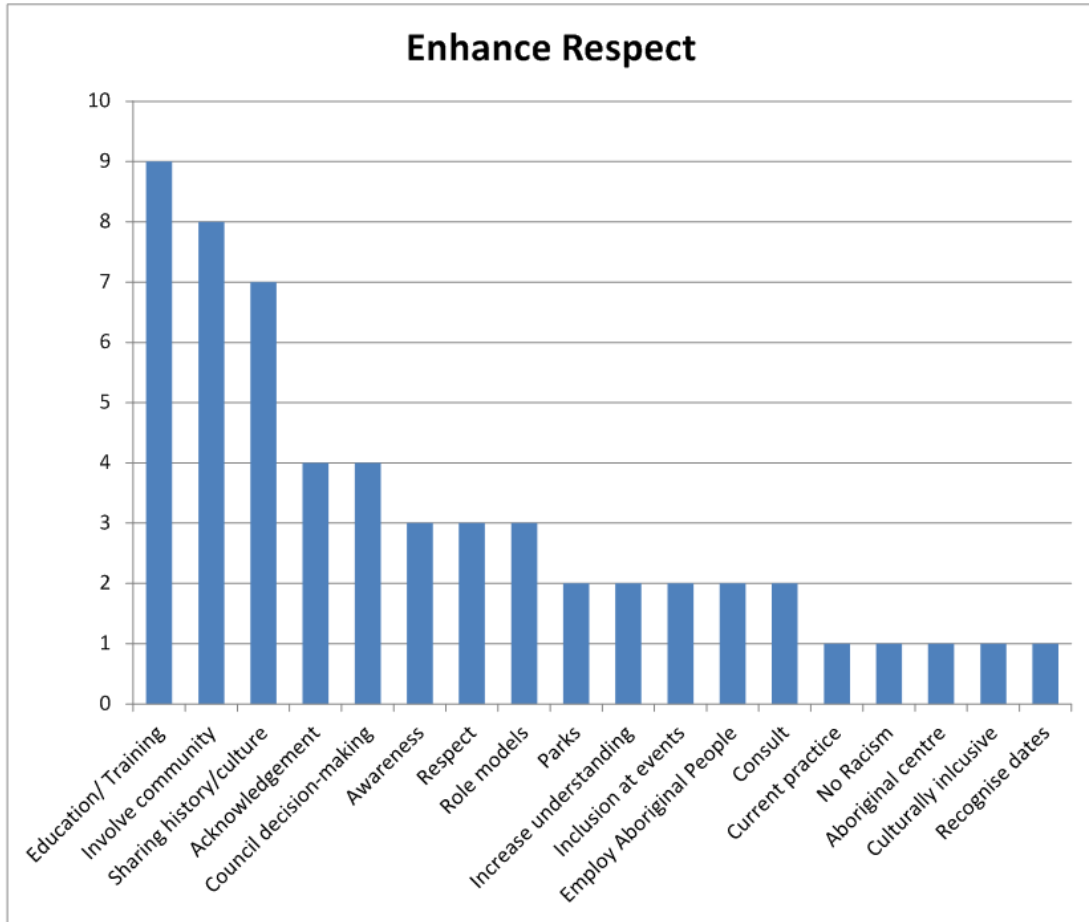
**What actions could this include?**



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

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

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

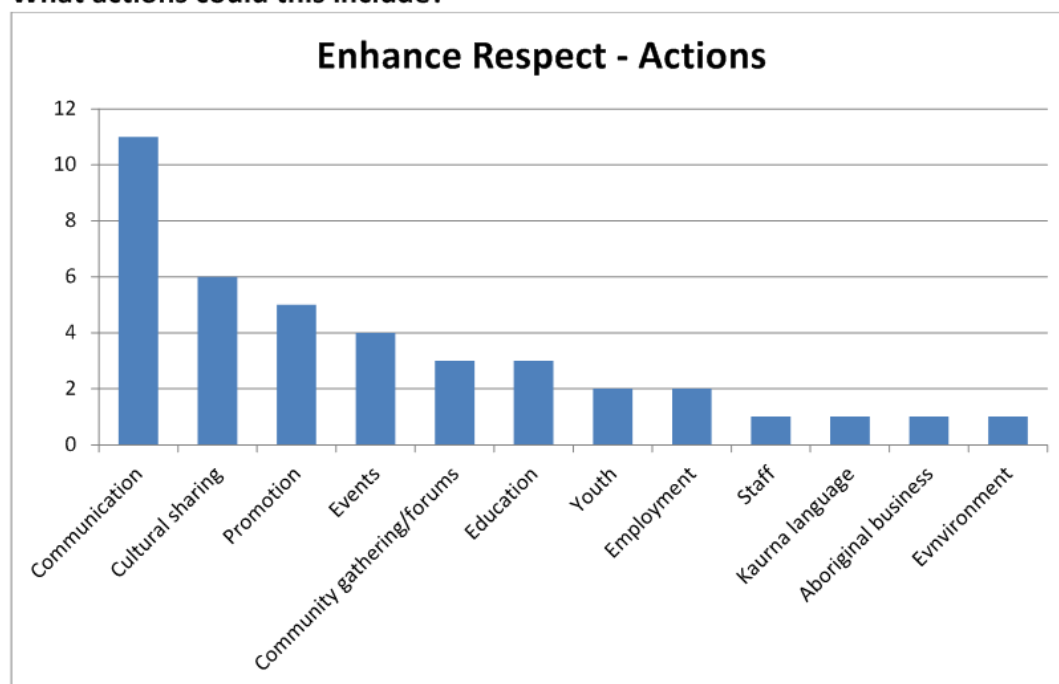


Main Theme	Examples of Theme comments	Rate of theme response
Education/ training	<ul style="list-style-type: none"> <li>• Education of staff and volunteers.</li> <li>• Education through stories &amp; media eg: Salisbury Aware, Council Facebook, Salisbury Senior’s magazine, library guest speaker etc</li>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

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



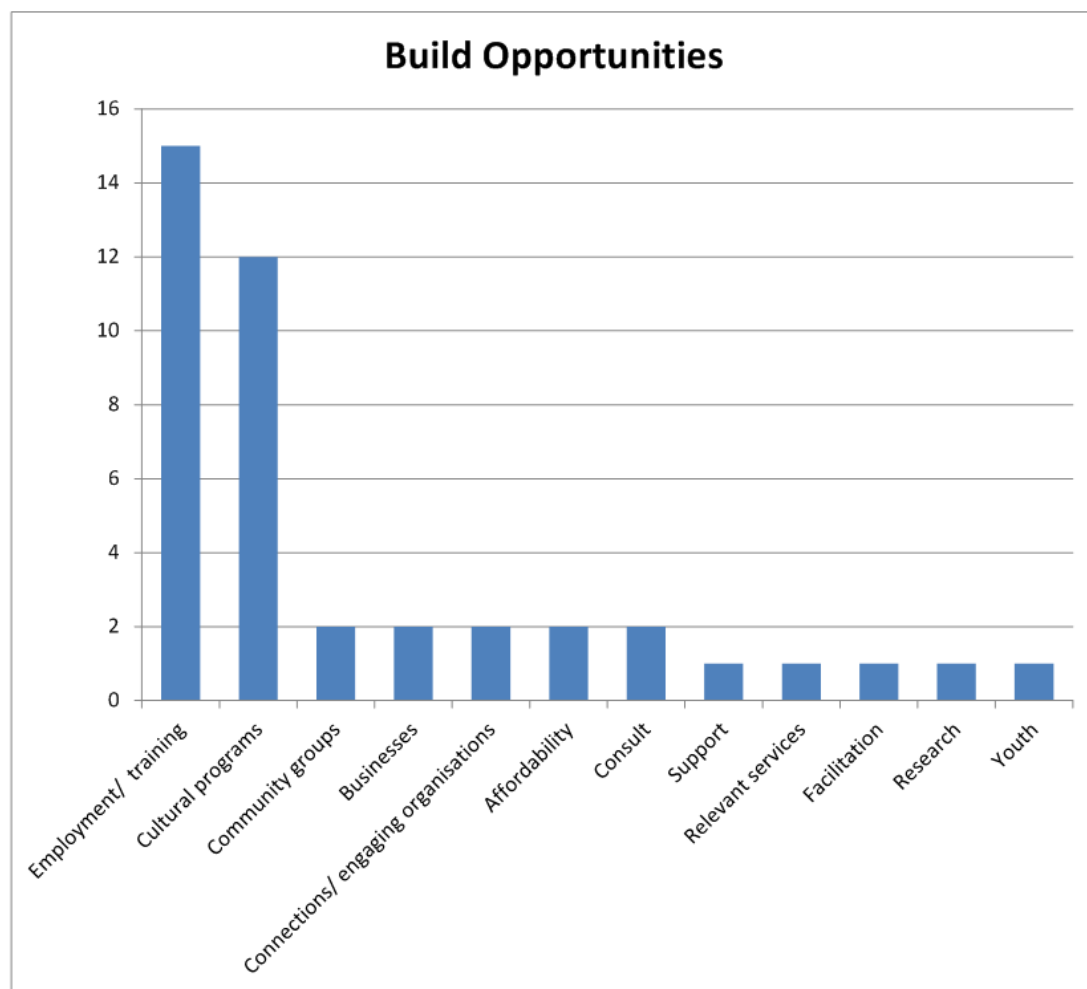
**What actions could this include?**



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

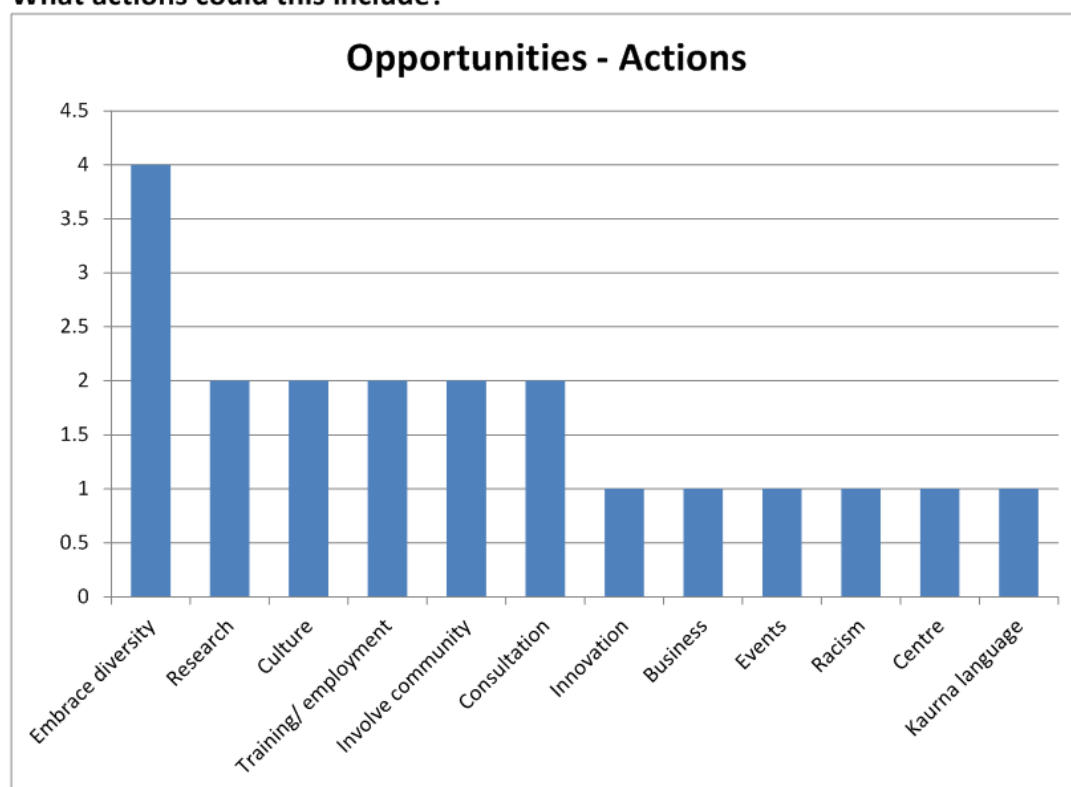
Youth	<ul style="list-style-type: none"> <li>Youth selected for Youth Council and work experience students include youth/students from a diverse range of cultures and backgrounds, including A&amp;TSIs.</li> <li>Ask Indigenous youth what they'd like.</li> </ul>	2
Employment	<ul style="list-style-type: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

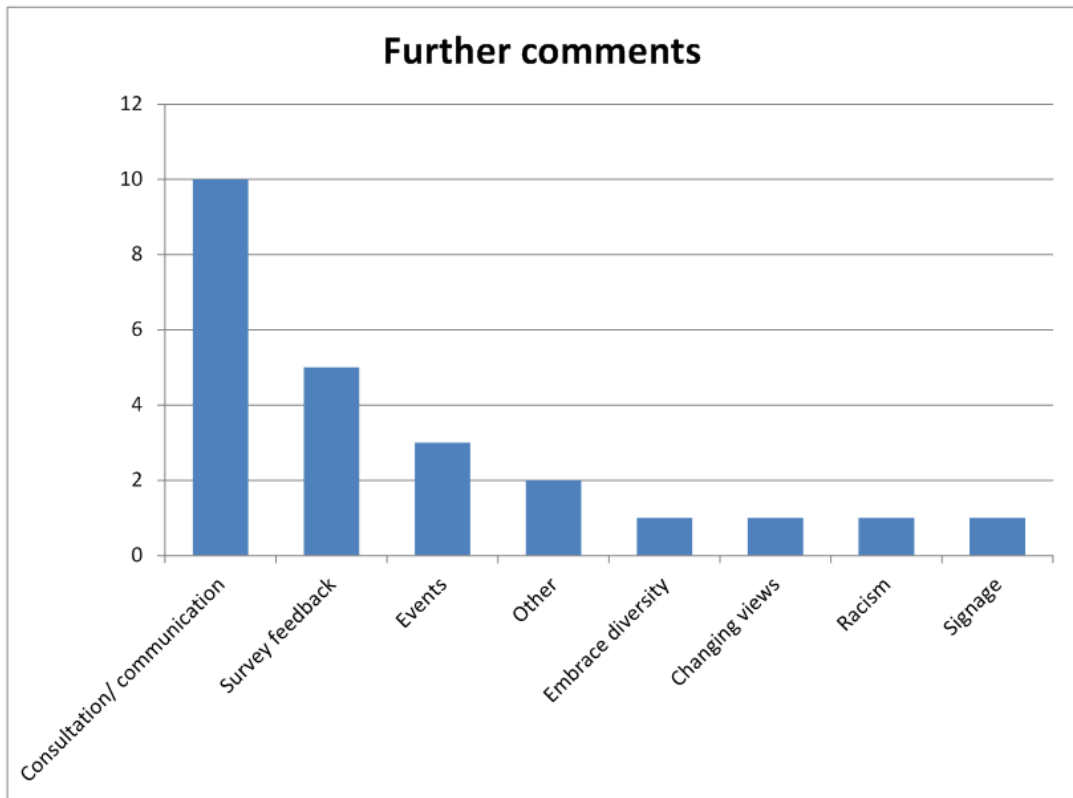
What actions could this include?



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

Business	<ul style="list-style-type: none"> <li>Support for people who want to start small business within the community.</li> </ul>	1
Events	<ul style="list-style-type: none"> <li>Community events.</li> </ul>	1
Racism	<ul style="list-style-type: none"> <li>Prioritise Aboriginal people give them opportunities they'd miss out on because of racism etc.</li> </ul>	1
Centre	<ul style="list-style-type: none"> <li>Facilitation co-ordination and support to reach our community encourage establishment of a wellness centre.</li> </ul>	1
Kurna language	<ul style="list-style-type: none"> <li>Hiring a Kurna translator or two in the council (if this hasn't been done already); Implementing Kurna language and culture programs.</li> </ul>	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"> <li>ATSI peoples should be the main decision makers in the implementation of this plan.</li> <li>Stronger mutually respectful commitment from both communities and more connections with organisations.</li> <li>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.</li> </ul>	10

	<ul style="list-style-type: none"> <li>• Breaking down barriers of beliefs, judgements, and getting to know the person of any culture as a person with their past history.</li> <li>• Survey Indigenous people and elders, get their thoughts.</li> <li>• Open dialogue and long term discussions and partnerships will yield the greatest results.</li> <li>• Engage, Respect, Be sensitive, Communicate.</li> <li>• 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.</li> </ul>	
Survey feedback	<ul style="list-style-type: none"> <li>• Thanks for this survey.</li> <li>• Thank you for asking!</li> </ul>	5
Events	<ul style="list-style-type: none"> <li>• History day.</li> <li>• Tours of 'sites' discovered in Salisbury. This will bring home to all that they were 'HERE TOO'</li> </ul>	3
Other	<ul style="list-style-type: none"> <li>• Thanks for the opportunity to comment. Now have ATSI people attend JYC for meals.</li> </ul>	1
Embrace diversity	<ul style="list-style-type: none"> <li>• To be more positive and we need to embrace this and move forward.</li> </ul>	1
Changing views	<ul style="list-style-type: none"> <li>• I believe there has been a change in the white Australians view of ATSI people.</li> </ul>	1
Racism	<ul style="list-style-type: none"> <li>• Even though racism is still around we can change.</li> </ul>	1
Signage	<ul style="list-style-type: none"> <li>• Having sign and banners all over the city conveying peaceful messages.</li> </ul>	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"> <li>• Relationships with Aboriginal and Torres Strait Islander community</li> <li>• Recognise culture</li> <li>• Awareness</li> </ul>
Why Reconciliation is important- Vision	<ul style="list-style-type: none"> <li>• Inclusive community</li> <li>• Respect</li> <li>• Acknowledges past</li> </ul>
Relationships	<ul style="list-style-type: none"> <li>• Community sharing culture</li> <li>• Consult/engage with Aboriginal and Torres Strait Islander people</li> <li>• Events about culture</li> <li>• Cultural awareness</li> </ul>
Respect	<ul style="list-style-type: none"> <li>• Education/ training</li> <li>• Communication</li> <li>• Involve community</li> <li>• Sharing history/ culture</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• Employment/training/volunteering</li> <li>• Cultural programs</li> <li>• Embrace diversity/strengthen relationships</li> </ul>
Further comments	<ul style="list-style-type: none"> <li>• Consultation/communication</li> </ul>

**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
<b>What has been important about the current RAP?</b>	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
<b>Why is reconciliation between the wider community and Aboriginal and Torres Strait Islander peoples important?</b>	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
<b>How could Salisbury Council further develop and build relationships with Aboriginal and Torres Strait Islander communities and organisations?</b>	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
<b>Relationships – actions</b>	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
<b>How could Salisbury Council further enhance respect for Aboriginal and Torres Strait Islander peoples?</b>	Involve community	Relationships: Actions 1,3 Respect: Action 6
	Sharing history/ culture	Relationships: Action 2 Respect: Action 10
	Communication	Relationships Actions 1,4
<b>Respect – actions</b>	Cultural sharing	Relationships: Action 2 Respect: Actions 5,6,7,9

<b>How could Salisbury Council further build opportunities for Aboriginal and Torres Strait Islander peoples and organisations?</b>	Employment/ training / volunteering	Relationships: Action 3 Opportunities: Actions 11,12,13,14
	Culture programs	Relationships: Action 2 Respect: Actions 7
<b>Opportunities – actions</b>	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](http://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?



CITY OF SALISBURY - 12 James Street, Salisbury 5108. Ph: 08 8406 8222 E: [city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au) W: [www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)

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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?

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### 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](mailto: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**

<p><b>Our vision for reconciliation</b> - <i>State your organisation's vision for reconciliation and how it relates to your business.</i></p> <p>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.</p> <p>Vision: Enhance recognition, relationships and respect for Aboriginal culture to enrich our inclusive community'.</p> <p>The vision for reconciliation links directly with City of Salisbury's Liveable City Objective: 'Be a proud, accessible and welcoming community.'</p>
<p><b>Our business</b></p> <ul style="list-style-type: none"> <li> <p><i>What is your core business?</i>                      The City of Salisbury's City Plan four key directions are focussed on:  <u>The Prosperous City</u>: Driving economic growth, creating more jobs, providing people with skills and knowledge to connect to those jobs and sustainability increasing our population.  <u>The Sustainable City</u>: 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.  <u>The Liveable City</u>: 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.  <u>Enabling Excellence</u>: 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.</p> </li> <li> <p><i>How many people does your organisation employ?</i>                      The City of Salisbury employs approximately 470 people including Aboriginal staff members.</p> </li> <li> <p><i>How many Aboriginal and Torres Strait Islander staff does your organisation currently employ?</i>                      Data not collected</p> </li> <li> <p><i>What is your organisation's geographic reach (is your organisation state-focused or national)?</i>                      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.</p> </li> </ul>

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**

<b>Relationships</b>			
<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><b>Focus area:</b> <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>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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>

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	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

<b>Respect</b>			
<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><b>Focus area:</b> <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>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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 1.1.3 - 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
	d. Acknowledging Kurna to be scoped and developed for key points across the City of Salisbury.	2018 - 2020	Communications and Customer Relations
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

Action	Deliverable	Timeline	Responsibility
	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
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

<b>Opportunities</b>			
<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><b>Focus area:</b> <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>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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

Action	Deliverable	Timeline	Responsibility
	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
	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. (required)	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. (required)	2018 to 2020 – review annually October	Strategic Procurement
	c. Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. (required)	2018 to 2020 – review annually October	Strategic Procurement
	d. Investigate Supply Nation membership (required)	2018 to 2020 – review annually October	Strategic Procurement
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"> <li>• develop and encourage leadership in Aboriginal businesses.</li> <li>• encourage Aboriginal business engagement with Indigenous Business Australia/ Supply Nation.</li> <li>• utilise networks to encourage Aboriginal business start-ups to acquire skills through Polaris program eg: self-employed focus.</li> </ul>	2018 to 2020 – review annually October	Economic Development and Urban Policy Strategic Procurement

Item 1.1.3 - Attachment 3 - Next RAP Innovate draft

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.
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



<b>Governance, Tracking progress and Reporting</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
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
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<b>ITEM</b>	1.1.4
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	21 May 2018
<b>HEADING</b>	Provision of Telephone for use in Domestic Violence and Other Emergency Situations
<b>AUTHOR</b>	Julie Douglas, Senior Social Planner, Community Development
<b>CITY PLAN LINKS</b>	4.1 Strengthen partnerships that enable us to better address our community's priorities. 3.3 Be a connected city where all people have opportunities to participate. 3.1 Be an adaptive community that embraces change and opportunities.
<b>SUMMARY</b>	<p>At its August 2017 meeting Council moved the following resolution:</p> <p><i>That, as part of the consideration of White Ribbon Australia Workplace Accreditation (refer Council resolution 1893/2017), staff investigate options and costs associated with the establishment of a telephone(s) located outside of council buildings which can be used by people fleeing domestic violence or other emergencies situations to obtain assistance from relevant emergency service providers. (Council resolution 1958/2017).</i></p> <p>This report provides costings and considerations associated with the provision of telephone facilities for use by community members experiencing domestic violence and other emergency situations.</p> <p>It provides an overview of the policy context relating to domestic violence; supports and services currently provided by Council to the community; an overview of domestic and family violence initiatives provided by other Councils within Australia; and feedback from local service providers on potential roles for Councils to undertake in relation to domestic and family violence.</p>
<b>RECOMMENDATION</b>	<ol style="list-style-type: none"> <li>1. That this report be received.</li> <li>2. That neither option for telephone provision be endorsed for implementation due to the costs and risks associated with each.</li> <li>3. That staff investigate, in collaboration with the local domestic and family violence sector, opportunities for programs and initiatives that align with Council's White Ribbon accreditation processes.</li> </ol>

## ATTACHMENTS

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

1. Informal Strategy Presentation - White Ribbon Accreditation and Emergency Phone Provision
2. Summary of Local Government Approaches to Domestic and Family Violence in Australia

### 1. BACKGROUND

1.1 At its August 2017 meeting Council moved the following resolution:

*That, as part of the consideration of White Ribbon Australia Workplace Accreditation (refer Council resolution 1893/2017), staff investigate options and costs associated with the establishment of a telephone(s) located outside of council buildings which can be used by people fleeing domestic violence or other emergencies situations to obtain assistance from relevant emergency service providers. (Council resolution 1958/2017).*

1.2 In order to appropriately address the complexity of the resolution, a presentation was made to Council's October 2017 Informal Strategy meeting, a copy of the presentation has been appended to this report as attachment 1.

1.2.1 The Informal Strategy presentation was divided into the following distinct subject themes:

- White Ribbon accreditation process;
- Organisational programs;
- Community programs;
- Proposed White Ribbon accreditation process; and
- Provision of telephone.

1.2.2 Feedback from the presentation indicated that the elements of the Council resolution would be more appropriately addressed through separate Council reports - one dealing with the White Ribbon accreditation, and the second dealing with the telephone provision and other potential Council roles relating to domestic and family violence.

1.3 The report addressing the first part of the resolution on White Ribbon accreditation was endorsed by Council at its October 2017 meeting to commence the accreditation process, subject to a successful budget bid for 2018/2019.

1.4 This report will address the remainder of the Notice of Motion (Resolution Number: 1958/2017) relating to the provision of a telephone outside of Council buildings, and will consider potential roles for Council in addressing domestic and family violence in the community, based on feedback from the sector and other Councils Experiences.

### 2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Consultation occurred with Information Services in relation to the indicative costing of telephone provision.

- 2.1.2 Consultation occurred with Communications and Customer relations in relation to customer requests for information on domestic violence services and supports.
- 2.2 External
- 2.2.1 Consultation occurred with Northern Domestic Violence Service (NDVS) in relation to the role of Council and regional service needs.
- 2.2.2 Consultation occurred with the Inner North and North East Homelessness and Violence Against Women Collaboration Working Group in relation to the role of Council and regional service needs.
- 2.2.3 Consultation occurred with SAPOL in relation to telephone provision proposal.
- 2.2.4 Consultation occurred with Adelaide Metro in relation to the operation of emergency telephones at Railway Stations and Interchanges.
- 2.2.5 Consultation occurred with the City of Tea Tree Gully in relation to their model of telephone provision.
- 2.2.6 Consultation occurred with KJ Precision Engineering in relation to cost, design and installation requirements for emergency telephones.

### 3. REPORT

#### Context of Domestic and Family Violence in Northern Adelaide

- 3.1 Domestic and family violence is identified by the Australian Institute of Health and Welfare (AIHW) as a major health and welfare issue in Australia, occurring across all ages, socioeconomic and demographic groups, but predominantly affecting women and children. Domestic and family violence are the commonly used terms in Australia, the relationship between the terms is clarified by the AIHW in the following way:

*Family violence refers to violence between family members, typically where the perpetrator exercises power and control over another person. The most common and pervasive instances occur in intimate (current or former) partner relationships and are usually referred to as **domestic violence**.*

- 3.2 The most commonly cited source of statistical information on domestic and family violence in Australia is derived from the Australian Bureau of Statistics Personal Safety Survey (PSS). The PSS conducted in 2016 identified that:
- Approximately 1 in 4 women (23% or 2.2 million women) experienced violence by an intimate partner, compared to 1 in 13 men (7.8% or 703,700 men);
  - Women are nearly 3 times more likely to have experienced partner violence than men, with approximately 1 in 6 women (17% or 1.6 million women) and 1 in 16 men (6.1% or 547,600 men) having experienced partner violence since the age of 15;
  - 1 in 6 women (16% or 1.5 million women) and 1 in 17 men (5.9% or 528,800 men) experienced physical violence by a partner; and
  - Women are 8 times more likely to experience sexual violence by a partner than men (5.1% or 480,200 women compared to 0.6% or 53,000 men).

In addition to the broad prevalence data presented in the PSS, the AIHW identify the following population groups are at significantly greater risk of experiencing domestic and family violence:

- Aboriginal and Torres Strait Islander women;
- Young women;
- Pregnant women;
- Women with disabilities;
- Women experiencing financial hardships; and
- Women and men who experienced abuse or witnessed domestic violence as children.

- 3.3 The South Australian Attorney General's Department's discussion paper on domestic violence published in 2016 cited 8,417 reported incidences of domestic and family violence in South Australia in 2015. Police statistics used within the discussion paper show there to be growing proportion of offences against the person reported as being domestic or family violence related - almost a quarter of offences against the person in 2013-14, rising to a third in 2014-15.
- 3.4 The Northern Domestic Violence Service (NDVS) - the primary provider of domestic and family violence support services for the Salisbury, Playford, Gawler, Light, Adelaide Plains and Barossa Council areas – report that their catchment area has one of the highest rates of domestic and family violence in the State, based upon SAPol and service referral data. NDVS report an increasing proportion of higher risk and complex case referrals attributed to a combination of factors such as economic stress, alcohol and other drug use, mental health issues, a higher local population of Aboriginal and Torres Strait Islander peoples, and a large increase in diverse cultural communities settling in the area.
- 3.5 In combination, the information presented in this section points to a high and complex level of need in the region. Feedback from service providers, supports existing practice and scholarly research in highlighting a need for complex, multi-agency approaches in tackling the issue.

### **Options for Telephone Provision**

- 3.6 In identifying options for the provision of a telephone research on comparable initiatives was undertaken, which has included emergency telephone provision at railway stations and interchanges; emergency telephone provision on major roads; and other models of phone provision provided to people experiencing domestic and family violence, as outlined below:

#### Railway Station and Interchange Security Intercoms

- 3.6.1 The model of emergency telephone provision at railway stations and interchanges generally consists of several elements:
- Regular patrols by SAPol, Transit Police, Security Guards and Ticket Inspectors;
  - An emergency telephone intercom system;
  - CCTV cameras; and
  - Lighting

- 3.6.2 The emergency intercom system provides a direct line to SAPol and operates 24 hours a day. Use of the intercom immediately activates CCTV recording the area around the phone to provide additional security. The provision of public space lighting is an important additional component in ensuring the safety of the public at railway stations and interchanges.
- 3.6.3 The intercom system is common in public transport settings across Australia and internationally because of its durability, resistance to vandalism and ease of use. Calls made via the intercom system are broadcast via a loudspeaker and because of this are more suitable for emergency situations but less appropriate for situations needing a greater degree of confidentiality and sensitivity, such as in cases of domestic and family violence. This system would not be recommend for domestic violence situations.

#### Roadside Emergency Telephones

- 3.6.4 Emergency telephones are commonly found alongside major roads throughout the world to allow motorists to contact emergency assistance when required. The type of roadside phones typically used in Australia is a limited dial handset housed within a durable, weatherproof, vandal resistant casing.
- 3.6.5 Increased mobile phone ownership, improved network coverage, declining usage of emergency telephones, and the high cost of maintenance and upkeep has prompted reviews and/or phasing out of emergency phones in many countries. In Australia, there is strong evidence of declining usage over time. These assets provide some assistance in the case of domestic violence situations.

#### Model of Telephone Provision Implemented by the City of Tea Tree Gully

- 3.6.6 The City of Tea Tree Gully is the only known example of a Council providing a telephone for community use specifically in relation to domestic and family violence. The provision of the telephone was implemented in response to feedback from several domestic violence survivors indicating a level of difficulty in obtaining relevant information on local domestic violence support services.
- 3.6.7 The City of Tea Tree Gully model is based on a pre-programmed mobile phone available for use on request at the Tea Tree Gully Library. Feedback on the demand for use of the telephone indicates that this has been low to date. In addition, theft of the telephone has arisen as an issue and has prompted a review into how this risk may be minimised within the model implemented by the Council.
- 3.6.8 This response duplicates to some extent the Telstra SafeConnections approach discussed below.

Telstra SafeConnections Program

- 3.6.9 The SafeConnections program is a partnership between Telstra and Women's Services Network (WESNET), where Telstra donates smartphones with pre-paid credit and WESNET distributes the phones through participating frontline agencies to survivors of domestic and family violence, sexual assault, and other forms of violence against women. The smartphones are available to any woman experiencing domestic violence, stalking, sexual assault or harassment who needs access to a safer phone.
- 3.6.10 SafeConnections local agencies are generally frontline agencies working with women experiencing domestic and family violence or sexual abuse. The eligibility criteria for a Local Agency for the SafeConnections program is to be an incorporated charity, not-for-profit community organisation, and providing frontline services that support victims impacted by domestic or family violence, sexual assault or other forms of violence against women. Eligible agencies can include specialist domestic violence services as well as other frontline agencies that come into regular contact with women that may be experiencing violence.
- 3.6.11 This approach is preferred in terms of a telephone offering s it is well connected to support and ongoing services for the family/individual experiencing domestic violence.

Options for the Provision of Telephone Facilities at the City of SalisburyOption 1 - Fixed Telephone outside Council Buildings

- 3.7 As per Council resolution, this option proposes the installation of an emergency telephone outside Council buildings. This option is based on the following considerations:
- 3.7.1 Manufacturer's advice sought in relation to telephone products appropriate to the intended purpose has identified a pre-programmed weatherproof outdoor model, similar to the roadside emergency phones, as the recommended model for consideration. This type of phone permits the user a degree of privacy, is weatherproof, and has been designed to be resistant to vandalism – noting that the manufacturer advises all models of outdoor emergency phones are vulnerable to vandalism to some degree. The cost per unit has been quoted as \$1,012.
- 3.7.2 Cost of installation per phone is dependent on the availability of data points in the preferred location at each site. Precise installation costs per site are unknown and will require further scoping. Initial cost estimates indicate a minimum cost of \$1,000 per site should be budgeted for, noting that this estimate is untested at this time.
- 3.7.3 Identifying potential locations for the installation of emergency telephones should give due consideration to safety and accessibility across the City of Salisbury. For this reason it is suggested that telephone locations should be considered at the Civic Centre, libraries, community centres and seniors centres, approximately 14 sites in total.



- 3.7.4 SAPol have advised that consideration must also be given to ensuring the safety of people using the telephone out of hours in emergency situations. It is recommended that this should include appropriate public lighting, CCTV, signage and designing the immediate surrounds in accordance with Crime Prevention through Environmental Design (CPTED) principles. This will add significantly to the budget for each telephone location, conservatively an additional \$20,000 per site, noting that some sites already have CCTV provision, however it may not be located to accommodate the telephones.
- 3.7.5 Given the intended use of the phone Council will also need to develop a business process around checking the phone (at least daily) to ensure that it is operational. This would equate to a level 3 position at 2 days per week to manage effectively, at an estimated cost of \$38,777 per annum, across 14 sites.
- 3.7.6 The significant drawback of this option is that Council could incur significant financial and reputational risk should the model not be successful, including exposure to compensation and legal costs.
- 3.7.7 The budget estimated for implementation of this option is in the vicinity of \$22,000 per site, not including the ongoing operational checking and maintenance costs. To roll out this option across the 14 sites identified would require an estimated budget of \$308,000 plus salary costs of \$38,777 per annum, not inclusive of ongoing maintenance costs.

#### Option 2 – Mobile Telephone Provision

- 3.8 This option is modelled on the model implemented by the City of Tea Tree Gully, and the SafeConnections Program, based on the following considerations:
  - 3.8.1 A prepaid mobile phone, preprogrammed with numbers for local organisations, is available on request at libraries, community centres and seniors centres.
  - 3.8.2 The significant drawback of this option is that the phones are easily stolen and would need to be regularly replaced, adding to the overall budget. Replacement could be via donation scheme however this would require additional resources to check and delete data from the phone as well as ensure they were operational.
  - 3.8.3 The estimated budget for implementation of this option is based on an estimate of \$100 per phone at 14 sites across the City of Salisbury, allowing for 3 replacements per year for a total of \$4,200 (excluding operating costs).
  - 3.8.4 Staff costs to manage the program, including purchase, maintenance and preprogramming would equate to a level 3 position at 1 day per week, at an estimated cost of \$19,388 per annum. The total cost of this option will likely be in the vicinity of \$23,588.

**Other Roles for Council**

- 3.9 Salisbury Council has earned a good reputation in recent years for championing innovative responses to domestic and family violence. This is evidenced through the following initiatives:
- Commencing the White Ribbon Accreditation process;
  - Key membership in the regional Homelessness and Violence Against Women collaboration for the Inner North and North East Adelaide region;
  - Successfully implementing several significant funded programs focusing on domestic and family violence, which incorporated:
    - Educational & Safety workshops –schools and community;
    - Primary prevention workshops;
    - Early intervention workshops;
    - Financial workshops;
    - Community awareness events;
    - Promotional video clips;
    - Information provision; and
    - Building Council capacity.
  - Feedback from participants, schools and local service organisations has been overall supportive of Council undertaking this role.
- 3.10 The Northern Domestic Violence Service have provided advice on roles that Council could consider that would be supportive of the work of local organisations operating in the sector, and of people experiencing domestic and family violence, which includes:
- Facilitating grant funding;
  - Partnering with local organisations to deliver programs and initiatives;
  - Provision of information to the community;
  - Community awareness building activities;
  - Training Council staff to respond and refer appropriately in cases of domestic and family violence;
  - Provide website information and referral numbers on Councils web page and social media;
  - Advocating for purpose built facilities for people experiencing domestic and family violence in the North; and
  - Advocating for a housing plan for the North to provide a more comprehensive range of housing options for people escaping domestic and family violence.

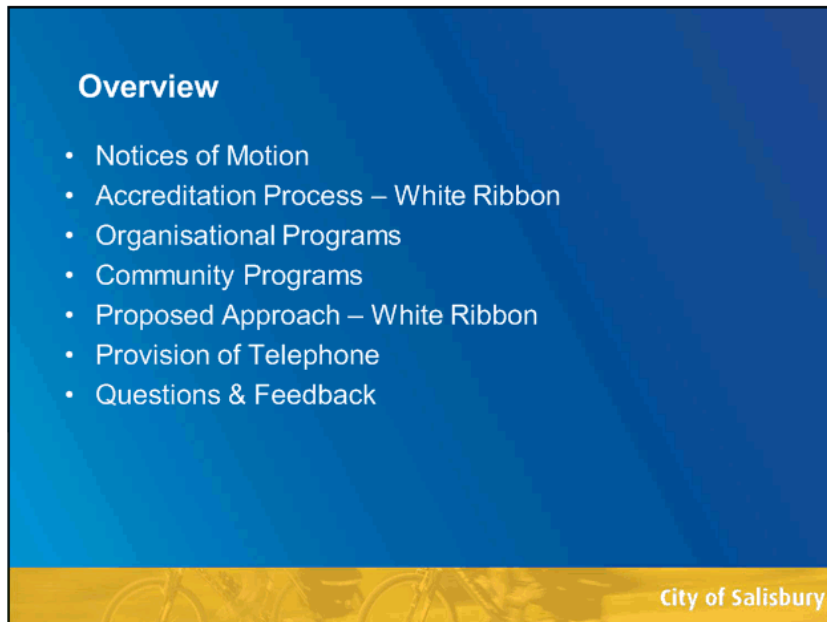
**4. CONCLUSION / PROPOSAL**

- 4.1 This report has outlined options for the establishment of a telephone for use by people fleeing domestic and family violence and other emergency situations.
- 4.2 Neither option is recommended for implementation as they do not respond to an identified community need for this service, both require significant budget to operationalise and maintain, and expose Council to risk by increasing community expectations of safety when this cannot be assured after hours.
- 4.3 It is recommended instead that Council investigate opportunities, aligned with White Ribbon accreditation, to work with local organisations within the sector to continue and build upon the programs and initiatives delivered over the last 5 years.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 14/05/2018





## Notices of Motion

### **White Ribbon Australia - consideration of Workplace Accreditation** (Resolution Number: 1892/2017,1893/2017)

1. That staff investigate the requirements for participation in the White Ribbon Australia Workplace Accreditation program and undertake an analysis for becoming accredited.
2. A further report be prepared to identify other bodies (for example Beyond Blue) that Council could become accredited in

### **Provision of telephone for use in case of domestic violence/other emergency situations** (Resolution Number: 1958/2017)

That, as part of the consideration of White Ribbon Australia Workplace Accreditation (refer Council resolution 1893/2017), staff investigate options and costs associated with the establishment of a telephone(s) located outside of council buildings which can be used by people fleeing domestic violence or other emergencies situations to obtain assistance from relevant emergency service providers.

City of Salisbury

## White Ribbon Australia

### **White Ribbon Australia (Strategic Framework)**

"White Ribbon is the world's largest movement of men and boys working to end men's violence against women and girls, promote gender equality, healthy relationships and a new vision of masculinity.

White Ribbon Australia (White Ribbon), as part of this global movement, aims to create an Australian society in which all women can live in safety, free from violence and abuse.

White Ribbon works through a primary prevention approach understanding that men are central to achieving the social change necessary to prevent men's violence against women.

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### White Ribbon Australia


We engage men to stand up, speak out and act to influence the actions of some men and demand change. White Ribbon is dedicated to ensuring men are active advocates for changing the social norms, attitudes and behaviours that are at the root of men's abuse of women.


Through education, awareness-raising and creative campaigns, preventative programs and partnerships, we are highlighting the positive role men play in preventing men's violence against women and enabling them to be part of this social change."


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### White Ribbon Australia Statistics

- 

**One in three women have experienced physical and/or sexual violence perpetrated by someone known to them.**  
Australian Bureau of Statistics. (2013). Personal Safety, Australia, 2012, cat. no. 4906.0. Retrieved from <http://stat.gov.au> © White Ribbon Australia 2014
- 

**One in five women over 18 have been stalked during their lifetime.**  
Australian Bureau of Statistics. (2013). Personal Safety, Australia, 2012, cat. no. 4906.0. Retrieved from <http://stat.gov.au> © White Ribbon Australia 2014
- 

**One in five women experience harassment within the workplace.**  
Australian Human Rights Commission (2005). Sexual Harassment Guide. Retrieved from <http://stat.gov.au> © White Ribbon Australia 2014
- 

**Over 12 months, on average, one woman is killed every week by a current or former partner.**  
Chan, A. and Payne, J. (2013). Homicide in Australia, 2003-09 to 2009-10. National Homicide Monitoring Program annual report. Canberra, Australia: Australian Institute of Criminology. Retrieved from <http://stat.gov.au> © White Ribbon Australia 2014

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Item 1.1.4 - Attachment 1 - Informal Strategy Presentation - White Ribbon Accreditation and Emergency Phone Provision





## White Ribbon Australia

### Process of Accreditation

- 18 month workforce development program
- 3 standards & 15 criteria
- Baseline & Follow-up Surveys
- Tools to review policies, procedures, training & communication
- Access to network and community of practice
- Documenting and collating evidence for independent assessment
- Brand recognition – White Ribbon

### Cost

- \$15,000 for the first 4.5 years (18 months development program and 3 years post accreditation)
- Beyond this - \$9,900 for each 3 year period
- Plus Training at our own cost

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## Benefits

White Ribbon Australia promote following benefits:

- drive social change to strengthen gender equality and stop violence against women
- improved workplace culture, office safety and morale
- increased knowledge and skills of staff to address violence against women
- improved retention rates and lower staff turnover
- risk mitigation
- improved productivity
- reduced absenteeism
- improved reputation
- becoming an employer of choice.

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### Supporting Programs – Organisation

- Fair Treatment Policy & Procedure
- Enterprise Agreements – Leave Provisions & flexi-time
- Code of Conduct Refresher
  - Act in a reasonable, just, respectful & non-discriminatory way when dealing with all people
  - 2017 Theme - "Don't Walk Past"
- Promotions – Noticeboards & Intranet information
  - RU OK Day
  - Beyond Blue / Headspace / Black Dog

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### Alternative Programs – Non-Accredited

- Beyond Blue Workplace Program (mental health)
  - Executive Briefing
  - Workshops
  - Heads Up website – free tools and resources
- Lifeline – Training & Awareness
  - DV-Aware – 2 hour or full day
  - Brothers Standing Tall – awareness session specifically for Aboriginal men

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### Domestic Violence – Recent Programs

- 2 recent grant funded programs:
  - Building Safe Communities for Women & Children
  - AGD Crime Prevention Grant
    - Educational & Safety workshops –Schools, Community
    - Primary prevention workshops
    - Early intervention workshops
    - Financial workshops
    - Community awareness events
    - Promotional video clips
    - Information provision
    - Building Council capacity

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### Domestic Violence – Current Initiatives

- Inner North & North East Homelessness and Violence Against Women Regional Collaboration
  - Advocacy for crisis/transitional housing in the North
  - Boarding House project
  - Promotion of Awareness of DV in the community project
  - Submission to Residential Parks Act Review
  - Healthy Relationships program
  - Safe options for family pets for women and children escaping abusive relationships project
  - Connect 2U community awareness events

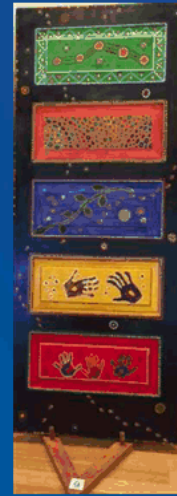
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### White Ribbon Event 2016

The event was a collaboration between the City of Salisbury, the Northern Regional Aboriginal Family Violence Service and Marra Dreaming to present an exhibition of doors painted by Aboriginal women which formed an exhibition called 'Opening the Door on Domestic Violence'.

The event culminated in a speaker on the effects of violence in Aboriginal communities and an auction of the artwork.

The event was a great success with over \$9,000 raised for programs and services for Aboriginal domestic violence survivors.



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### The Role of Council (Community Support)

- Northern Domestic Violence Service (NDVS) – main provider of DV services for Salisbury, Playford, Gawler, Light, Adelaide Plains & Barossa LGAs
- NDVS identify Council roles as:
  - Facilitating grant funding
  - Partnering with local organisations
  - Provision of information
  - Community awareness building
  - Public profile
  - Advocating for purpose built facilities in the North
  - Advocating for a housing plan for the North

City of Salisbury

### Continued Community Support

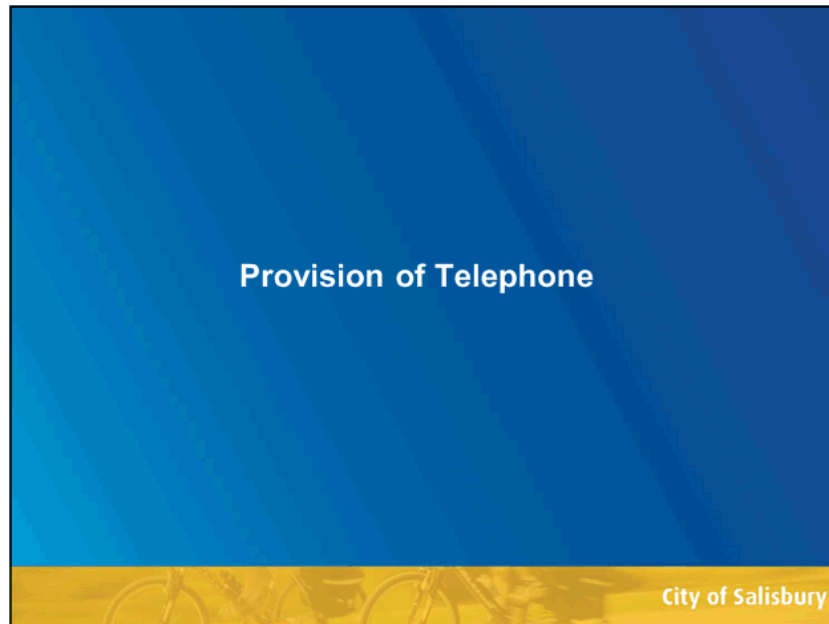
- Ongoing Council involvement in the Inner North & North East Homelessness & Violence Against Women Collaboration
- Relationships with local schools developed through the grant programs
- Safe from the Start kits (age appropriate books & toys) loaned to schools to develop awareness and resilience in children
- Funding for printing "Our Community Our Business" DV information and referral booklet for distribution through NDVS, SAPol and other local organisations
- Translating brochures into other languages

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### Initial Consideration – White Ribbon

- Implement Gender Equity Report Recommendations
  - Review of Policy & Procedures
  - Training & awareness of gender equity & bystander training
  - Re-survey
- Continue with current programs to provide support in relation to social matters:
  - Drug & Alcohol Use
  - Psychological Wellbeing
- Increase awareness of Domestic Violence
  - E-Learning options
  - Bystander awareness and training
  - White Ribbon fundraising
- Do not seek Accreditation

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### Existing Options in the Community

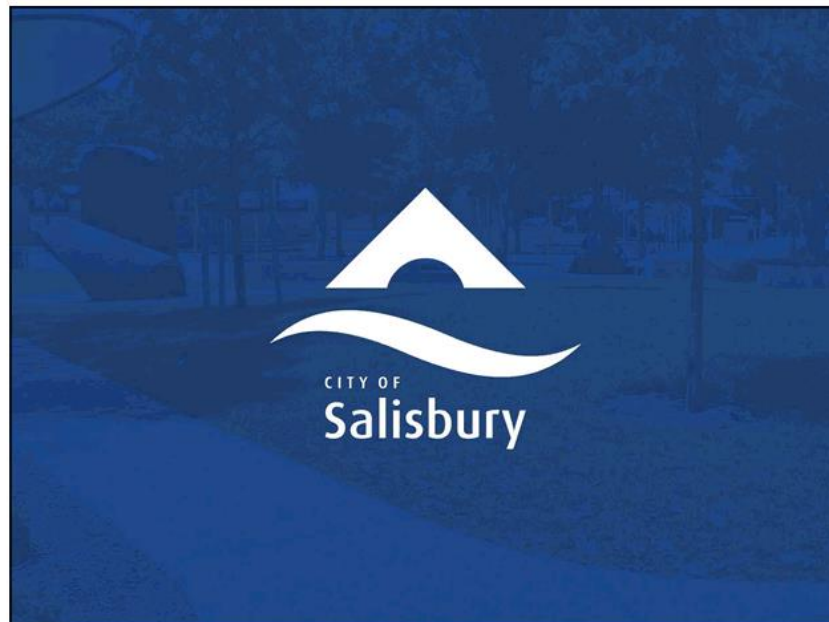
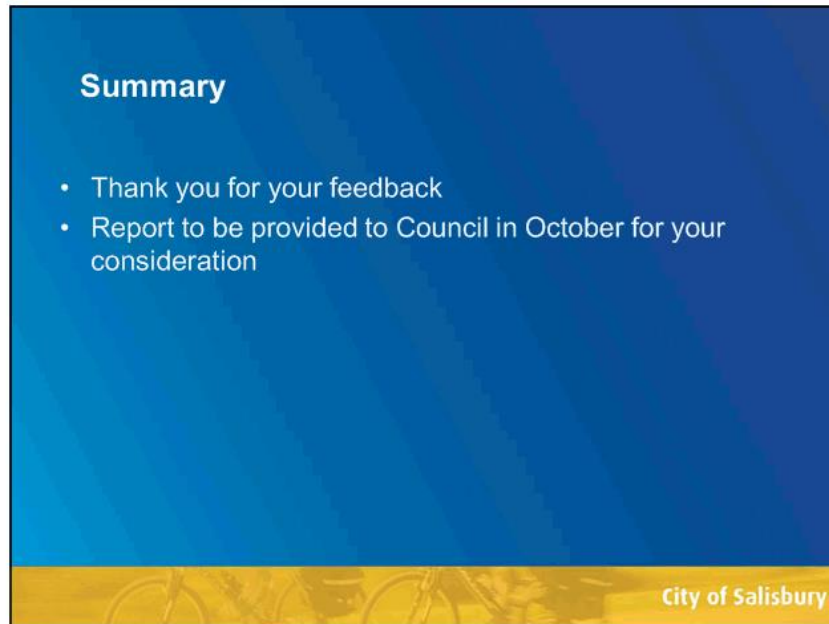
- Counselling, information & support through:
  - NDVS
  - DV & Aboriginal Family Violence Gateway
  - SAPol
  - Relationships Australia
  - Anglicare
  - Centacare
  - Nungar Mi: Minar Aboriginal DV Service
  - 1800 RESPECT
  - Men's Referral Service
  - Men's Line

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### Benefits & Risks - Provision of Telephone

- Benefits
  - Facilitating greater access to services for women & children fleeing violence
  - Raising overall community awareness
- Risks
  - Responsibility to maintain phones to ensure safety for users
  - High risk of vandalism & misuse
  - Limited ability to influence response times to calls
  - Responsibility to ensure safe environment for use after hours
  - Cost vs impact

City of Salisbury



## SUMMARY OF LOCAL GOVERNMENT APPROACHES TO DOMESTIC AND FAMILY VIOLENCE

The following table provides a summary of the different approaches and example actions implemented by Councils across Australia to combat the incidences of domestic and family violence in their communities and organisations.

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
<b>Ballarat City Council (Vic)</b>	<ul style="list-style-type: none"> <li>• Council web page</li> <li>• Community Charter</li> <li>• Charter Champions</li> <li>• Prevention programs</li> <li>• Community awareness building</li> <li>• Staff training</li> <li>• Staff Ambassadors</li> <li>• Staff family violence guidelines</li> <li>• Gender audit of Council facilities</li> <li>• Whole of Council White Ribbon Day</li> <li>• ‘Baby Makes 3’ program pilot</li> <li>• Family violence data in Council strategic documents</li> </ul>	<p><b>Community Charter for the Prevention of Violence against Women</b></p> <p>Developed through community consultation, as Council’s commitment to recognising violence against women as a key social &amp; health issue.</p> <p>Charter supported by an Implementation Plan with the following objectives:</p> <p><b>1. Partnerships structures</b> Establish effective partnerships across Govt &amp; non-Govt organisations to promote &amp; implement the Charter &amp; establish structures for sustainable prevention initiatives.</p> <p><b>2. Capacity &amp; tools</b> Build capacity &amp; tools for organisational change, workforce development &amp; increase knowledge of Charter.</p> <p><b>3. Communications, Advocacy &amp; Champions</b> Implement communication strategies, engage champions &amp; undertake media advocacy to promote &amp; market Charter, White Ribbon Day, prevention initiatives &amp; raise awareness of family violence.</p> <p><b>4. Research &amp; Evaluation</b> Undertake research, evaluation and monitoring of prevention of violence against women initiatives and the Charter to ensure continuous improvement.</p>	<p>Community Charter for the Prevention of Violence against Women Reference Group</p> <p>Ballarat White Ribbon Day Committee</p> <p>Ballarat Family Violence Prevention Network</p>	<p>Council web page: <a href="http://www.ballarat.vic.gov.au/pc/community-safety/preventing-violence-against-women.aspx">http://www.ballarat.vic.gov.au/pc/community-safety/preventing-violence-against-women.aspx</a></p> <p>Community Charter for the Prevention of Violence against Women: <a href="http://www.ballarat.vic.gov.au/media/622699/charter_for_violence_against_women.pdf">http://www.ballarat.vic.gov.au/media/622699/charter_for_violence_against_women.pdf</a></p>
<b>Banyule City Council (Vic)</b>	<ul style="list-style-type: none"> <li>• Council web page</li> <li>• Council strategy</li> <li>• Network coordination for external agencies</li> </ul>	<p><b>Preventing Violence against Women Strategic Plan 2016 – 18</b></p> <p>Based on preventative approach looking at the drivers of violence against women. Strategic focus areas:</p> <p><b>Setting 1: Workplace - Banyule City Council</b></p>	<p>Local Family Violence Network</p>	<p>Council web page: <a href="https://www.banyule.vic.gov.au/Services/Community-Services/Family-Violence">https://www.banyule.vic.gov.au/Services/Community-Services/Family-Violence</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
	<ul style="list-style-type: none"> <li>Community awareness raising</li> <li>White Ribbon accreditation</li> <li>White Ribbon Action Team</li> <li>White Ribbon Activities</li> <li>Referral cards at Council service centres</li> </ul>	<p>Strengthen capacity of Banyule Council to prevent violence against women:</p> <ul style="list-style-type: none"> <li>Engage with Councillors &amp; Executive to maintain role in preventing violence against women</li> <li>Ensure a workplace that promotes violent free norms</li> <li>Promote &amp; implement gender equality in our work</li> </ul> <p><b>Setting 2: Banyule Community</b> Raise community awareness of violence against women &amp; urge people to take action:</p> <ul style="list-style-type: none"> <li>Support the community to raise awareness</li> <li>Build &amp; support local partnerships &amp; networks to prevent violence against women</li> </ul>		
<b>Brimbank City Council (Vic)</b>	<ul style="list-style-type: none"> <li>Council web page</li> <li>Council strategy</li> <li>Regional strategy</li> <li>Regional partnership</li> <li>Report card</li> <li>White Ribbon accreditation</li> <li>White Ribbon Working Group</li> <li>White Ribbon activities</li> <li>Family Violence Help Cards at Council sites</li> <li>Gender equity programs within Council</li> </ul>	<p><b>Prevent Men’s Violence Against Women (2014-2018) – Towards Gender Equity</b></p> <p>Promotion of gender equity to prevent violence against women. Key themes tackle underlying causes of violence against women:</p> <ul style="list-style-type: none"> <li>Promoting equal &amp; respectful relationships between women &amp; men</li> <li>Promoting non-violent, gender equitable &amp; inclusive organisational, cultural &amp; social norms</li> <li>Promoting culture of non-violence</li> </ul> <p><b>Priorities for action:</b></p> <ol style="list-style-type: none"> <li>Strategic advocacy at local, state &amp; federal levels that supports &amp; promotes gender equity &amp; prevention of violence against women</li> <li>Research, monitoring &amp; evaluation of policy &amp; programs to ensure continuous improvement</li> <li>Effective partnerships across Govt &amp; non-Govt agencies to promote gender equity &amp; prevent violence against women</li> <li>Organisational culture is welcoming, inclusive &amp; respectful of women, &amp; supports women’s leadership at all levels</li> </ol>	<p>Preventing Violence Together: The Western Region Action Plan to Prevent Violence Against Women</p> <p>Agencies involved:</p> <ul style="list-style-type: none"> <li>Women’s Health West</li> <li>HealthWest Partnership</li> <li>Inner North West Primary Care Partnership</li> <li>Doutta Galla Community Health Service</li> <li>Djerriwarrh Community Health Service</li> <li>ISIS Primary Care</li> <li>Western Integrated Family Violence</li> </ul>	<p>Council web page: <a href="https://www.brimbank.vic.gov.au/plans-policies-and-strategies/plans/brimbank-city-councils-plan-prevent-mens-violence-against-women">https://www.brimbank.vic.gov.au/plans-policies-and-strategies/plans/brimbank-city-councils-plan-prevent-mens-violence-against-women</a></p> <p>Regional Strategy: <a href="http://whwest.org.au/health-promotion/prevent-violence/preventing-violence-together/">http://whwest.org.au/health-promotion/prevent-violence/preventing-violence-together/</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
		<p>5. Gender analysis of Council policy, planning, programs &amp; services</p> <p>6. Training opportunities to support staff understanding underlying causes of violence against women</p> <p>7. Communication campaign to promote gender equity &amp; raise awareness of violence against women</p> <p><b>Preventing Violence Together - Western Region Action Plan to Prevent Violence Against Women</b></p> <p><b>1. Partnerships &amp; Structures</b> Establish effective partnerships across Govt and non-Govt organisations &amp; accountable leadership structures for sustainable prevention</p> <p><b>2. Community Leadership</b> Strengthen community leadership to drive change to prevent violence against women</p> <p><b>3. Capacity &amp; Tools</b> Build capacity &amp; tools for organisational change &amp; workforce development</p> <p><b>4. Communications, Advocacy &amp; Champions</b> Implement multiphase communications campaigns &amp; programs, engage champions &amp; undertake media advocacy to promote equity &amp; non-violence</p> <p><b>5. Skills, Attitudes &amp; Social Norms</b> Develop &amp; strengthen systems &amp; programs that build respectful relationship skills &amp; influence social norms, attitudes &amp; behaviours</p> <p><b>6. Research &amp; Evaluation</b> Undertake research, evaluation &amp; monitoring of policy &amp; programs to ensure continuous improvement</p> <p><b>7. Embedding</b> Improve policy, regulation &amp; legislation to embed prevention of violence &amp; gender equity</p>	<p>Committee</p> <ul style="list-style-type: none"> <li>• Brimbank City Council</li> <li>• Hobsons Bay City Council</li> <li>• Maribyrnong City Council</li> <li>• Melbourne City Council</li> <li>• Melton Shire Council</li> <li>• Moonee Valley City Council</li> <li>• Wyndham City Council</li> </ul>	
Campbelltown	<ul style="list-style-type: none"> <li>• Council web page</li> </ul>	Primarily online referral information		Council web page:

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
City Council (SA)	<ul style="list-style-type: none"> <li>Online information booklet for Eastern Domestic Violence Service</li> <li>Web page referral information</li> </ul>			<a href="https://www.campbelltown.sa.gov.au/page.aspx?u=4596">https://www.campbelltown.sa.gov.au/page.aspx?u=4596</a>
Cardinia Shire Council (Vic)	<ul style="list-style-type: none"> <li>Regional strategy</li> <li>Regional partnership</li> <li>Council web page</li> <li>Web page referral links</li> <li>White Ribbon accreditation</li> <li>White ribbon activities</li> <li>Fact sheets</li> <li>Regional collaboration projects</li> <li>Intercultural faith based resources</li> <li>Together we can program</li> <li>CHALLENGE Family Violence project</li> </ul>	<p><b>Preventing Violence Together :A Strategy for the Southern Metropolitan Region 2016 – 2021</b></p> <p><b>Strategic Pillar 1 - Leadership through Partnership</b></p> <ul style="list-style-type: none"> <li>Increase leadership commitment with partner organisations to PVAW&amp;C across region</li> <li>Maximise collaborative opportunities between partner organisations across region</li> </ul> <p><b>Strategic Pillar 2 - Organisational Transformation</b></p> <ul style="list-style-type: none"> <li>Foster partner organisation cultures that recognise &amp; respect the value of women &amp; the roles they play in all settings</li> <li>Embed gender equity principles across partner organisations in region</li> </ul> <p><b>Strategic Pillar 3 - Community Change</b></p> <ul style="list-style-type: none"> <li>Ignite community change through awareness of PVAW&amp;C across region</li> <li>Strengthen regional community capacity to prevent violence against women &amp; their children</li> </ul> <p><b>Strategic Pillar 4 - Evidence Informed</b></p> <ul style="list-style-type: none"> <li>Strengthen evidence-based PVAW&amp;C across region</li> <li>Ignite PVAW&amp;C innovation in partner organisations across region</li> </ul> <p><b>Strategic Pillar 5 - Sustaining Momentum</b></p> <ul style="list-style-type: none"> <li>Sustain commitment to long-term regional approach to PVAW&amp;C</li> </ul>	<p>Regional collaboration with a range of service providers and the following Councils:</p> <ul style="list-style-type: none"> <li>Bayside City Council</li> <li>City of Casey</li> <li>City of Greater Dandenong</li> <li>City of Port Phillip</li> <li>City of Stonnington</li> <li>Glen Eira City Council</li> <li>Kingston City Council</li> <li>Mornington Peninsula Shire</li> </ul>	<p>Council web page: <a href="https://www.cardinia.vic.gov.au/info/20021/supporting_our_community/298/preventing_family_violence">https://www.cardinia.vic.gov.au/info/20021/supporting_our_community/298/preventing_family_violence</a></p> <p>Regional Strategy: <a href="http://www.whise.org.au/resources/preventing-violence-together-strategy">http://www.whise.org.au/resources/preventing-violence-together-strategy</a></p> <p>Together we can program: <a href="http://togetherwecan.org.au/">http://togetherwecan.org.au/</a></p>
City of Darebin (Vic)	<ul style="list-style-type: none"> <li>Council web page</li> <li>Identified as strategy in Council</li> </ul>	<p><b>Council Plan 2013-2017</b></p> <p>Gender equity &amp; preventing violence against women is included as a strategy in Darebin’s Council Plan:</p>		<p>Council web page: <a href="http://www.darebin.vic.gov.au/Darebin-Living/Community-">http://www.darebin.vic.gov.au/Darebin-Living/Community-</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
	<p>Plan</p> <ul style="list-style-type: none"> <li>• Included in Community Health &amp; Wellbeing Plan</li> <li>• Women’s equity strategy</li> <li>• Preventing Violence Against Women Officer position in Council</li> <li>• Women’s Advisory Committee</li> <li>• Submission to Royal Commission</li> <li>• Help Cards in multiple languages</li> <li>• Project to prevent violence against women in faith settings</li> <li>• Peer Mentoring Program</li> <li>• Respectful Relationships Manual &amp; Tool Kit</li> <li>• Gender equity fact sheets</li> </ul>	<ul style="list-style-type: none"> <li>• promote gender equity, prevent violence against women &amp; support the right of women to engage &amp; participate fully &amp; equally in all aspects of community life.</li> </ul> <p><b>The Community Health &amp; Wellbeing Plan 2013-17</b> Preventing violence against women is included as a goal in Darebin’s Health &amp; wellbeing Plan: <b>Goal 3 - Promote freedom from discrimination &amp; violence as a basis for emotional &amp; social wellbeing</b></p> <ul style="list-style-type: none"> <li>• Promote gender equity, prevent violence against women &amp; support the right of women to engage &amp; participate fully &amp; equally in all aspects of community life, by ongoing implementation &amp; monitoring of: <ul style="list-style-type: none"> <li>○ Women’s Equity Strategy</li> <li>○ Prevention of Violence Against Women Action Plan</li> <li>○ Community Safety Strategy</li> </ul> </li> <li>• Inform, advocate &amp; include access, equity &amp; inclusion principles &amp; practice in all our work &amp; agreements with organisational partners &amp; stakeholders across Darebin</li> </ul> <p><b>Women’s Equity Strategy</b> Provides a framework for delivery of Council’s policy &amp; actions to improve gender equity &amp; reduce violence against women staff, community &amp; through design &amp; delivery of Council services &amp; programs. The strategy is informed by an <b>Equity and Inclusion Policy</b> &amp; includes the <b>Preventing Violence Against Women Action Plan 2015-2017 &amp; Gender Equity Action Plans 2012-2015</b> (extended to 2017). Goal areas are: 1. Build an organisation that is inclusive &amp; reflective of Darebin’s diverse communities <u>Women’s Gender Equity Action Plan Areas:</u></p> <ul style="list-style-type: none"> <li>• Leadership &amp; training opportunities for women</li> </ul>		<p><a href="http://support/FamiliesandChildren/FamilySupport?a=31D385C06E22435C816CA38FE86984B9#Family-Violence">support/FamiliesandChildren/FamilySupport?a=31D385C06E22435C816CA38FE86984B9#Family-Violence</a></p> <p>Gender Equity Strategy &amp; Preventing Violence Against Women Action Plan 2015-2017 <a href="http://www.darebin.vic.gov.au/Darebin-Living/Community-support/Diversity?a=D6E4E3A1DD8341529DE446E0E0F8F694#Equity-for-Women">http://www.darebin.vic.gov.au/Darebin-Living/Community-support/Diversity?a=D6E4E3A1DD8341529DE446E0E0F8F694#Equity-for-Women</a></p> <p>Community Health &amp; Wellbeing Plan: <a href="http://www.darebin.vic.gov.au/Darebin-Living/Community-support/HealthandWellbeing#PreventingViolenceAgainstWomen">http://www.darebin.vic.gov.au/Darebin-Living/Community-support/HealthandWellbeing#PreventingViolenceAgainstWomen</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
		<ul style="list-style-type: none"> <li>• Pay equity</li> <li>• Employment &amp; recruitment</li> <li>• Training &amp; professional development</li> <li>• Work conditions</li> </ul> <p><u>Preventing Violence Against Women Action Plan Areas:</u></p> <ul style="list-style-type: none"> <li>• Organisational capacity building &amp; support</li> <li>• Staff training</li> <li>• White Ribbon campaign</li> </ul> <p>2. Build services &amp; programs that are inclusive, responsive, accessible &amp; equitable</p> <p><u>Women’s Gender Equity Action Plan Areas:</u></p> <ul style="list-style-type: none"> <li>• Embedding gender equity into departmental plans &amp; activities of Council</li> <li>• Working across community settings</li> <li>• Communications &amp; marketing</li> <li>• Groups at risk of disadvantage</li> <li>• Research &amp; development</li> </ul> <p><u>Preventing Violence Against Women Action Plan Areas:</u></p> <ul style="list-style-type: none"> <li>• Internal advocacy &amp; support</li> <li>• Settings across Council departments</li> </ul> <p>3. Contribute to building inclusive &amp; empowered communities</p> <p><u>Women’s Gender Equity Action Plan Areas:</u></p> <ul style="list-style-type: none"> <li>• Women’s leadership &amp; participation</li> <li>• Strategic advocacy &amp; sector development</li> </ul> <p><u>Preventing Violence Against Women Action Plan Areas:</u></p> <ul style="list-style-type: none"> <li>• Partnerships &amp; community capacity building</li> <li>• Advocacy &amp; awareness raising about preventing violence against women.</li> </ul>		
<p><b>Greater Geelong City Council (Vic)</b></p>	<ul style="list-style-type: none"> <li>• Regional strategy &amp; action plan</li> <li>• Council web page</li> <li>• Webpage referral links</li> </ul>	<p><b><i>Preventing and Addressing Violence Against Women and Children in the G21 Region 2016-2020:</i></b></p> <p>The plan commits to action in 3 key areas:</p> <ol style="list-style-type: none"> <li>1. Primary prevention – preventing violence before it occurs.</li> </ol>	<p>G21 regional strategy in partnership with:</p> <ul style="list-style-type: none"> <li>• Borough of Queenscliffe</li> <li>• Colac Otway Shire</li> </ul>	<p>Council web page: <a href="http://www.geelongaustralia.com.au/safety/article/item/8cdff042fd80ece.aspx">http://www.geelongaustralia.com.au/safety/article/item/8cdff042fd80ece.aspx</a></p>



Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
	<ul style="list-style-type: none"> <li>Barwon Month of Action</li> </ul>	<ol style="list-style-type: none"> <li>Early intervention – targeting individuals &amp; groups who exhibit early signs of perpetrating violence, or being subject to violence.</li> <li>Response – acting when violence has occurred.</li> </ol> <p>2 year implementation plan based on identified strategic themes:</p> <ul style="list-style-type: none"> <li>Strengthening leadership</li> <li>Increasing capacity</li> <li>Communicating key messages</li> <li>Building the evidence base</li> </ul>	<ul style="list-style-type: none"> <li>Golden Plains Shire</li> <li>Surfcoast Shire</li> </ul>	<p>Preventing and Addressing Violence Against Women and Children in the G21 Region 2016-2020:</p> <p><a href="http://www.g21.com.au/preventing-and-addressing-violence-against-women-and-children-strategic-plan-2016-%E2%80%93-2020">http://www.g21.com.au/preventing-and-addressing-violence-against-women-and-children-strategic-plan-2016-%E2%80%93-2020</a></p>
Glen Eira City Council (Vic)	<ul style="list-style-type: none"> <li>Council web page &amp; referral links</li> <li>Factsheets</li> </ul>	Primarily online referral information		<p>Council web page:</p> <p><a href="http://www.gleneira.vic.gov.au/Community-services/Community-partnerships/Glen-Eira-says-no-to-family-violence">http://www.gleneira.vic.gov.au/Community-services/Community-partnerships/Glen-Eira-says-no-to-family-violence</a></p>
City of Gold Coast (Qld)	<ul style="list-style-type: none"> <li>Council web page</li> <li>White Ribbon Day activities</li> <li>Community rally</li> <li>Safety cards</li> </ul>	Primarily online referral information & support for White Ribbon Day.		<p>Council web page:</p> <p><a href="http://www.goldcoast.qld.gov.au/community/domestic-violence-29888.html">http://www.goldcoast.qld.gov.au/community/domestic-violence-29888.html</a></p>
Knox City Council (Vic)	<ul style="list-style-type: none"> <li>Council web page</li> <li>Regional partnership &amp; projects</li> <li>Campaigns</li> <li>Referral information</li> <li>Infographics</li> <li>Videos</li> <li>Information cards</li> <li>Staff family violence policy</li> </ul>	<p><b><i>'Preventing Violence against Women in Our Community' project</i></b></p> <p>Between Knox Council, Maroondah Council &amp; Yarra Ranges Council:</p> <ul style="list-style-type: none"> <li>'See Past the Stereotype' Campaign resulting in infographics &amp; videos</li> <li>"A Gender Lens for Leisure" project produced recommendations for Leisure Services to promote greater participation, inclusion &amp; respect of women &amp; girls in sport &amp; recreation activities</li> <li>Locker Room project using an artistic platform to provoke thought about violence against women in the community</li> <li>"Real men don't hit chicks" campaign run during the 16</li> </ul>	<p>The Eastern Region Local Government Community Safety Network</p> <ul style="list-style-type: none"> <li>Knox Council</li> <li>Maroondah Council</li> <li>Yarra Ranges Council</li> </ul>	<p>Council web page:</p> <p><a href="http://www.knox.vic.gov.au/Page/Page.aspx?Page_Id=3516">http://www.knox.vic.gov.au/Page/Page.aspx?Page_Id=3516</a></p> <p>Preventing Violence Against Women in Our Community Final Report:</p> <p><a href="http://www.knox.vic.gov.au/Files/Community/KNOX_PVAWC_FINAL_REPORT.pdf">http://www.knox.vic.gov.au/Files/Community/KNOX_PVAWC_FINAL_REPORT.pdf</a></p> <p>Gender Lens for Leisure report:</p> <p><a href="http://www.knox.vic.gov.au/Files/Community/A_Gender_Lens_For">http://www.knox.vic.gov.au/Files/Community/A_Gender_Lens_For</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
		Days of Activism against Gender Violence		<a href="#">Leisure_Final_Report.pdf</a>
<b>Maribyrnong City Council (Vic)</b>	<ul style="list-style-type: none"> <li>• Council web page</li> <li>• Development of guide for Local Government</li> <li>• Council staff training</li> <li>• Local agency partnerships</li> <li>• 16 days of activism activities</li> <li>• Care packages</li> <li>• Web page referral information</li> </ul>	<p><b>Respect and Equity: Preventing Violence Against Women project</b></p> <p>Funded for 3 years (2008-2011) by VicHealth, resulting in a guide for local government. Council activities include:</p> <ul style="list-style-type: none"> <li>• Training for Council staff in identifying &amp; responding to disclosures of violence</li> <li>• Partnering with local agencies to deliver response &amp; prevention initiatives, including distributing care packages to women &amp; children experiencing family violence</li> <li>• Coordinating events around 16 Days of Activism</li> </ul>	<p>Preventing Violence Together: The Western Region Action Plan to Prevent Violence Against Women</p> <p>Agencies involved:</p> <ul style="list-style-type: none"> <li>• Women’s Health West</li> <li>• HealthWest</li> <li>• Inner North West Primary Care</li> <li>• Doutta Galla Community Health</li> <li>• Djerriwarrh Community Health</li> <li>• ISIS Primary Care</li> <li>• Western Integrated Family Violence Committee</li> <li>• Brimbank Council</li> <li>• Hobsons Bay Council</li> <li>• Maribyrnong Council</li> <li>• Melbourne Council</li> <li>• Melton Council</li> <li>• Moonee Valley Council</li> <li>• Wyndham Council</li> </ul>	<p>Council web page: <a href="https://www.maribyrnong.vic.gov.au/Residents/Staying-safe-and-healthy/Your-health-and-wellbeing/Preventing-family-violence">https://www.maribyrnong.vic.gov.au/Residents/Staying-safe-and-healthy/Your-health-and-wellbeing/Preventing-family-violence</a></p> <p>Respect and Equity: Preventing Violence Against Women project: <a href="https://www.vichealth.vic.gov.au/media-and-resources/publications/guide-to-equality">https://www.vichealth.vic.gov.au/media-and-resources/publications/guide-to-equality</a></p> <p>Regional Strategy: <a href="http://whwest.org.au/health-promotion/prevent-violence/preventing-violence-together/">http://whwest.org.au/health-promotion/prevent-violence/preventing-violence-together/</a> (Refer to Brimbank City Council for summary)</p>
<b>Melbourne City Council (Vic)</b>	<ul style="list-style-type: none"> <li>• Council strategy</li> <li>• Regional strategy</li> <li>• Discussion paper</li> <li>• White Ribbon Accreditation</li> </ul>	<p><b>We Need To Talk - Preventing Violence Against Women Strategy 2013 – 16:</b></p> <p><b>Setting 1 - In the workplace</b></p> <ul style="list-style-type: none"> <li>• Ensure a safe &amp; inclusive working environment</li> <li>• Increase staff knowledge of underlying causes of violence against women</li> </ul>	<p>Preventing Violence Together: The Western Region Action Plan to Prevent Violence Against Women</p> <p>Agencies involved:</p>	<p>Council web page and strategy: <a href="http://www.melbourne.vic.gov.au/community/safety-emergency/pages/preventing-violence-against-women-strategy-2013-16.aspx">http://www.melbourne.vic.gov.au/community/safety-emergency/pages/preventing-violence-against-women-strategy-2013-16.aspx</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
		<ul style="list-style-type: none"> <li>Support staff to speak out when confronted with behaviours &amp; attitudes that support violence, sexism or discrimination</li> <li>Position Council as a leading organisation in prevention of violence against women &amp; bystander action</li> </ul> <p><b>Setting 2 - In the community</b></p> <ul style="list-style-type: none"> <li>Raise awareness of men’s violence against women &amp; children in the community</li> <li>Ensure a safe &amp; inclusive community</li> <li>Foster relationships, organisations, communities &amp; cultures that are gender equitable &amp; non violent</li> <li>Develop city infrastructure that is safe, welcoming &amp; inclusive</li> </ul> <p><b>Setting 3 - In the home</b></p> <ul style="list-style-type: none"> <li>Promote supportive, equitable &amp; respectful relationships between men, women &amp; children in families</li> <li>Improve victims &amp; perpetrators access to resources &amp; systems of support</li> <li>Encourage men to advocate for social &amp; behavioural change to promote gender equality</li> </ul>	<ul style="list-style-type: none"> <li>Women’s Health West</li> <li>HealthWest</li> <li>Inner North West Primary Care</li> <li>Doutta Galla Community Health</li> <li>Djerriwarrh Community Health</li> <li>ISIS Primary Care</li> <li>Western Integrated Family Violence Committee</li> <li>Brimbank Council</li> <li>Hobsons Bay Council</li> <li>Maribyrnong Council</li> <li>Melbourne Council</li> <li>Melton Council</li> <li>Moonee Valley Council</li> <li>Wyndham Council</li> </ul>	<p>Regional Strategy:  <a href="http://whwest.org.au/health-promotion/prevent-violence/preventing-violence-together/">http://whwest.org.au/health-promotion/prevent-violence/preventing-violence-together/</a>                      (Refer to Brimbank City Council for summary)</p>
<p><b>Melton City Council (Vic)</b></p>	<ul style="list-style-type: none"> <li>Council web page</li> <li>Strategy &amp; action plan</li> <li>Regional collaboration</li> <li>Regional strategy</li> <li>Networks</li> <li>Photographic exhibition</li> <li>Internal policies</li> <li>Community awareness</li> </ul>	<p><b>Preventing Violence Against Women and their Children Three Year Strategy and Action Plan 2013-2016:</b></p> <p><b>Preventative Strategy 1: Strong Partnerships</b></p> <ul style="list-style-type: none"> <li>Implementation of regional strategic approaches to prevent family violence</li> <li>Partnership to deliver actions in Regional strategy</li> <li>Convene Melton Family Violence Network</li> <li>Partnerships with child protection agencies &amp; provide opportunities for engagement at local networks</li> <li>Partnerships with local women’s refuges</li> <li>Participate in local, state &amp; regional committees &amp; networks that address family violence</li> </ul>	<p>Preventing Violence Together: The Western Region Action Plan to Prevent Violence Against Women</p> <p>Agencies involved:</p> <ul style="list-style-type: none"> <li>Women’s Health West</li> <li>HealthWest</li> <li>Inner North West Primary Care</li> <li>Doutta Galla Community Health</li> </ul>	<p>Council web page:  <a href="http://www.melton.vic.gov.au/Services/Support-services/Preventing-Violence-Against-Women-and-their-Children?BestBetMatch=violence d13b95b2-5146-4b00-9e3e-a80c73739a64 4f05f368-ecaa-4a93-b749-7ad6c4867c1f en-AU">http://www.melton.vic.gov.au/Services/Support-services/Preventing-Violence-Against-Women-and-their-Children?BestBetMatch=violence d13b95b2-5146-4b00-9e3e-a80c73739a64 4f05f368-ecaa-4a93-b749-7ad6c4867c1f en-AU</a></p> <p>Regional Strategy:  <a href="http://whwest.org.au/health-promotion/prevent-">http://whwest.org.au/health-promotion/prevent-</a></p>

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Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
	<ul style="list-style-type: none"> <li>campaigns</li> <li>• Internal training</li> <li>• White Ribbon accreditation</li> <li>• Prevention projects</li> <li>• Community training programs</li> <li>• Data collation</li> <li>• Online videos</li> <li>• Online referral information</li> <li>• Workplace Family Violence Policy</li> <li>• Community Safety Committee focus on prevention of family violence</li> </ul>	<ul style="list-style-type: none"> <li>• Preventing Violence Against Women and Children on agenda of Melton Early Years Reference Group</li> <li>• Council Community Safety Committee priority focus on prevention of family violence</li> <li><b>Preventative Strategy 2: Council as a Violence Prevention Leader</b></li> <li>• Support community &amp; Council activities that include family violence prevention messages</li> <li>• Include Take a Stand &amp; White Ribbon Day information in new employee kits</li> <li>• Implement Take a Stand Program</li> <li>• Council staff to attend VicHealth PVAW Short Course &amp; Child Abuse Prevention Programs</li> <li>• Council staff to attend White Ribbon events</li> <li>• Council to support Respectful Relationships training &amp; resources at local schools &amp; colleges</li> <li>• Development of White Ribbon Action Team</li> <li>• Support White Ribbon Day Campaign with staff activities &amp; events</li> <li>• Develop Child Safe Environment Policy &amp; training to support effective risk assessment &amp; referral procedures for staff working with children</li> <li>• Support raising awareness about cyber safety</li> <li>• Support local specialist responses to children &amp; young people experiencing violence</li> <li>• Deliver a range of parenting programs</li> <li>• Host Community Safety &amp; Family Violence Prevention event in Community Safety Month</li> <li>• Council endorsement of PVAW Leadership Statement</li> <li>• Develop Workplace Family Violence Policy</li> <li>• Develop framework for consulting with Children</li> <li>• Facilitate Supported Playgroups Program</li> <li>• Maternal &amp; Child Health Nurses Family Violence Awareness Training</li> </ul>	<ul style="list-style-type: none"> <li>• Djerriwarrh Community Health</li> <li>• ISIS Primary Care</li> <li>• Western Integrated Family Violence Committee</li> <li>• Brimbank Council</li> <li>• Hobsons Bay Council</li> <li>• Maribyrnong Council</li> <li>• Melbourne Council</li> <li>• Melton Council</li> <li>• Moonee Valley Council</li> <li>• Wyndham Council</li> </ul> <p>Melton Family Violence Network</p>	<p><a href="#">violence/preventing-violence-together/</a>  <i>(Refer to Brimbank City Council for summary)</i></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
		<ul style="list-style-type: none"> <li>• Council active partner in the ChildFIRST Alliance Partnership Agreement &amp; deliver Integrated Family Service program to vulnerable families</li> <li>• Deliver programs to support families experiencing adolescent abuse towards parents</li> <li>• Facilitate parenting programs to raise awareness about strong families &amp; good parenting practices</li> <li>• Implement Healthy &amp; Active Ageing Strategy initiatives to improve safety in the community</li> <li>• Implement Melton Abuse &amp; Neglect Policy</li> <li>• Promote awareness of violence against people with a disability</li> <li>• Housing Services Family Violence Policy</li> <li>• Information on PVAW presented at Melton Youth Advisory Network</li> <li>• Prevention of violence against women &amp; prevention of sexual assault information at youth services events</li> <li>• Work with community leaders from CALD communities to provide translated materials</li> <li>• Monitoring of Family Violence &amp; Sexual Assault data for Melton</li> <li>• Raise awareness of impacts of children’s exposure to family violence</li> <li>• Support role of women in sport &amp; leisure through improvements in facilities with poor access for women</li> <li>• Increase women’s participation &amp; safety in facilities &amp; developments</li> </ul>		
<p><b>Moreland City Council (Vic)</b></p>	<ul style="list-style-type: none"> <li>• Council web page</li> <li>• Council strategy</li> <li>• CALD resources</li> <li>• Online referral information</li> <li>• Submission to the Royal Commission</li> </ul>	<p><b>Preventing Family Violence in Moreland Strategy 2016–2020 &amp; implementation plan:</b></p> <p><b>Outcome 1: Children</b></p> <ul style="list-style-type: none"> <li>• Promote father-inclusive early years services engaging men as carers &amp; respectful partners at home</li> <li>• Opportunities for children &amp; parents to participate in activities &amp; programs fostering positive personal</li> </ul>	<p>Moreland Family Violence Network</p>	<p>Council web page:  <a href="http://www.moreland.vic.gov.au/community-care/advocacy-services/family-violence/">http://www.moreland.vic.gov.au/community-care/advocacy-services/family-violence/</a></p> <p>Council strategy:  <a href="http://www.moreland.vic.gov.au/">http://www.moreland.vic.gov.au/</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
	<p>into Family Violence</p> <ul style="list-style-type: none"> <li>• Active fathers project</li> <li>• Preventing homelessness among Arabic speaking women project</li> <li>• Safe Haven for Pets project</li> <li>• Convenor of the Moreland Family Violence Network, initiatives include:</li> <li>• Week without Violence regional awareness campaign</li> <li>• Professional development &amp; training.</li> <li>• Support for White Ribbon Campaign</li> </ul>	<p>identities &amp; challenge gender stereotypes &amp; inequality in early years, school &amp; recreation settings</p> <ul style="list-style-type: none"> <li>• Early years services, schools &amp; family violence support services working together to address children’s needs</li> </ul> <p><b>Outcome 2: Young people</b></p> <ul style="list-style-type: none"> <li>• Support young people through Oxygen Project to create safe, respectful &amp; inclusive spaces</li> <li>• Support young people through Oxygen Project to become aware, articulate &amp; actively participate in addressing family violence</li> <li>• Youth services &amp; family violence support services working together to respond to needs of youth experiencing family violence</li> </ul> <p><b>Outcome 3: Older people &amp; people with disability</b></p> <ul style="list-style-type: none"> <li>• Ensure older people &amp; people with disability have an understanding of family violence &amp; receive assistance required in accessing support services.</li> <li>• Promote awareness of the support needs of older people &amp; people with disability in relation to family violence.</li> </ul> <p><b>Outcome 4: Women and girls</b></p> <ul style="list-style-type: none"> <li>• Continue to enhance women’s &amp; girls’ participation in active sports.</li> <li>• Continue to promote women’s &amp; girls’ participation &amp; leadership in the community &amp; local decision-making.</li> <li>• Facilitate strong &amp; responsive support services.</li> <li>• Support services to enhance access to safe housing options for women &amp; children to prevent homelessness.</li> <li>• Demonstrate continued organisational commitment &amp; leadership to advance equal participation &amp; supporting employees experiencing family violence.</li> </ul> <p><b>Outcome 5: Men</b></p> <ul style="list-style-type: none"> <li>• Support men as carers &amp; respectful partners in early years settings.</li> </ul>		<p><a href="http://globalassets/key-docs/policy-strategy-plan/preventing-family-violence-in-moreland-strategy---2016-2020.pdf">globalassets/key-docs/policy-strategy-plan/preventing-family-violence-in-moreland-strategy---2016-2020.pdf</a></p> <p>CALD DV videos, storyboard text and images:  <a href="http://www.moreland.vic.gov.au/community-care/multicultural-services/cald-com-storyboards-and-videos/domestic-violence-CALD-COM/">http://www.moreland.vic.gov.au/community-care/multicultural-services/cald-com-storyboards-and-videos/domestic-violence-CALD-COM/</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
		<ul style="list-style-type: none"> <li>Increase opportunities for men that foster social connections, positive personal identities &amp; challenge gender stereotypes and roles in recreation &amp; community settings.</li> <li>Demonstrate continued organisational commitment &amp; leadership in advancing equal participation &amp; engaging men in promoting gender equality &amp; preventing violence against women.</li> </ul> <p><b>Outcome 6: Community</b></p> <ul style="list-style-type: none"> <li>Support community groups that have identified family violence as a concern to develop &amp; implement targeted activities to address &amp; prevent the issue.</li> </ul> <p><b>Safe Haven for Pets project</b> Council's Animal Management Team provides 7-10 days free housing for cats and dogs for residents escaping family violence at home.</p>		
<p><b>Monash City Council (Vic)</b></p>	<ul style="list-style-type: none"> <li>Integrated strategy approach</li> <li>Gender equity strategy</li> <li>Gender equity advisory committee</li> <li>Preventing violence against women a strategic priority within Health &amp; Wellbeing Plan</li> <li>Research</li> <li>Regional collaboration</li> <li>16 Days of Activism activities</li> <li>Website referral</li> </ul>	<p>Domestic violence is responded to through an integrated strategic approach, under the umbrella of their Healthy and Resilient Monash plan:</p> <p><b>A Healthy and Resilient Monash: Integrated Plan 2017-2021:</b> incorporates a breadth of Council Strategies &amp; Action Plans, including:</p> <ul style="list-style-type: none"> <li>Access &amp; Equity Framework 2013-2017</li> <li>Active Monash incorporated strategies</li> <li>Age-Friendly Monash 2015-2019</li> <li>Arts and Culture Strategy 2015-2018</li> <li>Ashwood &amp; Chadstone Community Action Plan 2016-21</li> <li>Children, Young People &amp; Family Strategy 2016-2017</li> <li>Community Safety Framework 2015-2020</li> <li>Disability Action Plan 2013-2017</li> <li>Gender Equity Strategy 2015-2020</li> </ul>	<p>Regional collaboration with City of Manningham &amp; City of Banyule</p>	<p>Council web page: <a href="https://www.monash.vic.gov.au/Services/Health-Safety/Prevention-of-Violence-Against-Women">https://www.monash.vic.gov.au/Services/Health-Safety/Prevention-of-Violence-Against-Women</a></p> <p>A Healthy and Resilient Monash: Integrated Plan 2017-2021 <a href="https://www.monash.vic.gov.au/About-Us/Council/Publications/A-Healthy-and-Resilient-Monash-Integrated-Plan-2017-2021">https://www.monash.vic.gov.au/About-Us/Council/Publications/A-Healthy-and-Resilient-Monash-Integrated-Plan-2017-2021</a></p> <p>Gender equity strategy <a href="https://www.monash.vic.gov.au/About-Us/Council/Publications/Plans-and-Strategies/Gender-Equity-">https://www.monash.vic.gov.au/About-Us/Council/Publications/Plans-and-Strategies/Gender-Equity-</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
	information <ul style="list-style-type: none"> <li>• Partner in Generating Equality and Respect program</li> <li>• Online video resources</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Wellbeing Partnership Plan 2013-2017</li> <li>• Multicultural Action Plan 2013-2017</li> <li>• Oakleigh Community Action Plan 2015-2020</li> <li>• Public Health Approach to Gambling: A Policy Statement 2016-2020</li> <li>• Public Library Service Strategy 2015-2018</li> </ul> <p><b>Healthy and Resilient Monash Framework:</b></p> <p><b>Active &amp; Healthy</b></p> <ul style="list-style-type: none"> <li>• Healthy Lifestyles                             <ul style="list-style-type: none"> <li>○ Physically active</li> <li>○ Nourished</li> <li>○ Prevention from harm</li> </ul> </li> <li>• Healthy Minds                             <ul style="list-style-type: none"> <li>○ Early life</li> <li>○ Strong families</li> <li>○ Resilient young people</li> <li>○ As we age</li> </ul> </li> <li>• Healthy Environments                             <ul style="list-style-type: none"> <li>○ Built spaces</li> <li>○ Open spaces</li> <li>○ Liveability</li> </ul> </li> </ul> <p><b>Engaged, Confident &amp; Connected</b></p> <ul style="list-style-type: none"> <li>• Participation                             <ul style="list-style-type: none"> <li>○ Community engagement</li> <li>○ Programs and activities</li> <li>○ Creative expression</li> </ul> </li> <li>• Belonging                             <ul style="list-style-type: none"> <li>○ Strengthening communities</li> <li>○ Reaching out to socially isolated</li> <li>○ Neighbourhoods and place</li> </ul> </li> <li>• Supported                             <ul style="list-style-type: none"> <li>○ Responsive services</li> <li>○ Accessible and affordable</li> <li>○ Partnerships and funding</li> </ul> </li> </ul>		<p><a href="#">Strategy</a></p> <p>Generating Equality and Respect Program:  <a href="https://www.monash.vic.gov.au/Services/Health-Safety/Prevention-of-Violence-Against-Women/Generating-Equality-and-Respect-Program">https://www.monash.vic.gov.au/Services/Health-Safety/Prevention-of-Violence-Against-Women/Generating-Equality-and-Respect-Program</a></p>



Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
		<p><b>Safe &amp; Respectful</b></p> <ul style="list-style-type: none"> <li>• Life Journey                             <ul style="list-style-type: none"> <li>○ Transitions</li> <li>○ Freedom to choose</li> <li>○ Life long learning</li> </ul> </li> <li>• Fair For All                             <ul style="list-style-type: none"> <li>○ All abilities</li> <li>○ Gender equity</li> <li>○ Diverse communities</li> <li>○ Information and communication</li> </ul> </li> <li>• Feeling Safe                             <ul style="list-style-type: none"> <li>○ Keeping women safe</li> <li>○ Safeguarding children</li> <li>○ Community safety</li> <li>○ Environmental design</li> </ul> </li> </ul> <p><b>Gender equity strategy &amp; action plan</b>                      Priorities:</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Research</li> <li>• Partnerships</li> <li>• Advocacy</li> <li>• Building capacity</li> </ul>		
<p><b>City of Parramatta Council (NSW)</b></p>	<ul style="list-style-type: none"> <li>• Web page information</li> <li>• Web page referral information</li> <li>• Bystander information</li> <li>• Training events</li> <li>• Community awareness raising</li> <li>• Parramatta Cumberland Family</li> </ul>	<p><b>Primary Prevention of Violence Against Women Project</b>                      Grants program (funded through the federal Building Safe Communities for Women program) for 10 'everyday and unlikely' services to develop tailored strategies addressing gendered drivers of violence against women. Grants provided to:</p> <ul style="list-style-type: none"> <li>• <b>ACON Health Inc</b>                              Activities during Parramatta Pride Picnic to promote positive life opportunities &amp; relationships for women</li> <li>• <b>Churches of Christ Community Care NSW</b>                              The Dad Cooperative- establishing support group for</li> </ul>		<p>Council web pages:  <a href="https://www.cityofparramatta.nsw.gov.au/domesticfamilyviolence">https://www.cityofparramatta.nsw.gov.au/domesticfamilyviolence</a>   <a href="https://www.cityofparramatta.nsw.gov.au/living-community/prevention">https://www.cityofparramatta.nsw.gov.au/living-community/prevention</a>                       Primary Prevention of Violence Against Women project  <a href="https://www.cityofparramatta.nsw.gov.au/living-community/prevention">https://www.cityofparramatta.nsw.gov.au/living-community/prevention</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
	<ul style="list-style-type: none"> <li>&amp; DV Prevention Committee</li> <li>• 16 days of activism events</li> <li>• Distribution of information through Council venues</li> <li>• Forum hosting</li> <li>• Anti Violence &amp; Anti Bullying program for high schools</li> <li>• Building Safe Communities for Women program</li> </ul>	<p>new fathers with young children</p> <ul style="list-style-type: none"> <li>• <b>Friends of STARTTS auspicing African Women’s Group</b> Peace Building in Families: workshop for pastors and forum for women &amp; girls</li> <li>• <b>Indian Crisis &amp; Support Agency</b> Chat n Chai: group for women promoting opportunities &amp; connections</li> <li>• <b>Jesuit Refugee Service</b> Action research pilot project on experiences &amp; needs for women refugees, asylum seekers &amp; service providers</li> <li>• <b>Roselea Football Club</b> Clinics &amp; events to attract &amp; retain girls &amp; young women players</li> <li>• <b>Sydney Regional Aboriginal Corporation</b> Women's Yarning Circle workshops &amp; arts project</li> <li>• <b>The Bower Reuse and Repair Centre</b> Carpentry &amp; furniture restoration courses for women</li> <li>• <b>Welcome Studio</b> Arts workshops &amp; mural project for refugee &amp; asylum seeker girls &amp; women</li> <li>• <b>Young Change Agents</b> Youth forum developing innovative strategies to prevent violence against women</li> </ul>		<p><a href="http://w.gov.au/living-community/project-primary-prevention-of-violence-against-women">w.gov.au/living-community/project-primary-prevention-of-violence-against-women</a></p>
<b>District Council of Peterborough (SA)</b>	<ul style="list-style-type: none"> <li>• Council Web page</li> <li>• Web page referral links</li> </ul>			<p>Council web page: <a href="http://www.peterborough.sa.gov.au/Domviolence">http://www.peterborough.sa.gov.au/Domviolence</a></p>
<b>Strathbogie Shire Council (Vic)</b>	<ul style="list-style-type: none"> <li>• Council web page</li> <li>• Web fact sheets</li> <li>• Web page referral information</li> </ul>	<p><b>Integrated Family Violence Network - Hume Region:</b> Extensive online platform of information and referral linkages.</p>	<p>Integrated Family Violence Network - Hume Region</p>	<p>Council web page: <a href="http://www.strathbogie.vic.gov.au/community/community-resources/prevention-of-violence">http://www.strathbogie.vic.gov.au/community/community-resources/prevention-of-violence</a></p> <p>Integrated Family Violence Network - Hume Region:</p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
Surf Coast Shire Council (Vic)	<ul style="list-style-type: none"> <li>Council Web page &amp; referral links</li> <li>Regional strategy &amp; action plan</li> <li>White Ribbon accreditation</li> <li>White Ribbon activities</li> </ul>	<p><b>Preventing and Addressing Violence Against Women and Children in the G21 Region 2016-2020</b> (see description under City of Greater Geelong)</p>	<p>G21 regional strategy in partnership with:</p> <ul style="list-style-type: none"> <li>Borough of Queenscliffe</li> <li>City of Greater Geelong</li> <li>Colac Otway Shire</li> <li>Golden Plains Shire</li> </ul>	<p><a href="http://www.familyviolencehumerregion.com.au/">http://www.familyviolencehumerregion.com.au/</a></p> <p>Council web page: <a href="https://www.surfcoast.vic.gov.au/My_Community/Domestic_violence">https://www.surfcoast.vic.gov.au/My_Community/Domestic_violence</a></p> <p>Preventing and Addressing Violence Against Women and Children in the G21 Region 2016-2020: <a href="http://www.g21.com.au/preventing-and-addressing-violence-against-women-and-children-strategic-plan-2016-%E2%80%93-2020">http://www.g21.com.au/preventing-and-addressing-violence-against-women-and-children-strategic-plan-2016-%E2%80%93-2020</a></p>
Whittlesea City Council (Vic)	<ul style="list-style-type: none"> <li>Council web page &amp; referral information</li> <li>Council strategy</li> <li>Gender equity strategy</li> <li>Advocacy priority</li> <li>Bystander information</li> </ul>	<p><b>Family Violence Strategy 2014-2018</b></p> <p><b>Key areas:</b></p> <p><b>Children</b></p> <ul style="list-style-type: none"> <li>Increase opportunities for children to participate in activities promoting positive role modelling of equal &amp; respectful relationships</li> <li>Build mechanisms to give children a voice</li> </ul> <p><b>Young people</b></p> <ul style="list-style-type: none"> <li>Establish respectful relationships education programs in schools</li> <li>Build equal &amp; respectful relationships &amp; positive representation of gender in all environments</li> <li>Provide youth friendly accessible services &amp; supports for young people to feel well-connected to their families, friends &amp; communities</li> </ul> <p><b>Families</b></p> <ul style="list-style-type: none"> <li>Increase capacity of parents, services &amp; key settings to model respectful attitudes &amp; behaviours &amp; integrate into</li> </ul>		<p>Council web page: <a href="https://www.whittlesea.vic.gov.au/community-support/children-and-families/family-violence-support-service-information/">https://www.whittlesea.vic.gov.au/community-support/children-and-families/family-violence-support-service-information/</a></p> <p>City of Whittlesea Family Violence Strategy 2014-2018: <a href="https://www.whittlesea.vic.gov.au/media/1148/family-violence-strategy-word.docx">https://www.whittlesea.vic.gov.au/media/1148/family-violence-strategy-word.docx</a></p> <p>Gender Equity Strategy: <a href="https://www.whittlesea.vic.gov.au/about-us/news-publications/plans-strategies-and-policies/gender-equity-strategy/">https://www.whittlesea.vic.gov.au/about-us/news-publications/plans-strategies-and-policies/gender-equity-strategy/</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
		<p>program delivery</p> <ul style="list-style-type: none"> <li>• Increase families' understanding of gender inequality impacts &amp; stereotyping on children as they are forming their identity &amp; behaviours</li> </ul> <p><b>Women</b></p> <ul style="list-style-type: none"> <li>• Decrease barriers to women's economic participation</li> <li>• Increase women's economic security through improved financial literacy skills</li> <li>• Increase opportunities for women to build &amp; participate in supportive social networks &amp; activities</li> <li>• Build capacity of women to become leaders in their communities &amp; advocates across a range of settings</li> </ul> <p><b>Men</b></p> <ul style="list-style-type: none"> <li>• Increase opportunities for social connection among men including peer modeling of respectful &amp; equitable relationships</li> <li>• Encourage workplace cultures that support family friendly arrangements &amp; work environments for men &amp; women</li> <li>• Increase understanding among men in the community that the use of violence is not acceptable</li> </ul> <p><b>Community members and groups</b></p> <ul style="list-style-type: none"> <li>• Increase awareness of the needs for national, state-wide &amp; local reforms</li> <li>• Plan &amp; implement timely resources &amp; services across the municipality</li> <li>• Increase understanding of the local context &amp; trends to inform actions</li> <li>• Plan for built environment to promote community connections &amp; safety &amp; link priorities to infrastructure planning</li> <li>• Increase awareness about the prevalence &amp; impact of family violence on women &amp; children &amp; work towards decreasing community attitudes that contribute to</li> </ul>		

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
		<p>gender inequality</p> <ul style="list-style-type: none"> <li>Develop gender equity &amp; inclusion in Council &amp; community settings to decrease gendered barriers to participation</li> <li>Establish mechanisms &amp; reporting on gender participation (civic, economic, recreational/social)</li> </ul> <p><b>Gender Equity Strategy Objectives:</b></p> <ul style="list-style-type: none"> <li>Council is an employer of choice with a respectful organisational culture that:                             <ul style="list-style-type: none"> <li>values gender diversity,</li> <li>strives for gender balance</li> <li>embeds gender equity in all workplace policies, practice &amp; procedures</li> </ul> </li> <li>Council’s services, programs &amp; policies, are inclusive &amp; gender equitable.</li> <li>Council’s places &amp; spaces facilitate community connection &amp; are safe, welcoming, respectful &amp; inclusive of all genders</li> <li>Council is facilitating equitable opportunities for civic &amp; economic participation &amp; advancing gender equity in our community</li> </ul>		
<p><b>Wollongong City Council (NSW)</b></p>	<ul style="list-style-type: none"> <li>Incorporated into Community Safety Plan</li> <li>Regional committee</li> <li>Community awareness raising</li> <li>Training programs</li> <li>Events</li> </ul>	<p><b>Wollongong Community Safety Plan 2012-2016:</b>  <b>Target crime</b> – domestic related assaults  <b>Strategy:</b> To raise awareness about family violence and promote Wollongong support networks  <b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Reduce incidents of domestic violence assault</li> <li>Provide support for local networks in helping raise awareness about family violence in Wollongong</li> </ul>	<p>Illawarra Committee Against Domestic Violence</p>	<p>Wollongong Community Safety Plan:  <a href="http://www.wollongong.nsw.gov.au/services/community/Documents/Wollongong%20Community%20Safety%20Plan%202012-2016.pdf">http://www.wollongong.nsw.gov.au/services/community/Documents/Wollongong%20Community%20Safety%20Plan%202012-2016.pdf</a></p>
<p><b>Yarra Ranges Shire Council</b></p>	<ul style="list-style-type: none"> <li>Council web page, referral links &amp;</li> </ul>	<p><b>Gender Equity Action Plan 2017-19:</b>  <b>1. Our Commitment</b> - Gender equity embedded in our</p>		<p>Council web page:  <a href="https://www.yarraranges.vic.gov">https://www.yarraranges.vic.gov</a></p>

Council	Type of Activities Undertaken	Strategies and/or Key Activities	Regional Collaborations	Links to Documents
(Vic)	information <ul style="list-style-type: none"> <li>Gender equity strategy</li> <li>Incorporated into Health &amp; Wellbeing Strategy</li> <li>Gender Equity Working Group</li> <li>Organisational training</li> <li>Gender equity promoted through community grants program</li> </ul>	values, culture & policies, processes & practices. <b>2. Our Community</b> - Gender equity principles mainstreamed into activities & programs that impact the community. Prevention of violence against women initiatives will be coordinated & strategic. <b>3. Our Knowledge</b> - Employees have knowledge, skills, motivation & confidence to actively champion gender equity, challenge inequality, lead by example & prevent violence against women <b>4. Our Leaders</b> - Leaders are committed to a gender equitable future where violence against women is prevented <b>5. Our People</b> - Our People and Culture processes are gender equitable & ensure a fair and supportive working environment for everyone <b>6. Our Message</b> - Our words & actions ensure a strong & consistent message of the importance of a gender equitable environment to prevent violence against women.		<a href="#">au/Community/Gender-equity</a>  Gender equity strategy: <a href="https://www.yarraranges.vic.gov.au/Community/Gender-equity/Action-Plan-for-2017-19">https://www.yarraranges.vic.gov.au/Community/Gender-equity/Action-Plan-for-2017-19</a>

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<b>ITEM</b>	1.1.5
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>HEADING</b>	Minutes of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 15 May 2018
<b>AUTHOR</b>	Bronwyn Hatswell, PA to General Manager, Community Development
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	The minutes and recommendations of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 15 May 2018 are presented for Policy and Planning Committee's consideration.

### RECOMMENDATION

- The information contained in the Strategic and International Partnerships Sub Committee Minutes of the meeting held on 15 May 2018 be received and noted and that the following recommendations contained therein be adopted by Council:

**SIPSC1 Future Reports for the Strategic and International Partnerships Sub Committee**

- The information be received.

**SIPSC2 Linyi Update**

- That the information be received, and the intention to engage a suitable contractor or consultant to provide advice to Council on the benefits and value to Council and local businesses of a future visit to the annual China (Linyi) International Trade and Logistics Fair in Linyi be noted.

**SIPSC3 2018 Mobara Delegation**

- The report be received and noted.

### ATTACHMENTS

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

- Minutes Strategic and International Partnerships Sub Committee - 15 May 2018

### CO-ORDINATION

Officer:	GMCD	GMCiD
Date:	16/05/2018	16.05.18







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

**15 MAY 2018**

**MEMBERS PRESENT**

Cr E Gill (Chairman)  
Cr D Balaza  
Cr G Reynolds  
Cr J Woodman  
Mrs Heather Vogt (High School Representative)

**OBSERVERS**

Nil.

**STAFF**

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

The meeting commenced at 6.50 PM

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

**APOLOGIES**

Apologies have been received from Mayor G Aldridge, Mr B George, Mr C Moore and Mr N Relph.

**LEAVE OF ABSENCE**

## **PRESENTATION OF MINUTES**

Moved Cr G Reynolds  
Seconded Cr J Woodman

The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 14 March 2018, be taken and read as confirmed.

**CARRIED**

## **REPORTS**

### **SIPSC1 Future Reports for the Strategic and International Partnerships Sub Committee**

Moved Cr D Balaza  
Seconded Cr G Reynolds

1. The information be received.

**CARRIED**

### **SIPSC2 Linyi Update**

Moved Cr G Reynolds  
Seconded Cr J Woodman

1. That the information be received, and the intention to engage a suitable contractor or consultant to provide advice to Council on the benefits and value to Council and local businesses of a future visit to the annual China (Linyi) International Trade and Logistics Fair in Linyi be noted.

**CARRIED**

### **SIPSC3 2018 Mobara Delegation**

Moved Cr J Woodman  
Seconded Cr G Reynolds

1. The report be received and noted.

**CARRIED**

## **OTHER BUSINESS**

Nil.

## **CLOSE**

The meeting closed at 7.15 PM.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	1.2.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	21 May 2018
<b>HEADING</b>	Cities Power Partnership Program
<b>AUTHOR</b>	Nina Parletta, Coordinator Economic Growth, City Development
<b>CITY PLAN LINKS</b>	<p>2.1 Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands.</p> <p>2.2 Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle.</p> <p>2.4 Have urban and natural spaces that are adaptive to future changes in climate.</p>
<b>SUMMARY</b>	<p>The Climate Council's <i>Cities Power Partnership Program (CPP)</i> would duplicate Council's commitment to climate change actions already agreed to within the State Government's action plan <i>Towards a Resilient State: South Australian Government's Climate Change Adaptation Plan</i>, and reflected in Council's endorsed <i>Adapting Northern Adelaide Plan</i>.</p> <p>In addition to replicating climate change adaptation initiatives in the <i>Adapting Northern Adelaide Plan</i>, the CPP Program would commit Council to climate change mitigation initiatives that are yet to be finalized and endorsed in the City of Salisbury's <i>Energy Management Plan</i> that will be delivered in 2018-19. Council should only consider becoming a partner in the CPP program after existing Council Climate change adaptation and mitigation programs are confirmed.</p>
<b>RECOMMENDATION</b>	<p>1. That Council re-consider becoming a partner of the <i>Cities Power Partnership</i> program once the City of Salisbury's <i>Energy Management Plan</i> has been finalised and endorsed during 2018/19.</p>

## ATTACHMENTS

There are no attachments to this report.

## 1. BACKGROUND

- 1.1 At its meeting on 26 March 2018, Council resolved for staff to *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* (resolution 2373/2018). The resolution followed consideration of a report at the March 2018 meeting responding to a previous

resolution of Council from January 2018: *That staff report back on requirements and costs for the City of Salisbury to join the independent Climate Council's Cities Power Partnership program* (resolution 2255/2018)

- 1.2 The Climate Council's *Cities Power Partnership* (CPP), seeks to celebrate and accelerate the emission reduction and clean energy successes of Australian towns and cities.
  - 1.2.1 Launched in mid-2017, 35 councils joined the partnership in Round 1. Round 2 closed in late-2017 with a further 35 councils approved to join the program.
- 1.3 At its meeting on 27 June 2016, Council endorsed the Adapting Northern Adelaide Regional Climate Adaptation Plan. The Plan was a joint regional initiative of the Cities of Salisbury and Playford, undertaken with the support of the Government of South Australia.
  - 1.3.1 A three Year Rolling Action Plan 2016-19 based on practical steps that the Councils can take, embedding adaptation into existing services and projects, was developed to implement the Plan.
  - 1.3.2 As a part of the 2016/17 budget process, the Cities of Salisbury and Playford each contributed 50 per cent towards the funding of a twelve month contract position to commence implementation of the Plan, conclude the Climate Change Sector Agreement with the State Government (which was a condition of the funding attached to the development of the Plan), and investigate the potential for the development of a green economy sector in northern Adelaide.
  - 1.3.3 The Coordinator, Adapting Northern Adelaide concluded his appointment on Friday, 14 July 2017, with no further resourcing being committed to implementing the remainder of the action plan and some activities having to be absorbed into current resourcing.
- 1.4 In November 2016, as a part of the State Government's *South Australian Climate Change Adaptation Framework*, the Cities of Salisbury and Playford entered into a Sector Agreement with the State Government pursuant to the *Climate Change and Greenhouse Gas Emissions Reduction Act 2007*, for the Adapting Northern Adelaide Initiative (ANA).
  - 1.4.1 The Agreement has been made for a period of five years from the date of signing (30 November 2016).
  - 1.4.2 The areas of focus in the agreement are: adapting to climate change; reducing emissions; and supporting economic development in green and low carbon industries.
  - 1.4.3 During 2018, the City of Salisbury is chairing the Steering Committee, with the regional focus on progressing green industry and stormwater initiatives.
  - 1.4.4 Council has approved the draft budget bid BB145 – *Energy Management Plan*. This program will initially develop a Corporate and Community Energy Policy and once endorsed will identify and scope future energy projects for the City. The policy development will include the opportunities for Council to reduce its own corporate energy use through

the use of new generation; storage and end use technologies, as well as the opportunity for council to provide reliable; affordable and sustainable energy options to our community.

## **2. CITY PLAN CRITICAL ACTION**

- 2.1 Planning for adaption to future changes in climate through resourcing and implementation of the Adapting Northern Adelaide Plan.

## **3. CONSULTATION / COMMUNICATION**

### 3.1 Internal

#### 3.1.1 City Infrastructure and City Development

### 3.2 External

#### 3.2.1 Nil

## **4. REPORT**

- 4.1 The Climate Council's *Cities Power Partnership* (CPP), seeks to celebrate and accelerate the emission reduction and clean energy successes of Australian towns and cities.

4.1.1 CPP is a free program that Councils need to register to join. However, within the first six months, Councils are required to identify five key actions offered from the partnership pledge ranging from renewable energy, efficiency, transport and advocacy that it intends to implement.

4.1.2 Councils are also required to report on the status of activity every six months through a survey.

4.1.3 Round 3 opened on 29 March 2018 with 30 places available. Advice received from the Climate Council is that there is no closing date for the rounds; once the places are filled, it will be closed. As at 23 April 2018, the Round was still open.

4.1.4 The process to express interest is a letter from the Mayor to the Acting CEO of the Climate Council, Dr Martin Rice. The letter should acknowledge that the City of Salisbury will:

- Within six months, identify five items included in the Cities Power Partnership Pledge that we will strive to achieve. (Noting that some projects already in the council pipeline could be included towards a council's pledge).
- Complete a six monthly online survey that provides the Climate Council with basic information on how Council is progressing on the five pledge items that Council has selected.
- Nominate a point of contact within Council that the Climate Council can liaise with on CPP matters, including contact details.
- Confirm that the council is willing to be buddied with two other local councils to share knowledge (The Climate Council can consult with Council on which councils we would like to be buddied with).

- 4.2 Noting the above requirements as a partner of the CPP, and that Council no longer has a dedicated resource allocated to implement the Adapting Northern Adelaide Plan, a resource would need to be allocated for this activity or the above activities would need to be incorporated into a current position's responsibilities, resulting in additional workload to staff.
- 4.3 As stated above, Councils are required to identify five key actions from the partnership pledge ranging from the themes of: renewable energy, efficiency, transport and advocacy, that it intends to implement.
- 4.3.1 In reviewing the approved action options identified against the five themes within the CPP, the following have been identified as those that the City of Salisbury could proceed with, subject to being incorporated into the Council *Energy Management Plan*::

CPP Theme	Approved key actions within the CPP	Costing and Commentary
Renewable energy	Install renewable energy (solar PV and battery storage) on Council buildings for example childcare facilities, libraries, street lighting, recreation centres, sporting grounds, council offices	City of Salisbury already has 396kW of solar on Council buildings and will be installing an additional 125kW next financial year.  The cost for installing additional batteries and solar PV will depend on how much energy Council wants to generate and use onsite. Without knowing this, it is not possible to advise how much it will cost.
Energy Efficiency	Public lighting can use a large proportion of a city's energy budget – roll out energy efficient lighting (particularly street lighting) across the municipality.	It would cost approximately <b>\$15 million</b> to upgrade all of the 23,000 street lights in Salisbury to LED. This activity could be rolled out over five or 10 years, which would decrease the annual funding commitment required by Council. This initiative would fund the replacement of all street lighting under the direction of Council and utilise tariffs that maintain Council's ownership of the lights.
Energy Efficiency	Adopt best practice energy efficiency measures across all council buildings, and support community facilities to adopt these measures	The City of Salisbury performed energy audits on major sites six years ago and implemented cost effective opportunities. To adopt best practice energy measures across all Council sites, a new audit of all sites would need to be undertaken to identify new opportunities. This would cost approximately <b>\$120,000</b> .



Transport	Lobby State and Federal governments for improvements to planning legislation to promote sustainable transport options, and increased investment in and provision of public transport services.	This could be considered as a part of the establishment of the State Government Planning and Design Code.
Work Together and Influence	Implement an education and behaviour change program to influence the behaviour of council officers, local residents, and businesses within the municipality to drive the shift to renewable energy, energy efficiency and sustainable transport.	To effectively implement this action and embed this more strongly in Council projects and programs and within the community, a new resource would be required, estimated to cost between <b>\$85K to \$91K</b> per annum (plus on-costs) with an operational budget of <b>\$20,000</b> to facilitate events/workshops/ implement a change program.

## 5. CONCLUSION / PROPOSAL

- 5.1 The City of Salisbury is aware of the impact of climate change and the affect that this has on communities and economies around the world.
- 5.2 In 2016, the Cities of Salisbury and Playford, signed the Adapting Northern Adelaide Sector Agreement with the State Government, with the City of Salisbury committing to the delivery of actions within five focus areas over a three year period.
- 5.3 2018/19 Budget Bid BB145 will fund the development of a Council Energy Management Plan that covers the CPP themed initiatives outlined above.
- 5.4 While the CPP seeks to celebrate and accelerate the emission reduction and clean energy successes of Australian towns and cities; the City of Salisbury is already a partner in a formalised, structured and state-supported program of activity to tackle climate change in South Australia.
- 5.5 In addition, it would be prudent for Council to firstly consider and then finalise the actions in the City of Salisbury's *Energy Management Plan*, prior to pursuing an application to become a partner of the CPP.

## CO-ORDINATION

Officer: EXECUTIVE GROUP  
Date: 14.05.18



<b>ITEM</b>	1.3.1 <b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	21 May 2018
<b>HEADING</b>	Statement of Justification - Privately Funded Development Plan Amendment - Globe Derby Park - SA Harness Racing Club c/- Intro
<b>AUTHOR</b>	Janine Philbey, Senior Urban Policy Officer, City Development
<b>CITY PLAN LINKS</b>	1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice. 4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	<p>The SA Harness Racing Club c/- Intro has provided a Statement of Justification for a proposed Development Plan Amendment at Globe Derby Park.</p> <p>Council administration asked the proponent to address issues outlined in section 4.2 of this report and the proponent's response noted these requirements, with the issues proposed to be addressed in a preliminary fashion within the Statement of Intent.</p> <p>A further report will be provided to Elected Members when the Statement of Intent is received, should Council decide to proceed with the DPA.</p>

### RECOMMENDATIONS

1. That the Statement of Justification forming Attachment 1 to this report (Policy and Planning, Item 1.3.1, 21 May 2018) be noted.
2. That the scope of the proposed Development Plan Amendment be discussed further with the Department of Planning, Transport and Infrastructure to gauge their level of support for the proposal, timing, and relationship between the proposed Globe Derby Development Plan Amendment and planning in relation to the Dry Creek Salt Fields and the Northern Connector/Port Wakefield Road corridor.
3. That further information be requested to be provided by the proponent to Council, namely:
  - A preliminary site plan indicating the current and proposed road networks, including internal service roads and access points to racing track (Zone 3 as shown in the SOJ).
  - An indicative analysis of the potential impacts upon the existing rural living zoned land to the north of the subject site.
  - An indicative analysis of the potential impacts upon residential neighbourhoods in terms of social integration.
  - Correspondence from the relevant supplier(s) of sewer, power, water, gas, telecommunications to confirm availability and serviceability of the area subject to the DPA.
  - A preliminary plan for management of stormwater and flood risk.

4. That a further report be provided to Council upon receipt of further information from the proponent and receipt of feedback from the Department of Planning Transport and Infrastructure regarding the proposed Development Plan Amendment, prior to a decision by Council to proceed or not proceed with the Development Plan Amendment as proposed.

## ATTACHMENTS

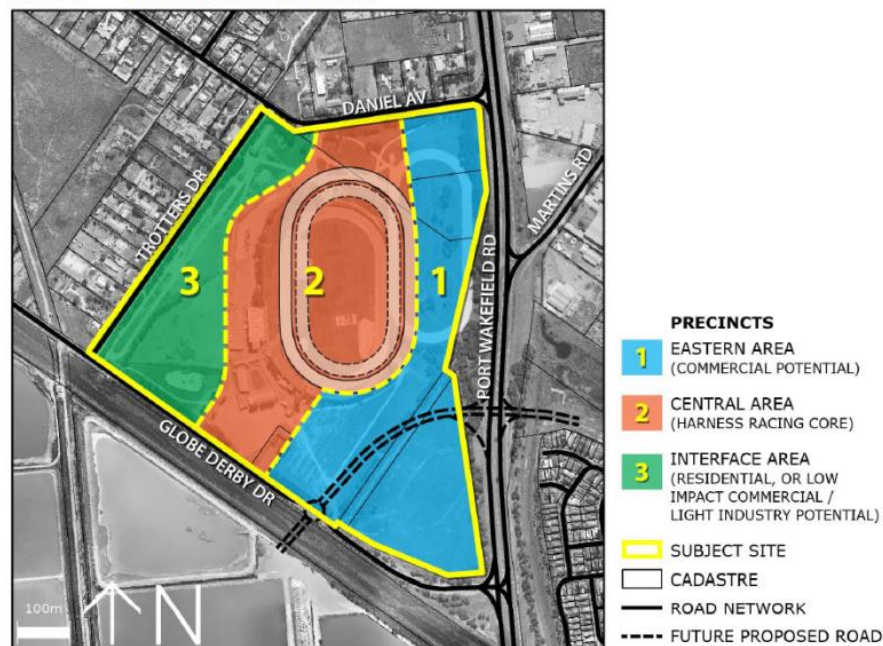
This document should be read in conjunction with the following attachments:

1. Statement of Justification from SA HRC c/- Intro
2. Letter to SA HRC c/- Intro - further information request & response to request

## 1. BACKGROUND

- 1.2 On 3 September 2015, the former Minister for Planning approved the Globe Derby Park Surplus Lands Development Plan Amendment (DPA).
- 1.3 The initial Statement of Intent (SOI) for the 2015 DPA considered the whole of the subject site for a range of land uses. The below image details the proposed policy changes at that time.

Figure 1: Globe Derby Park Precincts



- 1.4 The Minister for Planning did not approve the initial SOI. An amendment to the SOI reduced the area affected to the below image. At the time, the Minister considered the rezoning to be premature and restrictive of future options for growth.



- 1.5 The resultant plan focused on the western portion of the site (as above), rezoning the identified land from Community to Commercial to accommodate uses such as bulky goods, offices, showrooms, warehousing, shops, petrol filling station, light industry.
- 1.6 The current proposed rezoning boundary is identified by the proponent the image outlines below. The most significant alteration to the proposed DPA is shifting the boundary of the racing track portion (Zone 3 in the SOJ) to the east towards a Port Wakefield Road frontage.



- 1.7 The proponent seeks to rezone the SAHRC's land holding and is similar in the proposed boundaries of the 2015 DPA before the Minister for Planning amended the affected area to reduce it.
- 1.8 The proponent provided a verbal briefing on the current proposed DPA to Elected Members at Informal Strategy on 5 February 2018.

## **2. CITY PLAN CRITICAL ACTION**

- 2.1 Secure the extension and duplication of Elder Smith Road and Kings Road to Port Wakefield Road and the Northern Connector.
- 2.2 Maximise future urban development opportunities at the Dry Creek Salt Pans through local participation to ensure this development progresses is well connected with local communities and has access to the rest of the City.

## **3. CONSULTATION / COMMUNICATION**

- 3.1 Internal
  - 3.1.1 Manager Development Services
  - 3.1.2 Elected Members via Informal Strategy briefing 5 February 2018
- 3.2 External
  - 3.2.1 Department of Planning Transport and Infrastructure (pending)

## **4. REPORT**

- 4.1 Statement of Justification submission:
  - 4.1.1 Following the Elected Member Informal Strategy briefing on 5 February 2018, consultants Intro, acting for the proponent, wrote to Council (16 March 2018) on behalf of the South Australian Harness Racing Club (SAHRC) to provide a Statement of Justification and sought to begin a developer funded Development Plan Amendment over the subject land. This is contained at Attachment 1.
  - 4.1.2 The Statement of Justification (SOJ) provides a high level summary of the proposal, however Council administration has sought further information as outlined below to provide a better understanding of some of the fundamental issues relating to the site and the proposal prior to Council forming a position in relation to the proposed DPA.
- 4.2 Further information sought from the proponent included the following:
  - consideration of the viability subject site if flood mitigation is required; such as clean fill to an appropriate footing level for residential development.
  - consideration of public health requirements such as mosquito management given the proximity to wetlands and Dry Creek Saltfields.
  - consideration of current and proposed road networks, including internal service roads and access points to Zone 3.
  - management of stormwater for proposed land use changes.

- potential impacts upon the existing rural living zoned land to the north of the subject site.
  - potential impacts upon residential neighbourhoods in terms of social integration.
  - anticipated noise and odour management.
  - supply of sewer, power, water, gas, telecommunications.
  - consideration of potential site contamination and acid sulfate soils.
- 4.2.1 In their return correspondence on 23 April 2018 the proponent indicated that investigations have commenced addressing the items listed in 4.2 and it is anticipated that a preliminary response to these will be provided through the Statement of Intent. However it would be preferable that Council has some preliminary high level information on a number of these issues prior to making a decision as to whether to proceed or not proceed with the DPA.
- 4.2.2 Both the letter to the proponent and their response are contained in Attachment 2.
- 4.2.3 Council administration have refined the required information for the SOJ as below:
- A preliminary site plan indicating the current and proposed road networks, including internal service roads and access points to the racing track (Zone 3 as shown in the SOJ).
  - An indicative interface analysis of the potential impacts upon the existing rural living zoned land to the north of the subject site.
  - An indicative analysis of the potential impacts upon residential neighbourhoods in terms of social integration.
  - Correspondence from the relevant supplier(s) of sewer, power, water, gas, telecommunications to confirm availability and serviceability of the area subject to the DPA.
  - A preliminary plan for management stormwater and flood risk.
- 4.3 State Government Advice on the Proposed DPA:
- 4.3.1 A meeting has been sought with State Government representatives via the Department of Planning Transport and Infrastructure (DPTI) to ascertain their position in relation to the DPA. At the time of preparation of this report feedback had not been received from DPTI and a verbal update will be provided at the Policy and Planning Committee meeting if it is available.
- 4.3.2 The information required from DPTI includes the scope and timing of the DPA in the context of:
- The investigations involving State Government (via Renewal SA) into the future development of the Dry Creek Salt Fields
  - Investigations regarding future planning and land use for the Northern Connector/Port Wakefield Road corridor upon completion of the Northern Connector

- The State Government's agenda in relation to the Planning Development and Infrastructure Act and transition of Development Plans into the new Planning Code, in terms of timing and priority of the proposal for the Globe Derby DPA.

## **5. CONCLUSION / PROPOSAL**

- 5.1.1 This report provides information on the status of the proposal for a developer-funded DPA for Globe Derby and the information required to enable the next step of consideration by Council whether to proceed with the DPA.
- 5.1.2 A further report will be provided to Council upon receipt of the required information.

## **CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 14.05.18



# INTRO

16 March 2018

Terry Sutcliffe  
General Manager City Development  
Salisbury Council  
12 James St, Salisbury

Via email: [tsutcliffe@salisbury.sa.gov.au](mailto:tsutcliffe@salisbury.sa.gov.au)

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Dear Terry,

**RE: Statement of Justification for privately funded Development Plan Amendment – Globe Derby Park**

We are writing to formally request that Council enter into a privately funded Development Plan Amendment (DPA) with respect to the land within the Commercial and Community Zones at 1-77 Globe Derby Drive, Globe Derby Park.

The land is commonly referred to as Globe Derby Park and is the home of the South Australian Harness Racing Club (SAHRC). The land is legally identified, by the following Certificates of Title:

ALLOTMENT	PLAN	VOLUME/FOLIO	HUNDRED
100	Deposited 93367	6160/756	Port Adelaide
57	Deposited 88317	6160/754	Port Adelaide
29	Filed 9340	6160/754	Port Adelaide
25	Deposited 7059	6160/752	Port Adelaide
507	Deposited 76499	6160/753	Port Adelaide
35	Filed 114596	6160/757	Port Adelaide
99	Deposited 93367	6160/755	Port Adelaide

The land is some 41.7Ha in site area and has a frontage of some:

- 900m to Port Wakefield Road;
- 850m to Globe Derby Drive;
- 410m to Daniel Avenue; and
- 570m to Trotters Drive.

The Port Wakefield Road and Globe Derby Drive frontages are intersected by a Certificate of Title owned by ElectraNet. This land is used as a corridor for the transmission of a 66kv high voltage power line. The land is graphically depicted within the following figure:

Activating human space

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Figure 01: The Land

The land is currently sited within both the Commercial Zone and the Community Zone as identified within the Salisbury (City) Development Plan (consolidated – 15 December 2016).

The land is identified as a Future Urban Growth Area by Map 3 and an area for Middle Metro Infill by Map 14 within Our 30-Year Plan for Greater Adelaide (2017 update).

The rezoning of the area at Globe Derby Park, will facilitate two outcomes, being:

1. The long-term survival of the SAHRC, and their continued operation on the land; and
2. The establishment of new residential and mixed use land uses within an area which is contiguous to an existing area of urban Adelaide.

The SAHRC facilities are dilapidated and require redevelopment. The rezoning and sale of the surplus land, will provide for the rejuvenation of the Club's facilities and create a range of living and employment outcomes within the City of Salisbury.

## AN INTEGRATED MASTERPLAN APPROACH

It is envisaged that overall the proposed DPA will deliver medium density residential outcomes. The density envisaged will align with State Government targets, and is considered essential to promote active transport and use of open spaces. This density will also support a strategic mix of uses to complement the

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community and the SAHRC. Higher density built form is envisaged where it will not impact on the amenity of the adjoining Rural Living Zone across Trotters Lane and Daniel Avenue to the north and west of the subject land.

Connection points for vehicular access and active transport linkages have been identified from both Globe Derby Drive and Daniel Avenues and are informed by a traffic engineer. The locations and hierarchy of entries will ensure that vehicles are distributed evenly to the surrounding road network.

The higher density built form will be sited to benefit from outlook onto open spaces and could be located within proximity to major vehicular entries to reduce vehicular movement through the site.

A mix of land uses which promote a vibrant neighbourhood are envisaged. The following mix of land uses will be investigated further:

- hotel;
- retail;
- office;
- child care;
- aged care facilities; and
- consulting rooms

It is envisaged that these uses are sited in targeted locations to provide activity and complement both the residential and harness racing club uses on the site. The proposed DPA will deliver a mix of allotment and housing typologies which have a direct influence on market price points. All housing typologies will be investigated. It is envisaged that single storey development will front Trotters Lane, and higher scale development will form the balance of the subdivision.

A green spine is envisaged which links the open space proposed into the existing open space network within the broader locality. The green link also provides a convenient and comfortable passage for horses between their pasture and stables across Trotter Lane and Daniel Avenue through to the SAHRC track. The green link has the potential to also include wetland areas, managing stormwater treatment whilst expanding the habitat of migratory birds visiting the locality.

The development will be undertaken in a staged approach and will optimise use of the existing infrastructure in the locality. Further detailed investigations need to be undertaken as to the optimal extent and model of infrastructure design scenarios, the findings of which will inform the masterplan including stormwater considerations on the site.

## STATEMENT OF JUSTIFICATION

Council's policy regarding privately funded Development Plan Amendments (dated 15 December 2016) requests that the proponent provides a Statement of Justification which address the following:

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- a) *The proposed policy change is consistent with the State Government's Planning Strategy for Metropolitan Adelaide (Our 30-Year Plan for Greater Adelaide), the Housing and Employment Land Supply Program, and aligns with key directions for State Significant Areas (if applicable)*
- b) *The proposed policy change is consistent with Council Strategic Documents such as the City Plan, Growth Action Plan and the like and any other proposed or current Development Plan Amendments*
- c) *The proposed policy change has considerable social, economic and/or environmental merit*
- d) *The zoning is outdated and not in alignment with the other policy directions of the State and Council resulting in appropriate development being restricted on the land which could otherwise occur having regard to these criteria.*
- e) *The proposed policy change is identified in, or consistent with, recommendations in Council's Section 30 Development Plan Review or Strategic Directions Report. Alternatively, where the proposed policy change is not identified, or consistent with those documents, there are nevertheless compelling reasons for proceeding with a DPA.*

I respond to each item raised, as above:

- a) *The proposed policy change is consistent with the State Government's Planning Strategy for Metropolitan Adelaide (Our 30-Year Plan for Greater Adelaide), the Housing and Employment Land Supply Program, and aligns with key directions for State Significant Areas (if applicable)*

## 30-YEAR PLAN FOR GREATER ADELAIDE (2017 UPDATE)

The proposed DPA is consistent with the relevant aspects of Our 30-Year Plan for Greater Adelaide (2017 Update) (Our 30-Year Plan). The update to Our 30-Year Plan identifies the following changes to Adelaide's urban form:

- *The 2010 Plan's dwelling infill target has already been met*
- *We now have more fringe broadhectare land than needed*
- *We are achieving higher dwelling yields*

A key update to Our 30-Year Plan reflects an oversupply of metropolitan fringe broadhectare land given the contemporary trend of development that is occurring in the middle metro region at increased dwelling densities.

The proposed DPA supports the following elements of Our 30-Year Plan:

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*Transit Corridors, Growth Areas and Activity Centres  
Map 3 - Designated urban areas and township boundaries*

The purpose of this section of Our 30-Year Plan is to deliver:

- a new urban form which co-locates jobs and services with housing;
- increased densities in close proximity to public transport and transit corridors; and
- a general increase in residential densities across Adelaide.

This section of Our 30-Year Plan sets out a range of policies to achieve this vision. The proposed DPA supports the following policies:

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OUR 30-YEAR PLAN POLICY	SUPPORT
Deliver a more compact urban form by locating the majority of Greater Adelaide's urban growth within existing built-up areas by increasing density at strategic locations close to public transport. (Map 2)	The land is located contiguous to Adelaide's existing built-up areas and is serviced by a range of infrastructure and public transport. It is also located within the designated urban area identified within Map 3 of Our 30-Year Plan. An increase in residential densities and a mix of uses upon the land will facilitate the establishment of new public transport links.
Increase average gross densities of development within activity centres and transit corridor catchments from 15 to 25 dwellings per hectare to 35 dwellings per hectare.	The rezoning will be informed by a master plan which will provide for increased residential densities and a mix of land uses that accord with the requirements in Our 30-Year Plan.
Ensure that the bulk of new residential development in Greater Adelaide is low to medium rise with high rise limited to the CBD, parts of the Park Lands frame, significant urban boulevards, and other strategic locations where the interface with lower rise areas can be managed.	Similarly, the land is of a spatial quantum which ensures it can provide an interface to low density rural living, and mitigate any visual and amenity based impacts resulting from medium rise development.
Allow for low-impact employment activities in residential areas, such as small-scale shops, offices and restaurants, where interface issues can be appropriately managed.	The rezoning will facilitate a mix of land uses through mixed use buildings and specific areas of employment. A masterplan will be developed to identify key areas, and provide for a mix of land uses.
Ensure, where possible, that new growth areas on the metropolitan Adelaide fringe and in townships are connected to, and make efficient use of, existing infrastructure, thereby	The land adjoins an existing urban area of Adelaide and its development would provide for the efficient use of existing infrastructure within proximity.

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discouraging "leapfrog" urban development.	
--	--

*Containing our urban footprint and protecting our resources  
85% of all new housing in metropolitan Adelaide will be built in established urban areas by 2045  
Map 14 - Metro infill vs metro fringe/township*

The proposed DPA supports Our 30-Year Plan targets, by providing urban development within an area designated for such. The land is located within an area identified as the middle metro region, which is particularly envisaged to support dwelling growth.

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## HOUSING AND EMPLOYMENT LAND SUPPLY PROGRAM (HELSP)

The proposed DPA is consistent with the relevant aspects of the Housing and Employment Land Supply Program (HELSP). I note that the HELSP has not been updated for some six years, and as such I have reviewed the most recent data available through the Residential Broadhectare Land Supply Report (2015):

The purpose of the HELSP is to:

- ensure the government can deliver a long-term supply of land required to support housing and jobs growth
- guide rezoning by councils and the government
- support the transition to a new urban form through increased infill development
- align land supply with infrastructure planning and investment.

The proposed DPA supports the objective of the HELSP as it contributes to the long-term supply of land required to support housing and to the 25 Year rolling supply of residentially zoned land, and a 15 year supply of zoned land that is development ready. The data within the HELSP Report is redundant, and as such I have reviewed the Residential Broadhectare Land Supply Report (2015) to provide further information.

Salisbury Council has a total of 127.8Ha of broadhectare land, with some 36ha of this land being under division and appropriate for Residential development, resulting in 91.8Ha of surplus broadhectare land remaining.

The Residential Broadhectare Land Supply Report (2015) finds that:

*Land ownership is an important consideration because it can, and often does, influence the availability of the land. For example, land under company ownership or owned by the government is more likely to be available for development in the short to medium term than is land owned by private individuals.*

Importantly only 25.8Ha and 3.7Ha of all broadhectare land within the Salisbury LGA is under a company or government ownership respectively. The outcome of

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this is that the majority of the available broadhectare land within the City of Salisbury cannot be brought to market in an efficient and timely manner.

Historical consumption rates within the Salisbury LGA, over the past 10 years, indicates that approximately 80 hectares of broadhectare land has been utilised for residential development. At a consumption rate of 8 hectares per year, it is envisaged that Salisbury will run out of broadhectare zoned land in some 16 years. In actuality, due to the inability of private land owners to bring large tracts of land to market efficiently, Salisbury has a substantially lower availability of broadhectare land – some 3.5 years of supply in the ownership of company and government ownership.

The proposed DPA will deliver approximately 40 hectares of land to the market in the control of a company which can deliver a range of dwelling opportunities and typologies to market efficiently.

I note, the Residential Broadhectare Land Supply Report (2015) identifies Globe Derby Park as an area for future rezoning.

- b) *The proposed policy change is consistent with Council Strategic Documents such as the City Plan, Growth Action Plan and the like and any other proposed or current Development Plan Amendments*

## CITY PLAN 2030

The following aspects of the City Plan 2030 are relevant to the proposed rezoning process:

*Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice*

The land is adjacent to Mawson Lakes, and is serviced by all essential infrastructure. The rezoning of the land to facilitate residential and mixed use development will stimulate investment in the City of Salisbury.

The land which is surplus to requirements at Globe Derby Park is sufficient to deliver a masterplanned community which provides a range of dwelling typologies at various price points. Mixed use development is an appropriate outcome and will allow for a range of local employment opportunities.

*Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands*

The rezoning of the land will facilitate residential and mixed use development which will manage stormwater in a sustainable way and contribute to Salisbury's ASR scheme. It also creates opportunities to establish a landmark solar and storage development, enhancing Salisbury's image as a sustainability pioneer.

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Given the maximum occupancy of Mawson Lakes, there is consumer demand for a range of housing typologies of which this project can provide.

*Be an adaptive community that embraces change and opportunities*

The proposal represents a unique opportunity to rejuvenate and reinvigorate SAHRC and their facilities, while providing for residential and mixed use development in an area contiguous to urban Adelaide. SAHRC has surplus land, which can facilitate the establishment of a masterplanned community.

*Have interesting places where people want to be*

The establishment of a range of residential and mixed use development on the land will deliver functional and useable public open space to the community. The proposed DPA will also foster the creation of a community through the provision of affordable housing and the provision of dwellings at a range of price points.

## GROWTH ACTION PLAN

The following elements of the Growth Action Plan are identified as being relevant to the proposed DPA:

*Facilitate a balance of infill and regeneration of appropriate areas, including areas adjoining Salisbury Downs and Ingle Farm activity centres, and areas within close proximity to quality open space including Salisbury's Linear Trail and river networks, with integrated provision of appropriate infrastructure.*

The site, being contiguous to the urban area of Mawson Lakes embodies the principles of infill development utilising existing trunk infrastructure for servicing. The rezoning will further establish a high quality network of passive and active spaces through an integrated masterplan.

The site is surrounded and serviced by a range of existing infrastructure.

*Identify long-term urban development opportunities and work in partnership with relevant stakeholders to facilitate further investigation into the potential for development of these sites.*

The land is identified as a site for future urban development. The project will take some time to bring to market, thereby representing a medium term proposition.

While the Globe Derby Park project is not specifically identified by this Priority Area it meets the criteria insofar as it is:

- west of Port Wakefield Road;
- facilitating large scale residential development; and
- located in close proximity to existing transport corridor and proposed employment lands.

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## DEVELOPMENT PLAN AMENDMENTS

There is currently one operative Development Plan Amendment, namely:

- *Greater Edinburgh Parks Employment Lands amendment – Part 2*

This Development Plan Amendment does not affect the proposed DPA.

- c) *The proposed policy change has considerable social, economic and/or environmental merit*

The rezoning of the subject land will deliver a positive outcome through the increased supply of residential land to the market in the coming years.

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Figure 02 – Services and Facilities within the subject locality

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As depicted in Figure 02 above, the following facilities currently exist within the locality:

- Mawson Public Transport Interchange;
- public primary school and secondary schools;
- Lutheran secondary school;
- child care and early learning centres.
- medical centres;
- University of South Australia Mawson Lakes Campus;
- district and neighbourhood shopping;
- hardware; and
- community and sporting clubs.

## SOCIAL BENEFITS

The rezoning of the land will provide for a range of social benefits, namely:

- improved links and access to recreation land for the future community including the off-road sealed cycle network to foster active lifestyles and exposure to nature;
- increased quantum and activation of recreation land within the locality improving the perceived and real safety of these areas;
- maintenance of existing long-standing community network through the continued operation of the Globe Derby Harness Racing Club;
- increased provision of affordable housing near centres of employment, tertiary education, shops and public transport; and
- increased residential population which will result in additional patronage to community facilities and public transport links.

## ECONOMIC BENEFITS

The rezoning of the land will provide for a range of economic benefits, namely:

- the orderly and economic use of underutilised land that is contiguous to an urban area of Adelaide;
- increase in use of public transport within the broader precinct and particularly the train at Mawson Lakes;
- a diversification of the land use tenure which involves the creation of ongoing employment opportunities through a mix of land uses, and the co-location of residential and complementary non-residential activities;
- construction employment through the civil and site works phase of the project;

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- construction employment through the construction of superstructures related to both the rejuvenated SAHRC buildings and the balance of the land; and
- ongoing employment in the operation and maintenance of the open space and ancillary areas.

## ENVIRONMENTAL BENEFITS

The rezoning of the land will provide for a range of environmental benefits, namely:

- spatial planning and urban design elements to ensure that open space is provided;
- the active reinforcement of wildlife corridors from the broader area through the site;
- the opportunity to integrate a large scale photovoltaic solar array onto the built form and where appropriate within public spaces;
- the establishment of the advanced management of stormwater through water sensitive urban design techniques and the discharge of this water to Council's Aquifer Storage Recovery Scheme; and
- rezoning underutilised land at this location will reduce the long-term pressure on urban growth thus protecting the Adelaide Food Bowl to the north.

d) *The zoning is outdated and not in alignment with the other policy directions of the State and Council resulting in appropriate development being restricted on the land which could otherwise occur having regard to these criteria.*

The land is located between the Community Zone and the Commercial Zone. Approximately 23.9Ha of land is located within the Community Zone and the 18.1Ha is located within the Commercial Zone.

The land was rezoned in 2015 as part of the Globe Derby Surplus Lands DPA which was informed by the Globe Derby Master Plan (2011). The 2011 Master plan was predicated on the notion that either the SA Harness Racing Club (SAHRC) would fund development for a range of commercial uses, and tenant the buildings to the private sector or it would draw the immediate purchaser interest of the development sector.

The Globe Derby Surplus Lands DPA was approved on 10 September 2015 and since then despite approaching various private companies within a range of sectors, only one offer has been submitted to the SAHRC. Cognisant of this lack of interest from the development sector there has been increased pressure on SAHRC's finances.

The approach foreshadowed in this DPA has the potential to deliver piecemeal development opportunities for the site delivering poor urban design outcomes.

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The rezoning only considered the front portion of the site and did not take into account the balance of land deemed surplus to the requirements of the SAHRC. Further, the rezoning did not take into account other potential complementary land uses.

Our 30-Year Plan for Greater Adelaide (2017 Update) advocates for the co-location of complementary land uses, integrating residential land uses with low impact employment generating activities. The current zoning does not facilitate this outcome and therefore restricts appropriate development which could occur on the land.

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- e) *The proposed policy change is identified in, or consistent with, recommendations in Council's Section 30 Development Plan Review or Strategic Directions Report. Alternatively, where the proposed policy change is not identified, or consistent with those documents, there are nevertheless compelling reasons for proceeding with a DPA.*

The proposed DPA supports a number of the Key Strategic Directions for City of Salisbury 2013-2018 outlined in the *Strategic Directions Report (2013)* (in draft format) namely:

2. *The identification of future residential growth areas, including areas targeted for infill and regeneration through precinct planning (specifically areas surrounding activity centres, along the rail corridor, and suburbs with ageing housing stock such as Ingle Farm, Pooraka, Para Hills and Salisbury) to continue to provide affordable and diverse housing types to meet the needs of a diverse and changing population.*

Whilst not specifically mentioned, the subject land is a suitable site for residential broadacre development given that it is already embedded in the designated urban boundary and serviced by associated facilities and infrastructure. The proposed DPA would avail a mix of land uses at a location that is in close proximity to employment and public transport.

The medium density residential development that is envisaged for the site would provide a mix of dwelling typologies including apartment buildings which meets the current trend in changing needs for the community. Projected aging population and increase in lone person households, as well as demand for larger housing driven from multi-generational households, arriving in the City can be accommodated by the development of varied housing typologies with the benefit of an integrated urban design approach.

Further the DPA has the capacity to facilitate the delivery of efficient integrated land use and transport planning through the concentration of residential densities near existing bus routes, which will provide the impetus for more direct services linking to the Mawson Interchange.

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#### *4. Continued investigation of potential urban development west of Port Wakefield Road*

The subject site is west of Port Wakefield Road and the size of the site allows for a medium density residential development whilst effectively managing transitions between adjacent zones, namely the Rural Living and Industrial Zones.

#### *5. Timely and coordinated provision of necessary infrastructure to be integrated with planning for future growth areas (hard and soft infrastructure e.g. road upgrades, public transport provision, stormwater management, community services, open space etc)*

There is a range of infrastructure surrounding the site which the rezoning can leverage to service the site. The rezoning has the potential to optimise the use of existing social infrastructure, and create the need for new social infrastructure. The provision of community services will also be reviewed as part of the investigations.

#### *6. Identifying opportunities to ensure improved design of new buildings, streetscapes and layout of new development to achieve higher quality living outcomes and protect and reinforce desired character (e.g. promoting walking/cycling, ensuring solar access, minimising overlooking, access to open space etc).*

The rezoning will facilitate the establishment of a comprehensive masterplan for the site which addresses healthy neighbourhood design, passive solar access, minimisation of overlooking and access to open space. The masterplan will involve a cohesive urban design and placemaking strategy.

Critically, generous public open spaces would be integrated throughout the development to maximise accessibility and green outlook to the community.

Allotment and housing layouts will be specifically designed to optimise solar access and minimise overlooking. The site layouts will be designed to accommodate diverse housing typologies to meet changing demands and population trends.

#### *7. Consideration of desired and appropriate land uses along main roads*

The rezoning will allow for a considered approach to commercial development and facilitate the integration of employment generating land uses with residential development. As the role and function of Port Wakefield Road changes through the establishment of the Northern Connector, the types of land uses that are appropriate along this frontage will change.

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## CONCLUSIONS

Pursuant to the commentary herein, the rezoning is justified for the following reasons:

- The rezoning is supported by the relevant aspects of Our 30-Year Plan for Greater Adelaide (2017 update), HELSP, City Plan 2030, Growth Action Plan and draft 2013 SDR Report;
- The DPA will foster the ongoing operation and activation of the SAHRC with the introduction of complementary uses within proximity of their facilities;
- The rezoning will create significant social, economic and environmental benefits;
- An integrated masterplan approach to the site is proposed which will include:
  - dwelling densities transitioning down towards the Rural Living Zone to the north;
  - overall provision of a medium density of residential development;
  - a comprehensive green network which provides linkages to the surrounding community;
  - services planning that makes orderly and efficient use of existing trunk services and is an exemplar in Water Sensitive Urban Design; and
  - urban design to foster active transport linkages to public transport services and community services within the locality.
- Appropriate development which is promoted by the 30 Year Plan for Greater Adelaide (2017 update) is restricted by the incumbent zoning regime.

Yours sincerely



Anthony Gatti  
**Senior Planning Advisor**



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20 April 2018

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Contact: Janine Philbey  
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Per email: [a.gatti@intro.com.co](mailto:a.gatti@intro.com.co)

Dear Anthony,

**Re: Statement of Justification - SA Harness Racing Club at Globe Derby Park - Developer Funded Development Plan Amendment**

Thank you for your correspondence dated 16 March 2018, submitting a Statement of Justification (SOJ) on behalf of the South Australian Harness Racing Club (SAHRC) and GIC.

I will be meeting with Department of Planning, Transport and Infrastructure to discuss the broader implications of the proposal and the potential interface with other land use planning matters adjacent to the proposed DPA site.

Staff have reviewed your SOJ and identified a number of matters that would need to be addressed in greater detail should Council resolve to progress your proposal. These details include:

- consideration of the viability subject site if flood mitigation is required; such as clean fill to provide an appropriate footing level for residential development
- management of stormwater and flooding both within the site and the impact of the proposed development upon the surrounding area
- consideration of public health requirements such as mosquito management given the proximity to wetlands and the Dry Creek saltfields
- consideration of current and proposed road networks, including internal service roads and access points to Zone 3
- potential impacts upon the existing rural living zoned land to the north of the subject site
- potential impacts upon residential neighbourhoods in terms of social integration
- anticipated noise and odour management
- supply of utilities and telecommunications infrastructure
- potential site contamination and potential presence of acid sulfate soils

It is likely that several of these matters, notably those relating to stormwater and the road network, will require investigations that will need to be broader than the subject site and may be resource intensive. I am seeking your preliminary advice regarding the stage of the process that you would undertake these investigations and your commitment to considering broader implications and context within those investigations.

I will also contact you further following my meeting with DPTI staff, but should you have any queries in the interim please contact either myself or Janine Philbey at our office.

Yours sincerely

A handwritten signature in black ink, appearing to read "Terry Sutcliffe".

Terry Sutcliffe  
General Manager, City Development  
Phone: 08 8406 8293  
Email: [TSutcliffe@salisbury.sa.gov.au](mailto:TSutcliffe@salisbury.sa.gov.au)

## Janine Philbey

---

**From:** Terry Sutcliffe  
**Sent:** Monday, 23 April 2018 7:25 PM  
**To:** Anthony Gatti  
**Cc:** Janine Philbey; Clint Watchman; Damien Ellis  
**Subject:** Re: Globe Derby Statement of Justification

Thanks Anthony - one purpose of my letter is to flag as early as possible the potential scope of investigations and therefore resources that may be required should Council decide to proceed with your client's proposal.

We will keep you informed of progress.

Regards  
Terry

Terry Sutcliffe  
General Manager City Development  
City of Salisbury

Sent from my iPad

On 23 Apr 2018, at 4:46 PM, Anthony Gatti <[a.gatti@intro.com.co](mailto:a.gatti@intro.com.co)> wrote:

Hi Terry,

Thank you for your correspondence and identifying the range of items which need to be addressed.

The project team has commenced investigations into a range of these items.

It is anticipated that these items will be addressed in a preliminary fashion at the Statement of Intent phase. Further resolution on the identified matters will be provided during the Exploratory Statement and Analysis phase. It is envisaged that the investigations to the identified matters ultimately inform policy outlined within the DPA amendments table.

Please contact me if you have any further queries.

Kind Regards,

-

**ANTHONY GATTI**  
SENIOR PLANNING ADVISOR

<image001.png>

[A.GATTI@INTRO.COM.CO](mailto:A.GATTI@INTRO.COM.CO)

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**From:** Terry Sutcliffe <[TSutcliffe@salisbury.sa.gov.au](mailto:TSutcliffe@salisbury.sa.gov.au)>  
**Sent:** Friday, April 20, 2018 5:51 PM  
**To:** Anthony Gatti <[a.gatti@intro.com.co](mailto:a.gatti@intro.com.co)>  
**Cc:** Janine Philbey <[JPhilbey@salisbury.sa.gov.au](mailto:JPhilbey@salisbury.sa.gov.au)>; Clint Watchman <[CWatchman@salisbury.sa.gov.au](mailto:CWatchman@salisbury.sa.gov.au)>  
**Subject:** Globe Derby Statement of Justification

Hi Anthony.

Letter attached.

Regards  
Terry

**Terry Sutcliffe**  
General Manager City Development  
D: 08 8406 8293 | M: 0414 576 629  
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<b>ITEM</b>	1.3.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	21 May 2018
<b>HEADING</b>	Response to Coventry Street, Mawson Lakes land use change petition
<b>AUTHOR</b>	Clint Watchman, Coordinator Urban Policy, City Development
<b>CITY PLAN LINKS</b>	<p>1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.</p> <p>3.1 Be an adaptive community that embraces change and opportunities.</p> <p>3.3 Be a connected city where all people have opportunities to participate.</p>
<b>SUMMARY</b>	<p>Resolution 2345/2018 sought a response to the petition received from Mr Michael Slattery considered by Council on 26 March 2018 regarding land at 4-8 Coventry Street, Mawson Lakes. The petitioners requested the land 4-8 Coventry St be rezoned as open land and that parking issues be addressed within Mawson Lakes.</p> <p>Council staff have reviewed concerns relating to illegally parked vehicles and have issued a number of infringements. Staff will continue to monitor the area. Residents can also contact council and report any suspected illegal parking activity.</p> <p>Rezoning of the site would not be required for Council to change its classification to community land (open space), however due to it being privately owned it is likely Council would need to purchase the site for this to occur. The purchase by Council of 4-8 Coventry street for use as open space or additional parking is considered unnecessary and would be highly unlikely to meet a more detailed cost-benefit assessment.</p>
<b>RECOMMENDATION</b>	<ol style="list-style-type: none"> <li>1. The information be received.</li> <li>2. A letter box drop be undertaken to Coventry Street residents providing information about appropriate parking and parking rules in relation to Coventry Street.</li> <li>3. That linemarking be undertaken in Coventry Street to delineate parking bays to improve parking efficiency and compliance.</li> <li>4. That the Inspectorate team continue to monitor the area for car parking compliance as part of regular patrols and complaint responses.</li> </ol>
<b>ATTACHMENTS</b>	<p>This document should be read in conjunction with the following attachments:</p> <ol style="list-style-type: none"> <li>1. Photos of car parking @ Coventry St , Mawson Lakes, supplied by Cr Beau Brug</li> </ol>

**1. BACKGROUND**

- 1.1 Mr Michael Slattery made a deputation to Council on 26 March 2018 and supplied a petition with respect to vacant land at 4-8 Coventry Street, Mawson Lakes.
- 1.2 The petition sought a rezoning of the subject land to open land (ie Open Space Zone) to address perceived car parking issues in the local area.
- 1.3 The petition was signed by 43 people living in and around Coventry Street, Mawson Lakes.
- 1.4 Photos supplied to the Administration as evidence of parking issues were taken at 5pm on Saturday 17 March 2018 and are attached as Attachment 1.
- 1.5 Council has considered car parking across the centres of Salisbury, Mawson Lakes and Ingle Farm through a car parking review (see resolution 1703/2017). Whilst this review indicated adequate numbers of parking spaces across Mawson Lakes when considered in totality, it also identified some areas of very high demand at certain times of the day and week.
- 1.6 Council staff met with Mr Slattery on 17 April 2018 to discuss the petition and clarify the petition request. The issues raised by Mr Slattery and reflected within the petition are broadly related to car parking compliance, safety, the volume of on street parking after hours and concerns that the development of the vacant site at 4-8 Coventry Street would exacerbate the current on street parking conditions.
- 1.7 Council's traffic engineers, policy planners, and general inspectorate staff inspected Coventry Street and observed that there was significant use of available on-street parking at the time(s) of inspection but it was generally undertaken in a safe and legal manner, which is consistent with observations of other similar areas within Mawson Lakes. However some non-compliant parking activities were identified and addressed through compliance actions, but will require ongoing monitoring and inspection to resolve.
- 1.8 A number of infringement notices for illegal parking have been issued since the petition was received.
- 1.9 Number 4-8 Coventry Street is privately owned. While Coventry Street is being well-used for on street parking, the purchase by Council of the site for the use of open space or additional parking is considered unnecessary and would be highly unlikely to meet a more detailed cost-benefit assessment.

**2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - Environment health and safety inspectorate staff
  - Technical services traffic engineers
  - Urban planning and policy staff

## 2.2 External

- Urban Policy staff met with Mr Slattery on site on 17 April 2018 to discuss the concerns raised in the petition.

## 3. REPORT

- 3.1 The 30-Year Plan for Greater Adelaide identifies medium and high density development within Mawson Lakes Centre due to the proximity the Gawler to Adelaide rail service, and to the University of South Australia.
- 3.2 Mawson Lakes was a full master planned community. At the time of planning the developer engaged with Council in relation to the amount and distribution of open space within the area. Land division approvals were granted by Council to the developer based on this planning process.
- 3.3 A car parking summit was held by the State Government on Friday April 6 2018 for Councils across metropolitan Adelaide. While this is not directly related to the petition it does indicate the state government are considering issues associated with increased densities and car parking and will provide further information and guidance during the Planning and Design Code transition under the Planning Development and Infrastructure Act. However the Code is some time away from introduction.
- 3.4 Council staff met with Mr Slattery on 17 April 2018 to discuss the petition and clarify the petition request. The issues identified by Mr Slattery and what initiated the petition can be summarised as existing safety and non-compliant parking, and future development and use of 4-8 Coventry street:

### **Safety and Non-compliant Parking**

- Cars parking too close to corners;
- Poor signage and linemarking;
- When street parking is being fully used residents are parking in undesignated areas such as the Elder Smith Road road reserve and close to corners;
- Parking over footpaths in Vine Lane;
- Parking in front of garages in Vine Lane; and
- Speeding around corners.

### **Land use of 4-8 Coventry Street**

- 4-8 Coventry Street could be used as open space so as not to allow more development into the area which would have the potential of adding more pressure to on street parking.

### **Safety and non-complaint parking**

- 3.5 Under the Australian Road Rules parking closer than 10 metres to an intersection is an offence, and this was evident within Coventry Street.

- 3.6 Signage and existing road line markings have been assessed by Council's traffic engineers and determined as appropriate within the speed environment. However delineation of parking bays through linemarking would likely improve the efficiency of parking (ie ensuring one car occupies only one space) and the level of parking compliance (by clearly denoting where parking is and is not allowed).
- 3.7 Yellow lines will be installed along Vine Lane to indicate no parking is allowed in front of garages. Residents have been notified of this action. The need for other line marking will be assessed if infringements continue to occur.
- 3.8 Council's General Inspectors have reviewed the concerns relating to compliance and have issued a number of infringements to illegally parked vehicles. They will continue to monitor the area.
- 3.9 The Inspectorate team have advised that residents can contact council seven days a week to report inappropriate parking. Car parking will continue to be monitored as part of regular routine patrols and on complaint.

#### **Land use of 4-8 Coventry Street**

- 3.10 The term "open land" within the submission related to the site being used for open space for a local park or additional car parking to either stop further residential development and/or by establishing additional at-grade parking spaces on the land.
- 3.11 The land would not require rezoning to be used as open space. For the land to be used as open space Council would need to purchase the land and change its land status to community land. The planning zone would remain as Urban Core Zone.
- 3.12 In this scenario there would be a cost to Council to purchase the land and also to make improvements to the land for use as either a local park and/or car parking. In addition both uses of the land would also require ongoing maintenance and asset renewal by Council.
- 3.13 The site is currently under mortgagee/s in possession and is likely to be put on the market soon for development as a town house or apartment site, which aligns with the envisaged use identified within the Development Plan.
- 3.14 Future development of 4-8 Coventry street may affect sign lines at corners which will be considered during the assessment phase of any development application, along with assessment of on street and off-street parking and general traffic safety issues
- 3.15 It is unlikely that a more detailed cost-benefit analysis would support Council purchasing the site for development as open space and car parking given the capital costs involved, the relatively limited area of community benefit, and the availability of other potential measures that could be implemented to help alleviate parking issues in the locality.

**4. CONCLUSION / PROPOSAL**

- 4.1 Council staff have met on site with Mr Slattery to understand the issues leading to the petition.
- 4.2 An assessment of on street parking conditions has been made by Council's Inspectorate staff and traffic engineers concluding that further monitoring of parking compliance could overcome some of the illegal parking activity, and that with the exception of Vine Lane, existing signage and line markings are appropriate. However linemarking of parking bays would be appropriate.
- 4.3 Whilst the planning zone does not need to be changed for 4-8 Coventry Street to be used as open space, the purchase of the land by Council for use as open space and/or a car park is considered as cost prohibitive and unwarranted.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 14.05.18





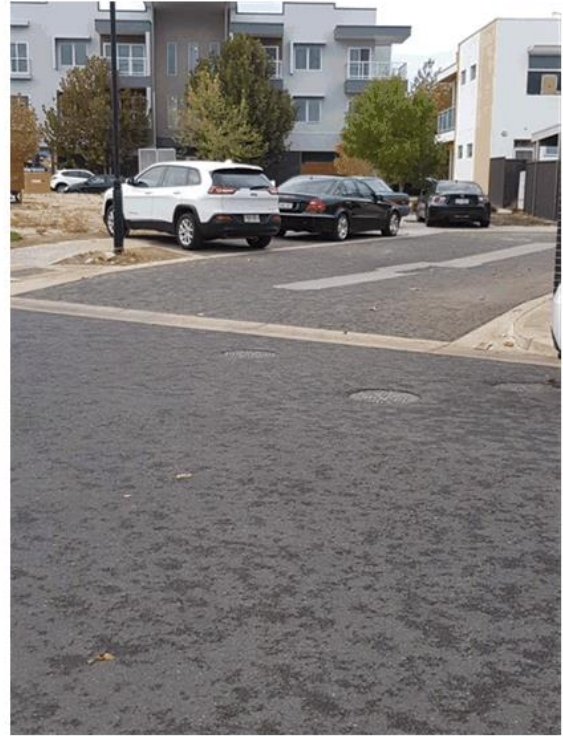
Photos submitted by Councillor Beau Brug – Coventry Street, Mawson Lakes



Item 1.3.2 - Attachment 1 - Photos of car parking @ Coventry St , Mawson Lakes, supplied by Cr Beau Brug

Photos submitted by Councillor Beau Brug – Coventry Street, Mawson Lakes

Item 1.3.2 - Attachment 1 - Photos of car parking @ Coventry St , Mawson Lakes, supplied by Cr Beau Brug



Photos submitted by Councillor Beau Brug – Coventry Street, Mawson Lakes



Item 1.3.2 - Attachment 1 - Photos of car parking @ Coventry St , Mawson Lakes, supplied by Cr Beau Brug



<b>ITEM</b>	1.3.3		
	<b>POLICY AND PLANNING COMMITTEE</b>		
<b>DATE</b>	21 May 2018		
<b>PREV REFS</b>	Salisbury Town Centre Sub-Committee	STCSC3	09/07/2012
	Salisbury Town Centre Sub-Committee	STCSC1	13/08/2012
	Program Review Sub Committee	PRSC3	10/02/2014
	Policy and Planning Committee	1.3.3	20/04/2015
	Policy and Planning Committee	1.10.2	20/07/2015
	Policy and Planning Committee	1.10.1	21/09/2015
	Policy and Planning Committee	1.10.1	20/06/2016
	Policy and Planning Committee	1.10.2	18/07/2016
	Policy and Planning Committee	1.3.1	15/08/2016
	Policy and Planning Committee	1.10.1	12/12/2016
	Policy and Planning Committee	1.10.1	20/02/2017
	Policy and Planning Committee	1.10.1	17/07/2017
	Policy and Planning Committee	1.10.2	17/07/2017
	Policy and Planning Committee	1.3.4	18/09/2017
	Policy and Planning Committee	1.3.1	16/10/2017
	Policy and Planning Committee	1.3.1	11/12/2017
	Policy and Planning Committee	1.10.1	11/12/2017
	Resources and Governance Committee	3.6.1	16/04/2018
	Council	GB01	23/04/2018

Policy and Planning 1.7.1 21/08/2017  
Committee

<b>HEADING</b>	Salisbury Community Hub - Status Update Report
<b>AUTHOR</b>	Chantal Milton, Manager Strategic Development Projects, City Development
<b>CITY PLAN LINKS</b>	<p>1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.</p> <p>3.2 Have interesting places where people want to be.</p> <p>4.4 Embed long term thinking, planning and innovation across the organisation.</p>
<b>SUMMARY</b>	<p>The Salisbury Community Hub is a significant strategic project that will redefine how we provide services and interact with our community while also contributing towards the delivery of Council's endorsed Salisbury City Centre renewal agenda.</p> <p>A site for the Community Hub was confirmed by Council in July 2016 (Item 1.10.2 Policy and Planning 18/07/2016) and subsequent negotiations completed to execute a land contract with the DiMauro Group and resolve the conditions precedent required to secure the preferred site adjacent the Civic Square that is part of the Parabanks Shopping Centre. The land settlement is scheduled to occur in the week concluding 18 May 2018 following practical completion of the electrical relocation works required under the terms of the contract. An update on status of land settlement will be provided at the meeting.</p> <p>An updated decision milestone program with identified project hold points was endorsed by Council (Item 1.10.2, Policy and Planning Committee 17/07/2017) as part of Council outlining a structured design program to take the design through to approximately 50% detailed design status, including concurrent community engagement and pre-determined Council decision hold points. The final hold point was achieved in December 2017 with the decision to proceed to tender and construction of the Salisbury Community Hub project in 2018, subject to the final negotiated tender being within the total capital budget of \$43.82 million (Item 1.3.2, Policy and Planning, 11/12/2017).</p> <p>This report provides an update on the status of the Salisbury Community Hub project and works undertaken concurrent with the Principal Contractor Request for Tender process since the last update report in December.</p>

**RECOMMENDATION**

1. That the report be received, and the current status of the Salisbury Community Hub project be noted.
2. That quarterly information and status reports be provided to Council through the Salisbury Community Hub construction period.
3. That ‘Salisbury Community Hub’ be endorsed as the name to be applied to the precinct incorporating the Community Hub Building and Civic Square.
4. That a market approach be undertaken commencing June 2018 to identify the level of interest in the café offer framed by the Café Principles outlined in Section 9.6 (Item 1.3.3, Policy and Planning, 21/05/18), with a further report on the outcomes of the market approach to be brought back to Council.

**ATTACHMENTS**

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

1. Attachment 1 - Studio Pinata Design Development Signage & Wayfinding Report

**1. BACKGROUND**

1.1 A regional community hub in the Salisbury City Centre is a strategic opportunity for Council to deliver on multiple strategic objectives including:

- Deliver improved community and civic services and facilities to meet the needs of Salisbury’s existing and future community and support increased community use and interactions.
- Offers opportunity for rationalisation of Council’s existing facilities to:
  - secure improved service and operational efficiencies;
  - optimise floor space usage; and
  - free up Council owned sites within the Salisbury City Centre for strategic outcomes aligned with Council’s objectives for the City Centre and return revenue, through new development and/or re-use on these sites.
- Address the forecast costs associated with the need, in the absence of an alternative, to upgrade the existing Civic Centre to ensure building code compliance in a financially sustainable manner that optimises community benefit from the investment.
- Act as a catalyst for the Salisbury City Centre Renewal Project through attraction of private and government investment into the city centre.

- 1.2 The project is a critical action in the Salisbury City Plan 2030 and a design and delivery total capital budget of \$43.82 million was included in the 2017/18 Annual Plan for delivery of this project by 2019, subject to milestone decision points by Council across the design process. The total capital budget for the Salisbury Community Hub project includes demolition and site preparation, site infrastructure and servicing, building works and fit-out, decanting and relocation, open space and streetscape upgrades, demolition of the existing 12 James Street Civic Centre and replacement carparking, and professional fees and project contingencies. Noting this is a total project cost and not just the building construction cost.
- 1.3 The Salisbury Community Hub project has been budgeted as part of the Long Term Financial Plan. Council endorsed this total capital budget of \$43.82m to be delivered over multiple years, subject to future decisions of Council at pre-determined project milestones decision (hold points). The first allocation of project funding for the design phase consultants was \$3.74m including forward estimates for the balance of the construction funding as part of the 2016/17 Annual Plan (GB2, Council, 27 June 2016 – Resolution 1170/2016). The first construction funding for the Salisbury Community Hub was allocated as part of the 2017/18 Annual Plan (GB5, Council, 26 June 2017 – Resolution 1883/2017) with the budget allocation retimed in 2018/19 through Budget Review 2 2017/18 to reflect our cash requirements through a reduction in borrowings in the current year to be funded in future years to align to the construction program. The balance of construction budget is included in the draft Annual Plan and Budget 2018/19 (Item 6.4.5, Budget and Finance Committee, 16/04/2018).
- 1.4 Council endorsed a preferred site for the Community Hub (Item 1.10.1, Policy and Planning 18/07/2016) involving a combination of Council's existing Civic Square Carpark and a site owned by the Parabanks Shopping Centre located adjacent to the Civic Square.
- 1.5 Council has previously endorsed:
  - the project independent Prudential Report (Item 1.10.1, Policy and Planning, 17/07/2017).
  - a preferred four storey concept for the Community Hub (Item 1.10.2, Policy and Planning, 17/07/2017).
  - 30% Design Development drawings and outcomes of the concurrent design development community engagement process for the project (Item 1.3.4, Policy and Planning Committee, 18/09/2017).
  - 50% Detailed Design drawings and concurrent community engagement outcomes for the project to proceed to a select tender and execution of a Principal Contract for construction of the Salisbury Community Hub subject to the final negotiated tender being within the total capital budget of \$43.82 million. (18 December 2017 Resolution 2218/2017 and 2247/2017).
- 1.6 Development Plan Consent for the Salisbury Community Hub project was issued by the Council Assessment Panel 23 January 2018.



## 2. CITY PLAN CRITICAL ACTION

2.1 The Salisbury City Centre Community Hub project relates directly to the following City Plan critical actions:

2.1.1 Progress the revitalisation of the Salisbury City Centre including:

- resourcing place management and activation; and
- encouraging and supporting private sector investment.

2.1.2 Deliver a new community hub in the Salisbury City Centre incorporating library, civic facilities, offices and commercial space to stimulate investment opportunities.

## 3. CONSULTATION / COMMUNICATION

3.1 Internal

3.1.1 The project team received Elected Member feedback on some of the items covered within this report at public Informal Strategy session held on 7 May 2018. A summary of key commentary is provided below:

- Facility Naming - Council should consider the relocation of historical name references in the 12 James Street, Civic Centre and Len Beadell Library, specifically, the John Harvey and Len Beadell naming. The facility name should accurately reflect the functionality of the building and activity occurring within the building and the adjacent Civic Square.
- Room Naming - Further to historical names above, other community and/or historical figures could be considered for recognition for room naming within the facility.
- Signage and Wayfinding - Review the signage and wayfinding concepts to limit the “boxed” effect to the lettering denoting the building name, without impacting on legibility.
- Civic Square wayfinding will need to consider integration with the broader Salisbury City Centre branding and wayfinding, including the Council decision to transition to corporate colours for the Salisbury City Centre branding as per the Endorsed Fuller Communication Strategy (Item 1.7.1, Policy and Planning, 21/08/17).
- The major “plug and play” digital totem sign proposed at the corner of John and Church Street as a static digital messaging screen is to be designed to ensure vandalism is mitigated.
- Café - The competitive neutrality principles applying to the café operation within the facility should be considerate of both the John Street and Parabanks Shopping Centre traders and broader economic contribution to the Salisbury City Centre.
- A range of different café models and formats and the relative benefits/ challenges with each model were discussed at the meeting as was the service offering.

- A question was asked on behalf of residents asking that Council consider the potential option for a pop-up model of café operators to provide opportunity for a range of operators to utilise this space on a rotating basis.
- Materials and Finishes - The value management of floor finish selections should be further considered for opportunity to rationalise selections.
- The cost, functionality, durability and demand for the Community Hall timber floor to be upgraded to a sprung floor should be considered by the Design Team, as an alternative to the timber floor currently incorporated into the design.
- The Design Team should ensure that acoustic treatments are appropriately considered to manage noise transfer within the community spaces, with a specific focus on areas with an exposed concrete floor.
- Furniture, Fittings & Equipment (FF&E) - The Design Team should demonstrate durability of the table top material proposed to the Conference and Committee Room flip tables, alternatively consider a timber laminate finish.
- All FF&E should be demonstrated by the Design Team to meet contemporary work health and safety and Australian standards.
- Cultural Assets - The City of Salisbury crest, flags, reigning monarch and honour rolls should have a fixed display location within the Conference Rooms or immediately adjacent within the community areas as permanent recognition of the civic role of these rooms in preference to a mobile solution for these cultural assets.

3.1.2 The Executive Group, key Divisional Managers and specialist disciplines across Council continue to be closely involved in this project. Broader engagement has occurred with staff over the last four months as part of the change management program. Further consultation will be undertaken with employees as required in relation to change in workspace design and staff safety issues, consistent with Council's commitment as an employer in the Enterprise Agreement and obligations under the Work Health & Safety Act.

### 3.2 External

3.2.1 Community interest and expectations around this project are high. This reflects the potential of the Community Hub to change how our communities use and access services in the Salisbury City Centre, in addition to the quantum of the required financial investment.

- 3.2.2 A Project Control Group (PCG) involving two Elected Member representatives from the Audit Committee, Executive and senior staff and external specialists, was established in October 2016 and meets on a monthly basis. The external memberships includes community facilities and project specialist, a legal/probity advisor, Project Client Representative, Design Team representative and Project Cost Manager. The Principal Contractor will have a representative involved in the PCG moving forward into construction.
- 3.2.3 An external communication and media plan is in place guiding messaging and timing of project communication to external audiences at varying levels of detail. Fuller Brand and Communication have prepared the Salisbury City Centre Renewal – Marketing Communications Strategy 2017-2020. This plan was endorsed by Council on 26 June 2017, with the Salisbury Community Hub a key destination and project within the overall Salisbury City Centre renewal strategy communication plan.
- 3.2.4 Following Council endorsement in December 2018 of the 50% drawings and approval to proceed to Principal Contractor tender and execution of a contract for commencement of construction, subject to tender results being within the allocated project capital budget, Council communication channels have primarily been used to provide regular project updates, to achieve a broader level of awareness in the community. The following communication tools were used between December 2017 and April 2018:
- Media releases to established press and television media relating to the decision to proceed with the project;
  - Communication with key stakeholders and government agencies and industry bodies including delivery to a range of stakeholders of a wafer drive usb with project advocacy material;
  - Regular updating of Council and Salisbury City Centre websites and social media channels with information, news, videos and ‘frequently asked questions’ (FAQ) with 42,000 followers on City of Salisbury social media channels;
  - Public displays of available information in the 12 James Street Civic Centre foyer and Len Beadell Library with information posters provided to other City of Salisbury centres and community centre locations;
  - Salisbury Aware Magazine feature story;
  - Messenger press advertising; and
  - Parabanks Shopping Centre advertising displays.
- 3.2.5 A time-lapse camera was installed in the clock tower on the corner of John and Church Street on 3 May 2018. This time lapse camera will take a still shot of construction at 10 minute intervals with the photography available to Council to download across construction and make available for community and stakeholder information. A video will be produced at the end of the project to commemorate the completion of construction.

- 3.2.6 Immediately following the engagement of the Principal Contractor, re-engagement sessions will be held with Council's reference groups (Salisbury Seniors Alliance, Disability, Access and Inclusion Network, Reconciliation Action Plan Working Group and Youth Council) who have provided community feedback throughout the project design program since early conceptual work began. This session will provide new information relating to the construction program and close the loop on how feedback has been incorporated into the design.

#### **4. PARABANKS LAND SETTLEMENT**

- 4.1 The site of the Salisbury Community Hub immediately adjacent the Civic Square was selected as the preferred site in July 2016 (Item 1.10.2, Policy and Planning, 18/07/2016). The site was made up of existing Council owned land (Salisbury Civic Square Carpark) and a parcel of land, containing a retail shop front building forming part of the Parabanks Shopping Centre to be acquired from the DiMauro Group as owners of the Parabanks Centre.
- 4.2 A negotiation to acquire the Parabanks land commenced under a Memorandum of Understanding, and contract to purchase the land was signed on 29 March 2017. The conditions of contract put in place a sequence of events and actions to be completed prior to the settlement on the land. Council was required to secure the discharge or amendment of an encumbrance over the Council carpark and Civic Square land in favour of Coles, and satisfy due diligence conditions around the suitability of the land for the project relating to environmental and geo-technical testing. The vendor was required to complete a land division application to divide the site from the balance of the Parabanks Shopping Centre title, secure all necessary third party approvals and terminate the leases that applied to the subject land to provide Council with vacant possession. The final condition was completed with the deposit of the new title on 9 October 2017.
- 4.3 Following the satisfactory resolution of the conditions identified in Section 4.2, the DiMauro Group commenced the design, construction and commission of new electrical infrastructure to be contained entirely within the Parabanks land, and removal of the old electrical infrastructure located on the land purchased by Council to create an unencumbered site. Under the conditions of the contract, the cost of the electricity infrastructure works is to be paid by Council at a pre-agreed cost following completion of works. The electrical works were completed with issue of Practical Completion on 4 May 2018.
- 4.4 The land settlement is scheduled to occur in the week concluding 18 May 2018 following practical completion of the electrical relocation works required under the terms of the contract. An update on status of land settlement will be provided at the meeting. Immediately following settlement, documentation will be provided to Land Titles as part of an amalgamation plan which will combine the individual land titles that make up the Civic Square, Civic Square Carpark and title of land purchased from Parabanks into a single site to mitigate any issues with Building Rules Consent that would otherwise arise as a result of the proposed building straddling boundaries, by creating a single community land parcel.

## 5. ARCHITECTURAL DESIGN – PRINCIPAL’S PROJECT REQUIREMENTS

- 5.1 An important consideration for Council throughout the design process has been the form and quality of architectural design delivered through the Salisbury Community Hub project and how it can set an appropriate benchmark for improved built form quality and scale through private investment and redevelopment in the City Centre. The architectural design proposed as part of the Salisbury Community Hub is considered to deliver this new benchmark, providing a four storey contemporary solution that also responds to the existing character and built form in the Salisbury City Centre as the centre transitions, achieved within Council’s established capital budget.
- 5.2 The overall material and colour palette proposed for the Community Hub is based on a neutral palette inspired by natural materials and finishes. The architects have chosen this palette to ensure the base building is timeless, with contemporary features and colour incorporated through loose furniture and rugs to enable cost effective update as internal design and colour trends change.
- 5.3 The HASSELL 50% detailed design plans endorsed by Council for tender in December 2017 (Item 1.3.2, Policy and Planning, 11/12/17) represented design documentation including finalised area schedules, room layouts, fixed joinery and architectural form drawings. These drawings combined with detailed building services drawings, specifications and technical briefs formed the Principal’s Project Requirements within the novated design and construction tender to secure the project Principal Contractor.
- 5.4 The balance of the design documentation to complete the drawing set and trade packages to 100% will be undertaken under the responsibility of the Principal Contractor to ensure construction knowledge and efficiencies are incorporated into the building design prior to completion of drawings to maximise value and efficiencies for Council. The novation of the Design Team to the Principal Contractor retains regular reviews with Council as the client through the internal project management team to ensure that the detail and construction design remains consistent with Council’s vision and intent as outlined in the endorsed Council drawings (Attachment 3 Item 1.3.2, Policy and Planning, 11/12/17).
- 5.5 Major changes to room locations, functionality, material selections or facility inclusions will not be possible without potential cost variations, as the Council endorsed drawings (Attachment 3 Item 1.3.2, Policy and Planning, 11/12/17) formed the basis for the contractor engagement tender drawings and negotiated contract sum. Any significant changes will increase the risk of abortive works and costs being incurred under the construction contract. However it should be emphasised that a core requirement of the Principal’s Project Requirements was for the building to be highly flexible and adaptable for a range of activities, particularly across ground floor and level 1, and this has been achieved in the current design. The final selections of furniture, fixtures and equipment will not fall under the scope of the Principal Contractor but will be documented by the Design Team leader, HASSELL through direct engagement with Council in early 2018, refer to Section 6.0 of this report for further detail.

- 5.6 The architectural detailing, material selections and building service inclusions detailed in the Principal's Project Requirements were closely reviewed by Council's independently engaged Cost Manager Rider Levett Bucknall to ensure value for money and identify opportunities to return a saving against Council's total project capital budget as part of formal value management sessions. The following material and finishes refinements have already been adopted.
- 5.6.1 Floor finish selections by the Design Team throughout the building range in price per m2 from \$55 for the office area carpet tiles, feature meeting carpet ranging from (\$75-\$95), honed concrete and high traffic marmoleum at \$95 per m2 through to the feature timber floor and stairway treatments \$240m2 and brick inlay entry feature at \$285 per m2. Selective use of the higher value material has been incorporated into the design positioned where they are most required in terms of function, durability, delineation of usage zones within the building, and have a significant interface with the community, such as at the building entry and high use community halls. Lower cost but functional and durable solutions are used across other more utilitarian areas of the building.
- 5.6.2 The extent of material selections has been value managed through the design refinement to date by RLB. As one example, the feature brick inlay to the ground floor entry slab which was identified by HASSELL as a core design feature, serving to achieve the indoor / outdoor connection and seamless integration particularly when the façade of the building is opened up for major events. This brick entry area also serves as a wayfinding feature in the ground floor, grounding the customer service pods/bleacher stairs and lift access and breaking up the large expanse of honed concrete floor on ground level. This feature was incorporated into the 50% design approved by Council in December 2017 and has formed the basis of costings by tenderers for this element of the floor treatments, and these costs have been reviewed by Council's cost managers as fair and reasonable for this form of floor treatment. On the basis of the above discussion no change in this element of the flooring is proposed.
- 5.6.3 At the Council Informal Strategy the Design Team were asked to consider the replacement of the Community Hall timber floor with a sprung timber floor. The Design Team have reviewed this request considerate of durability of the floor surface, functionality, intended use and cost impact and confirm the current specified timber floor is fit for purpose. Their advice is that sprung floors are only required in facilities used for medium to high frequency aerobic classes or professional dancing. Amateur dancing or light impact aerobic activity can be accommodated on the current specified timber floor which has been selected based on an analysis relating to durability given anticipated use and furniture movement and refinishing capacity. The project Cost Manager also confirmed that a sprung floor has a price premium of approximately double that of the selected timber floor and requires additional maintenance across its lifecycle due to heavy impact use, and would likely have a reduced asset life needing replacement prior to a timber floor as currently selected. On the basis of the above discussion no change be pursued to the timber flooring for the Community Hall as specified and priced in the Principal Contractor is proposed.

## 6. FURNITURE, FITTINGS & EQUIPMENT

- 6.1 The selection of Furniture, Fittings & Equipment (FF&E) for the Salisbury Community Hub is a critical component of the project with documentation to be completed by HASSELL under a direct contract with Council concurrent with the commencement of construction. This FF&E component of the project was not part of the scope of services for the Principal Contractor, due to the relatively short lead time required for FF&E procurement in the context of the overall construction program, and the centrality of the FF&E component to the functionality and character of the building upon occupation. Keeping the FF&E component in Council's control provides the ability to select and order FF&E at the time required for installation, removes any Principal Contractor margin from the purchase price if undertaken by the Principal Contractor, and provides greater capacity for Council to ensure selections are 'fit for purpose' and within quality and budget parameters.
- 6.2 The FF&E design and selections to be undertaken by HASSELL will consider the following principles:
- 6.2.1 The multi-purpose functionality of the Salisbury Community Hub and how FF&E selections (specifically ease of stacking and moving of furniture to facilitate rolling in/out) can maximise the functionality of event and meeting areas and allocated storage areas.
  - 6.2.2 Selections that maximise material and/or assembly sourced from the Northern Adelaide region, subject to a concurrent value for money assessment.
  - 6.2.3 Consistency of FF&E selections to support sharing of furniture across the building for peak events to provide a consistent look and feel.
  - 6.2.4 Standard warranty, work health and safety, weight limits and durability tests for a high-use community facility.
  - 6.2.5 Consideration of existing Council cultural and furniture assets that may be deemed fit for purpose for relocation and re-use in the Salisbury Community Hub where asset quality and selections can meet the principles above.
- 6.3 A key element of the community feedback received during design development asked that the building be 'colourful not boring'. The palette of natural materials incorporated within the base build discussed in Section 5.0 will be supplemented with feature colour palettes in FF&E aligned to specific functions and uses in the building i.e. the subtle use of green for information/learning spaces and blue for customer service that will assist community wayfinding through the building replicated through feature carpet /rugs, joinery infill panels, furniture selections and wayfinding signage.
- 6.4 At the Council Informal Strategy, the Design Team were asked to consider the durability of the proposed *Forbo* table top material for the Conference Rooms that will also serve as the Council Chambers for formal meetings. They have completed this review and confirm that the *Forbo* desktop material proposed is well tested across civic and community projects and is selected for its look combined with durability and toughness and requires less maintenance than timber or timber veneer table tops. The Design Team have in previous projects

used identical material in the Commonwealth Law Courts in Victoria Square where the tables have been in use since 2004 and are used for judges' benches and barrister/solicitor tables, where the table tops are exposed to regular suitcase and lever arch files being dragged across the table tops. Based on this additional information, the Design Team recommends no change to the specified table top material.

- 6.5 It is considered that the colour choice for the central bleacher stairs seating pads and cushions will provide an opportunity for a "pop" of colour as part of the entry, in addition to the loose fit furniture, displayed artwork, and audio visual projection displays. As with any heavily-utilised community building the strongest colour and movement will come from the facility users themselves.
- 6.6 Linked with the FF&E design for the Salisbury Community Hub is the complementary process to define the approach for reuse of existing assets contained within the 12 James Street and Len Beadell Library buildings that are not identified for relocation to the Salisbury Community Hub, but could be assigned to other Council and community facilities. To this end, the "Disposal of Assets other than Land" policy was updated and endorsed by Council in April 2018. (Item 3.6.1, Resources and Governance, 16/04/2018).

## 7. FACILITY NAME

- 7.1 Fuller's Communication Strategy endorsed by Council in August 2017 (Item 1.7.1, Policy and Planning, 21/08/2017) identified that the Salisbury Community Hub is one of many destinations within Salisbury City Centre being delivered as part of the renewal agenda. A key decision made by Council in its adoption of the Communication Strategy was that the Salisbury Community Hub would not have a brand name developed akin to the "Stretton Centre" in Playford or "Bunjil Place" at the City of Casey in Melbourne. The Fuller strategy identified that the building would instead be named to describe the building for what it is and the functions that it contains.
- 7.2 To date, all stakeholder and community promotion and engagement has referred to the facility as the Salisbury Community Hub. The working title was adopted as a result of the Council decision (PRSC3, Program Review Sub Committee, 10/02/14) which endorsed the Community Hub model for libraries and community centres comprising a regional hub in the Salisbury City Centre and four district hubs, including the Para Hills Community Hub currently under construction and due for completion in 2017.
- 7.3 During early scoping for the Salisbury Community Hub project Elton Consulting presented a background report including research into case studies and delivery of community hub models across Australia (presented to Council under (Item 1.3.3, Policy and Planning, 20/04/15). This research paper summarised that  
*"generally the community hub model is a response to community demand for higher quality facilities that provide flexible, multipurpose space that bring together complementary uses and activities to maximise usage and activation within the facility"* Elton Consulting Salisbury City Centre – Community Hub Scoping Study page 16.



- 7.4 In response to the scoping investigations into the Community Hub, Council endorsed a vision for the facility that has guided design and delivery from the initiation of the project.

*“The Salisbury City Centre Community Hub will bring together our community, civic and learning functions within a central precinct located adjacent to a quality outdoor event space. The hub will be a multi-functional place that is safe, inviting, inclusive and vibrant where the community can access a range of services, activities and programs while also participating in unstructured opportunities to gather, learn, socialize and feel part of the Salisbury community. This iconic community place will signal a new era of growth for the Salisbury City Centre.” – (City of Salisbury endorsed 20/04/15).*

- 7.5 A decision on the final name for the facility is required from Council to enable the signage and wayfinding concepts for the building to be refined and to resolve fixtures and fittings for signage both internal and external to the building as part of the Principal Contractor design completion and construction works.
- 7.6 It is recommended that *Salisbury Community Hub* be endorsed as the preferred name for the facility and the precinct incorporating the Civic Square. It is considered that this name is already well known within the community, includes the Salisbury name, reinforces that the Hub is both an internal and outdoor community space, and aligns to the naming protocols endorsed as part of the Community Centres review (for example, aligning with naming adopted for the Para Hills Community Hub).
- 7.7 Further to the building naming, there is an opportunity to celebrate historical figures of Salisbury within key spaces and rooms within the building footprint. The following list of rooms contained within the Salisbury Community Hub are suited to be given a functional, historical or geographical name as the pre-eminent meeting and gathering spaces within the building.
- Community Hall;
  - Conference Room (Council Chamber);
  - Multi-Purpose Room (Level 1);
  - Training Room (Level 1);
  - Meeting Room 6 and 7 – Level 1 Committee Rooms; and
  - Information Learning/ History Collection.
- All of the above rooms are accessible to and bookable by the public.
- 7.8 The balance of smaller meeting rooms throughout the facility would be given a level/room number for reference in booking systems or a name based on use e.g. contemplation room.
- 7.9 Through the community engagement process and Elected Member Informal Strategy session held in May 2018, a preference was expressed by Members to ensure that existing historical commemoration naming used within the Civic Centre and Len Beadell Library be carried across to the new facility. The key names proposed to be relocated to the new facility and proposed room allocation include:
- Len Beadell – Information/ Learning History Collection; and
  - John Harvey – Community Hall.

- 7.10 With the relocation of these two names, there remains an additional four or five rooms (depending if the Committee Rooms are individually named) available for consideration of the assignment of key historical or community members naming who could be recognised through room naming in the new facility. Reflecting the significance and value of their input to the Community Hub project to date, it is recommended that this naming opportunity be promoted through Council reference groups (Youth Council, Salisbury Seniors Alliance, Disability Access Inclusion Network and Reconciliation Action Plan Working Group) in June/July to seek their ideas. The opportunity also remains for Council Elected Members and Council administration to nominate historical figures, including through discussion with community members, to develop a final list of potential names for consideration, noting that decisions would be required within the next two months for incorporating into the wayfinding package.

## **8. SIGNAGE & WAYFINDING**

- 8.1 The relocation of the City of Salisbury main staff administration and Len Beadell Library to the new Salisbury Community Hub facility is one of the most significant moves in the history of Council. The way that the new building celebrates Salisbury's history, its current community, and reflects its values into the future, is critical. The signage and wayfinding package, in addition to providing a required statutory deliverable, is one of the major opportunities in the new building to celebrate these key messages for both community and within the new administration workplace.
- 8.2 Signage and wayfinding is critical to support the community access and use of the new facility, seeking to provide clear, cohesive signage across both external and internal spaces that includes universal messaging that can be interpreted by people of all cultural backgrounds and age groups. Importantly, aligned to Council's overall vision for the Salisbury Community Hub the signage and wayfinding will be a combination of static signs and digital signage that allows for changing messaging and update to reflect activities within the building via push screen content control systems and interactive kiosks. Noting that as part of the customer service principles for the new facility, Council customer service staff will be available across both community floors to assist visitors and community members navigate the building in addition to signage and self-service.
- 8.3 The wayfinding and signage designs are being developed by the Design Team and is currently at a design development stage, where overall scope has been resolved and the Design Team is progressing to define the "look and feel", messaging and content for documentation, the current status of key signage concepts is provided as Attachment 1.
- 8.4 The signage design has identified the importance of integrating with the existing signage that is installed and proposed to be installed within the City Centre consistent with the Fuller strategy approved by Council, and has considered this integration in light of Council's endorsed position to transition Salisbury City Centre Renewal signage to the corporate colours as part of the renewal agenda (Item 1.7.1, Policy and Planning, 21/08/2017).

- 8.5 Static signage throughout the building is proposed to incorporate a design concept that plays on the layering and stacking of the building design when viewed horizontally, with stacked signage blades able to represent both an individual facility use and direction of travel (which is important given the open plan nature of the building). Noting the colours of fixed signage within the main building are not proposed to be corporate colours, rather colours have been adopted that relate to functional uses in the building and wayfinding cues incorporated within building finishes and furniture bringing colour into the floor plate as identified in Section 6.0. Fixed signage will include a combination of text and infographics to assist with navigation for community members with literacy challenges or where English is their second language.
- 8.6 In addition digital signage will be able to be displayed on screens through the community floors of the building. The screens have the flexibility to be programmable and multi-purpose (signage, event promotion, community information etc., and fixed or moving images).
- 8.7 As outlined in Section 7.0, confirmation of the facility name is required to enable the final signage concepts to be developed as the length and word count of the final selection will influence signage design and positioning. While early concepts have been developed to date based on the Salisbury Community Hub working title, as represented in Attachment 1, these signage concepts require further refinement to reflect feedback on concepts including colour, layout, and background colours to ensure legibility in the form of a final package once the facility name is confirmed.
- 8.8 The signage and wayfinding also provides an opportunity to provide a connection to the Salisbury environment, its history, economy and people. A design development concept has been prepared using patterns as background and lighting features that tie to key geographical features that may include the Little Para River and Wetland system, refer page 9 of Attachment 1. While this patterning will not be immediately recognisable by community members, a building information guide could be produced that explains these concepts for exploration by community members.
- 8.9 A major cultural storytelling opportunity has been identified on the glass operable wall that separates the Community Hall on the ground level from the balance of the open information/learning space. This glass wall is proposed to have a large frosted super graphic installed that can artistically represent the history of Salisbury from Kurna through the City's agricultural heritage to today's diverse community. This graphic effectively provides a contemporary replacement to the historic storytelling panel that sits behind the 12 James Street customer service centre. Further super graphics/transparent artworks will also be developed for the multi-purpose room and boardroom location on Level 1.
- 8.10 A welcome feature is proposed within the building entry airlock that includes "welcome" in a range of different languages within a typography feature. This welcome will be complemented by a Kurna Acknowledgement to Country, with the final text and position within or near the entry airlock to be presented through Council's Reconciliation Action Plan Working Group for feedback prior to finalisation within the final signage package.

8.11 The signage and wayfinding package extends out from the building into the Civic Square and all entrance points from adjacent road networks, building on the principle adopted throughout the Salisbury Community Hub design process that the Hub is made up of both the building and adjacent civic square functioning as a key destination within the Salisbury City Centre. External signage is proposed to comprise the following components:

- A major wayfinding totem for the corner of Church Street and John Street, that will incorporate the building name and digital screen that supports static push content to advertise and promote key activities within the building and broader Salisbury City Centre. This will replace the current need to hire variable message board signage to promote upcoming events and community messaging. The digital screen will have design solutions adopted to minimise risk of vandalism.
- Minor wayfinding totems with directional signage, but no digital screen, will be located at all other entrance points into the Civic Square including two points along John Street, two points along James Street and one along Church Street, building the sense of arrival and conveying directional information.
- Building signage with the facility name and signage for the proposed café will be incorporated into the building façade and include identification of both the main building entry and the secondary entry near the Community Hall that will be used for event hire access to the Community Hall in the evenings when the balance of the building may not be open. Both of these entrance points will be designed with feature lighting to make them visible at night with signage designed to complement the overall building façade and architectural design solutions.
- The signage and wayfinding package will also contribute to the broader Civic Square upgrade to provide improved functionality as a major event space and improved capacity to host evening events without needing to hire and bring in specialised lighting. The signage scope includes a concept to create a laser-cut patterned shroud to the existing pedestrian light poles within the square that would be backlit to light the path to the building entry. The patterning within the laser cut feature is proposed to utilise the environmental patterning graphic outlined in Section 8.8.

## 9. CAFE

9.1 A café as a key inclusion within the overall Salisbury Community Hub offer has been a part of the overall proposal since early scoping of the project in 2015, to provide a service to users of the building, and attract and retain community visitors to the building and civic square. The expected increased visitation to the Salisbury Community Hub will significantly contribute to an increase in overall City Centre vibrancy and economic growth.

9.2 The majority of case studies undertaken as part of the scoping for the Salisbury Community Hub, including other community hub facilities, office accommodation complexes and student hubs, reviewed across Australia, incorporated café's within the building, typically at the building entry, as an activity generator and to encourage people to stay and spend time. The café size and type of food service differs across the range of these facilities.

- 9.3 The café inclusion was one of the top five programs, services and facilities that were identified in the community engagement survey response, presented to Council in September 2017 that community members identified would encourage people to visit and spend time in the Community Hub along with provision of training/support services, library services, events, arts/music and culture.
- 9.4 The current café tenancy is identified as 39m<sup>2</sup> on the area schedule with additional space assigned for storage (within the marshalling room) and an outdoor dining area within the Civic Square of approximately 50m<sup>2</sup> expanding the available lease area. The Salisbury Community Hub at 50% design has currently provided the following design inclusion to support the cafe in respect to base build that has been included in the Principal Contractor tender drawing package:
- Cold Shell provisions within the base build delivering the floor and ceiling treatments consistent with the balance of the building.
  - The café design supports food preparation and sale of pre-prepared food that is heated in microwaves/sandwich presses. Full service hot cooking provision, with the associated commercial exhausts, is not assumed within the café tenancy space due to the impact on the ground floor from odours and other impacts given the open environment.
  - It is intended that the design of the café tenancy seamlessly integrates with the ground floor community, information/learning and customer service functions with shared use by the café of the loose fit furniture to be supplied by Council as part of the FF&E in preference to separate café internal furniture.
  - Inclusion of a cold water point, three phase power and a separate meter board for the café lease operator, along with a grease trap connection proposed to be shared between the commercial kitchen and the external café operator.
  - An external servery incorporated into the glass façade that would support the café operation outside core hours of the Community Hub if required and facilitate the safe and efficient service of food and beverages to tables in the Civic Square.
  - The marshalling store included off the rear loading bay has also been identified as a location for goods storage in a lockable storage system for the café operator, retaining sufficient space for community and administration temporary storage of equipment linked to events.
- 9.5 The specific delivery model for the café within the Salisbury City Centre's broader economic context will be critical, considerate of competitive neutrality principles and potential concerns from existing City Centre traders regarding a competing service operating from a Council owned/leased facility. While acknowledging these potential concerns, it is also a core objective of the delivery of the Salisbury Community Hub to support local jobs and economic growth and the Community Hub, including the proposed café, will increase overall visitation to the City Centre for the benefit of all traders and owners.
- 9.6 Finalisation of a market approach to secure a café operator is required to ensure appropriate coordination can be undertaken with the Principal Contractor, FF&E and other project components during construction. To guide the proposed approach to market, a set of five café principles has been developed and canvassed with Council at an Informal Strategy session held on 7 May 2018. The café principles proposed for endorsement as part of this report include:

- **Quality Offer** – The café will deliver quality light food and non-alcoholic drink offers and includes a fit-out commensurate to the Council investment and overall quality of the Salisbury Community Hub.
  - **Activation** – The café will contribute to the place activation of the Civic Square and broader Salisbury City Centre and have operating hours that are considerate of key usage of the building balanced with commercial viability considerations.
  - **Competitive Neutrality** – Irrespective of delivery model (commercial/social enterprise) the café operator will be required to contribute to the Salisbury City Centre special rate, pay Council rates (potentially within the lease) and include lease arrangements that are consistent with market practice for this form of facility and with the Salisbury leasing market.
  - **Social Benefit/ Northern Adelaide Outcomes** - The café operator will be required to commit to best endeavours to deliver broader social benefits, including but not limited to training and employment programs, social outcomes and local purchase of goods and services wherever possible.
  - **Facility Event Catering** - The café operator will not be provided exclusive rights to catering within the building, with flexibility retained for this service to be provided by a range of operators (including the café operator), and including ‘bring your own’ catering for community events. Special event liquor licensing would be considered for identified events.
- 9.7 Preliminary feedback has been sourced from a commercial retail agent to inform the scoping work completed on the café to date and whether there would be demand from the market. Initial observations provided by the agent include:
- The café lease area is not large, noting however that the seating areas are not required to be delivered within this leased area with the operator having the benefit of sharing FF&E with the balance of the building supported by the outdoor dining opportunities within the Civic Square.
  - Limitations relating to basic and pre-prepared food preparation via microwaves and sandwich presses rather than full-menu cooking options will limit interest by some operators looking for larger full cooking facilities or a liquor license.
  - The side servery, civic square seating and shared FF&E will be an advantage that can be promoted through the approach to market.
  - Commercial advice is that within the Northern Adelaide market it is currently a “tenants market” and Council may need to consider incentives to achieve a quality outcome, in line with normal commercial practice.
- 9.8 A range of possible café delivery models have been identified, each with their own opportunity and risk relating to delivery and market attractiveness including commercial, social enterprise and pop-up solution where the space is shared amongst a range of providers on a rolling program.
- 9.9 It is proposed that Council undertake an approach to market to identify the level of interest in the café offer and inform a future decision on the café model, premised on the five principles outlined in Section 9.6. Timing for this market approach is critical and this should be undertaken in June 2018, to enable any feedback from the market on service provisions or facility design integration with the base build to be incorporated by the Principal Contractor during the

documentation period where they complete the drawings to 100% and prior to sub-structure construction works which are targeted to commence in August 2018. Noting that while this additional information will be of value to ensure full coordination, the current design and base build drawings have sought to provide appropriate services and flexibility based on similar café tenancy design drawn from the experience of the Design and Project Team.

## 10. GRANT FUNDING UPDATE- CIVIC SQUARE WORKS

- 10.1 A component of the project capital budget and key project vision is to fully integrate the Salisbury Community Hub with the adjacent City Centre and support the improved capacity of the Civic Square to host major community events. As part of the 50% detailed design drawing and scope contained within the Principal Contractor tender drawings, works will be undertaken to the square to provide a seamless internal/external integration between the building and the square. The extent of re-work to the square has been balanced respecting the funds invested to date in the Civic Square and retention or reuse of assets has been identified in the Principal's Project Requirements documentation.
- 10.2 As reported in December (Item 1.3.2, Policy and Planning, 11/12/2017) a list of additional works to further improve the major event capacity for the Civic Square, including, but not limited to, interactive event lighting, upgrade to John/James/Church Streets streetscapes, event misting station, contemplation pond, smart bollards, electric vehicle charging station, smart parking, oral history and digital wayfinding was identified. The potential to seek State Government grant funding via the Places for People Open Space funding was identified to seek contributory funds to enable Council to complete this full scope of works as part of the project.
- 10.3 A scope and documentation for these additional Civic Square works to support a future grant fund is being prepared by Hassell and cost estimates for this additional works will be sourced from RLB. Timing for the 18/19 grant funding round is not yet known, due to the change in State Government that occurred in March 2018. Recent discussion with staff working in this program has revealed that there is a chance that timing may not align to the Salisbury Community Hub construction program with the 18/19 open space round announcement potentially delayed until later in the year. Should this timing be confirmed successful applicants in the 18/19 grant round may not be announced until June 2019, which would risk inclusion with the Principal Contractor works subject to final timing confirmed through the Principal Contractor tender. The Council administration will stay in regular contact with the State Government Department for Planning, Transport, Energy and Infrastructure seeking more certainty on timing, but alternate funding options will be concurrently explored. Should this grant funding not be delivered, the current scope of works with the Principal Contractor will deliver base underground infrastructure and conduit allowance to consider the ability for future installation without major rework for these works in the future, subject to future decisions of Council.
- 10.4 Staff submitted a Safer Communities Fund Round 2 Application to the Commonwealth Government for the Salisbury City Centre Renewal – Streetscape Safety Upgrades on 14 November 2017. This funding grant is linked to the Community Hub project capital budget and could, if successful, result in a project capital budget saving of approximately \$190k while delivering improved safety in

design components estimated to be up to \$700k in value, through a combination of improved public and security lighting, CCTV, incorporation of Crime Prevention Through Environmental Design (CPTED) streetscape upgrades to immediately surrounding road networks, and upgraded traffic bollards and fixed barriers to a higher crash rating in key locations identified to improve the protection of Civic Square users from the risk of vehicle intrusion from either accidental or intentional actions. Contact was made with the Commonwealth Government department managing this grant on 9 May 2018 and advice was received that the grant recommendations for this round of funding are currently with the Minister for approval with the grant outcomes likely to be known mid-2018.

## 11. ORDER OF COSTS ANALYSIS

- 11.1 Rider Levett Bucknall (RLB) was engaged directly by Council as cost managers on the project, and is responsible for managing the cost plan and providing monthly reports against this cost plan and allocated capital budget for review by the Project Control Group. The Cost Manager also has a direct involvement with the Project Client Representative (PCR), Design Team and Principal Contractor, providing ongoing monitoring of evolving architectural design against cost targets and typical project benchmarks, analysis of life cycle costs, value management workshops, negotiation and evaluation of tender schedule of rates and the Principal Contractor negotiated contract sum. During construction the Cost Manager will have an active role in assessing any variations and evaluation of monthly progress payment claims.
- 11.2 As part of selecting the preferred site for the Salisbury Community Hub (Item 1.10.2, Policy and Planning 18/07/2016), Rider Levett Bucknall (RLB) in their role on the Advisory Group prepared a preliminary order of costs using benchmark values against the starting floor area assumptions. This order of costs established the total capital budget of \$43.82 million adopted in the 2016/17 Annual Plan.
- 11.3 RLB prepared a pre-tender estimate at approximately 50% design completion (Item 1.3.2, Policy and Planning, 11/12/2017) and confirmed that the 50% drawings were within the established project capital budget, retaining construction contingencies, prior to the release to tender. The competitive Request for Tender (RFT) process is significantly advanced with the outcome to be reported to Council via a separate report.
- 11.4 Further documentation and investigation continues to refine cost estimates on additional items, within the overall project capital budget, not covered by the Principal Contractor scope, including demolition of 12 James Street and replacement carparking construction, furniture, fittings and equipment (FF&E), decanting, telecommunication and authority charges that are the responsibility of the Principal and the potential for additional Civic Square works linked to future grant funding applications as outlined in Section 10.0.
- 11.5 The capital expenditure for a building of this scale needs to be balanced against operational costs. As design is completed through to 100% with the Principal Contractor, Council will continue to closely monitor and inform selections seeking to find operational efficiencies and reduced maintenance costs. As documentation is completed it will also be possible for Council to better



understand final lifecycle cost (including operational costs) for final selections of plant and equipment.

- 11.6 The Principal's Project Requirements that formed the tender package requires the Principal Contractor to achieve ESD initiatives that reflect equivalent 5 star Green Star approach and performance specifications. It is not intended to officially certify the Green Star rating but it will be the responsibility of the Principal Contractor to demonstrate the building achieves the set sustainability rating as part of the completion of documentation and selection of final mechanical plant and equipment.
- 11.7 The project timeline for the completion of design and construction phases will be updated to reflect the outcomes of the Principal Contractor Tender as part of a future report to Council.

## **12. CONCLUSION / NEXT STEPS**

- 12.1 This report provides updates on the status of complementary design and investigation works that have continued concurrent with the tender phase relating to signage and wayfinding, and FF&E, since the last report presented to Council in December 2017.
- 12.2 An approach to market is required to be released for the Salisbury Community Hub café offer in early June, subject to the endorsement of the principles outlined in Section 9.6 of this report, with the outcomes of this approach to market to be provided to Council to inform a final decision on the development model for the café operations. This timeline is critical to ensure that, should the market approach identify any changes required to service installations or the base build, this could be incorporated prior to construction of the ground floor slab through coordination with the Principal Contractor.
- 12.3 Quarterly update reporting to Council, via Policy and Planning Committee, will occur across the construction phase, including an overall project status update and construction photography, with the first quarterly update report to be presented in August 2018. Regular updates will be provided to the community and Council through a range of communication channels as outlined in Section 3.0 in addition to the formal quarterly reporting as milestones are reached on the project construction.

### **CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 14.05.2018



# Salisbury Community Hub Wayfinding & Signage

*DESIGN DEVELOPMENT UPDATE - May 2018*

07 May 2018

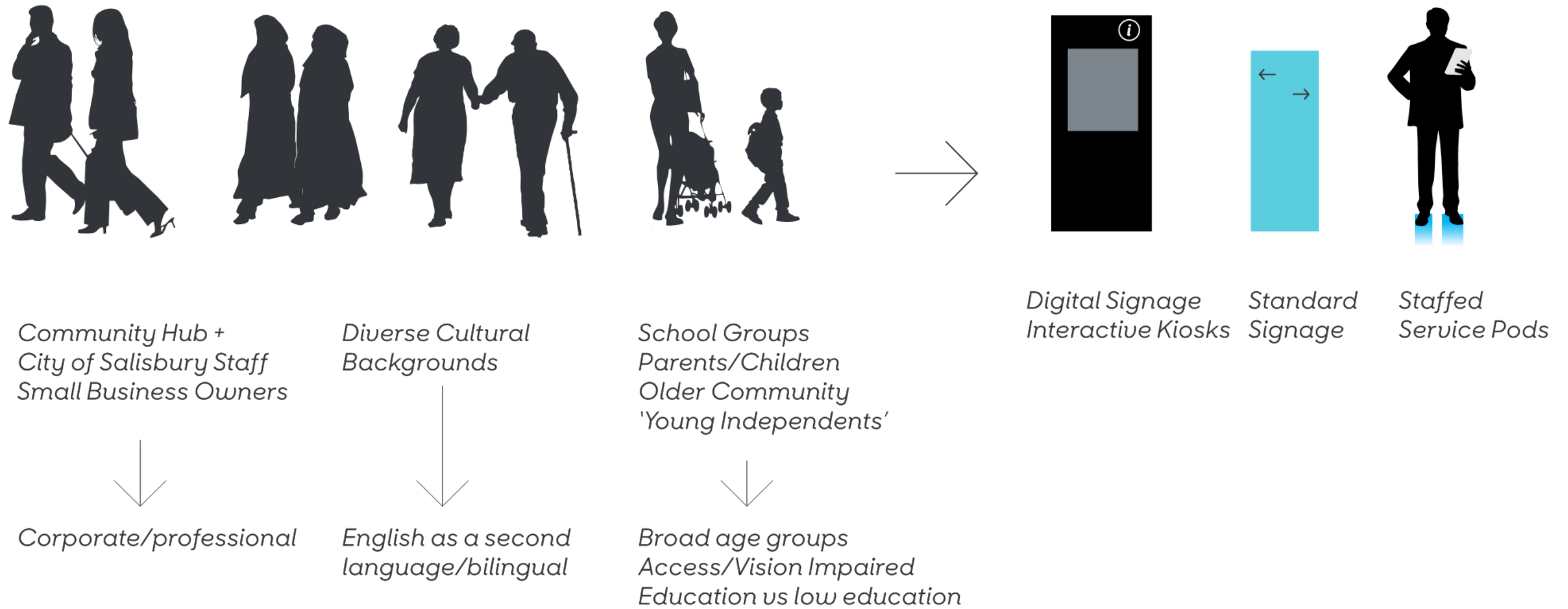
Prepared for City of Salisbury

pinata



## What are we aspiring to achieve through the signage and wayfinding for the Salisbury Community Hub?

- \_ Clear and cohesive wayfinding - legible internal and external spaces
- \_ Universal messaging - understanding for all cultural backgrounds, age groups



## Design Rationale\_General



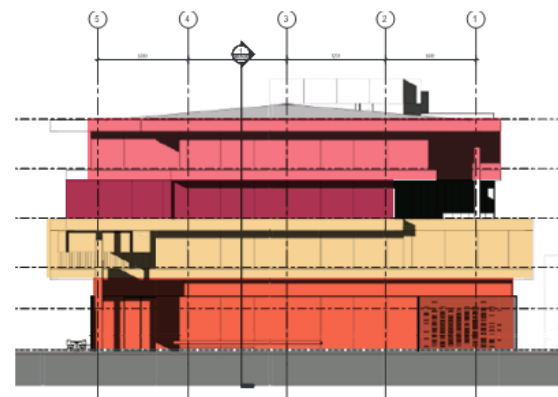
*What are we aspiring to achieve through the signage and wayfinding for the Salisbury Community Hub?*

- \_ Clear and cohesive wayfinding - legible internal and external spaces*
- \_ Universal messaging - understanding for all cultural backgrounds, age groups*
- \_ Create a connection between the Salisbury Community Hub and its community*

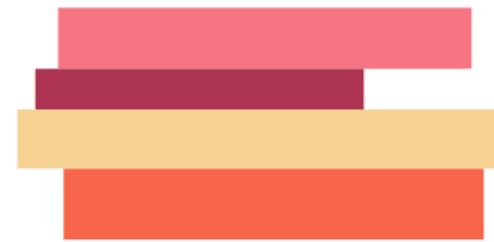
**Design Rationale\_General**





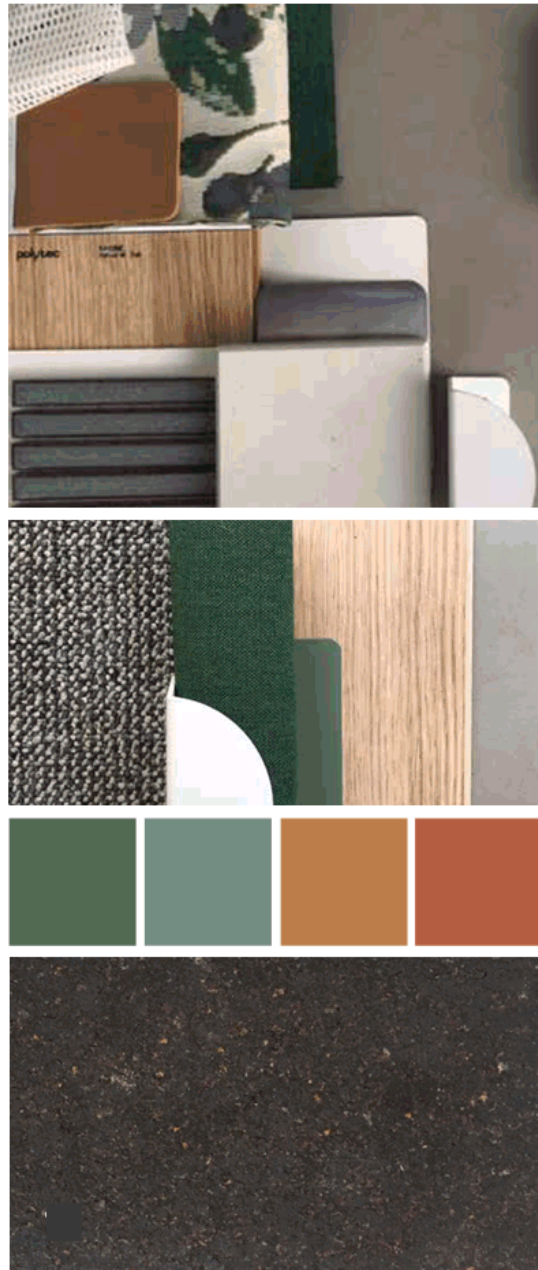


Layering & Stacking



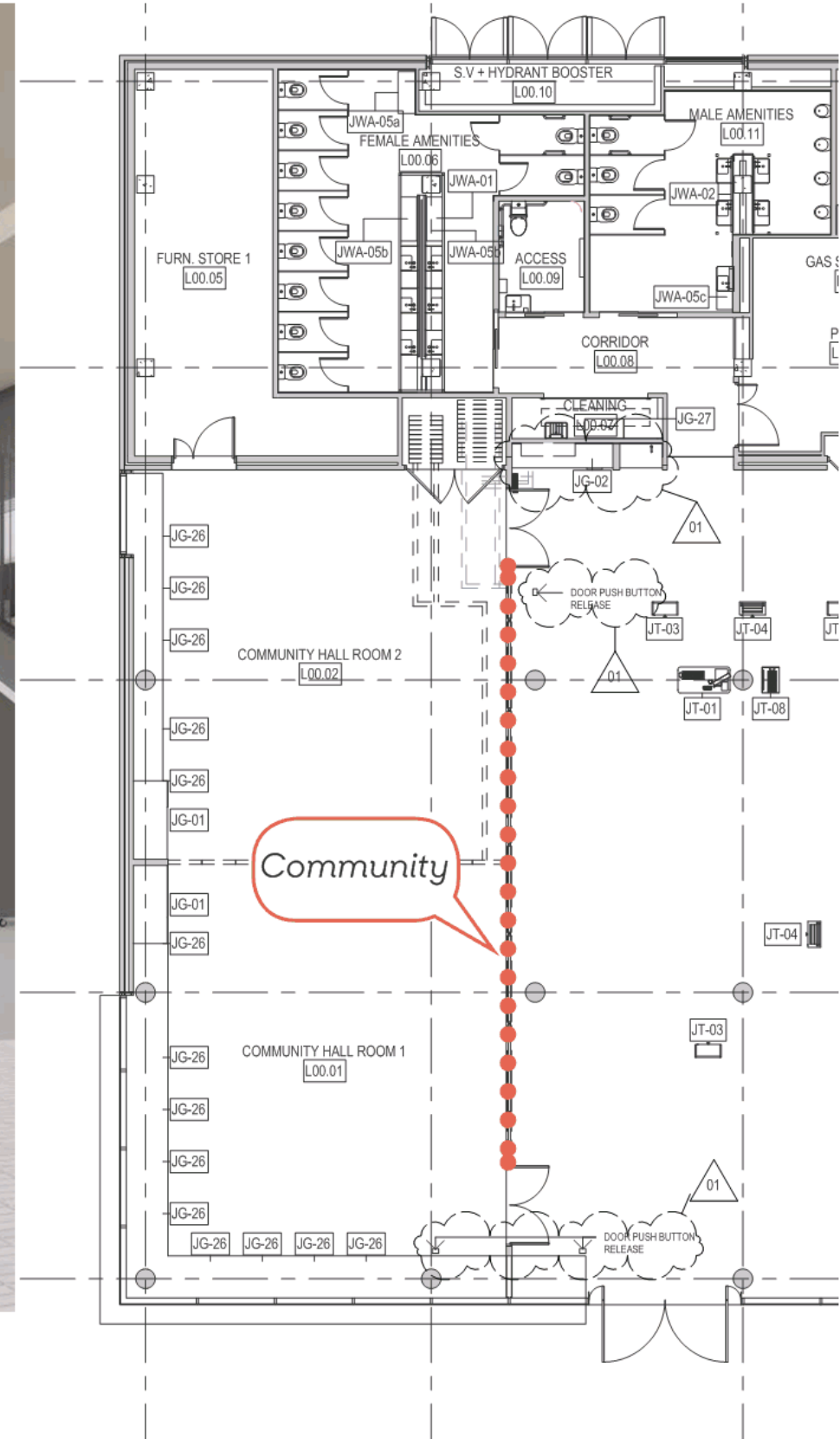
## Design Rationale\_Internal Signage





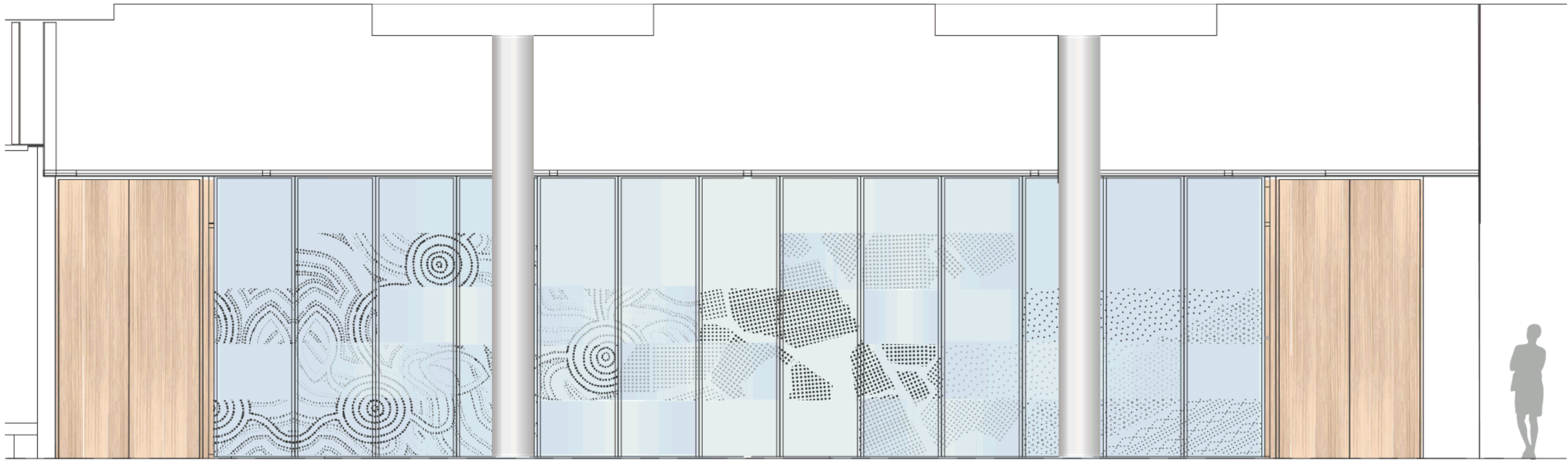
## Design Rationale\_Internal Signage





## Connection to Salisbury\_Community





*Community = Past & Present*

## Connection to Salisbury\_Community

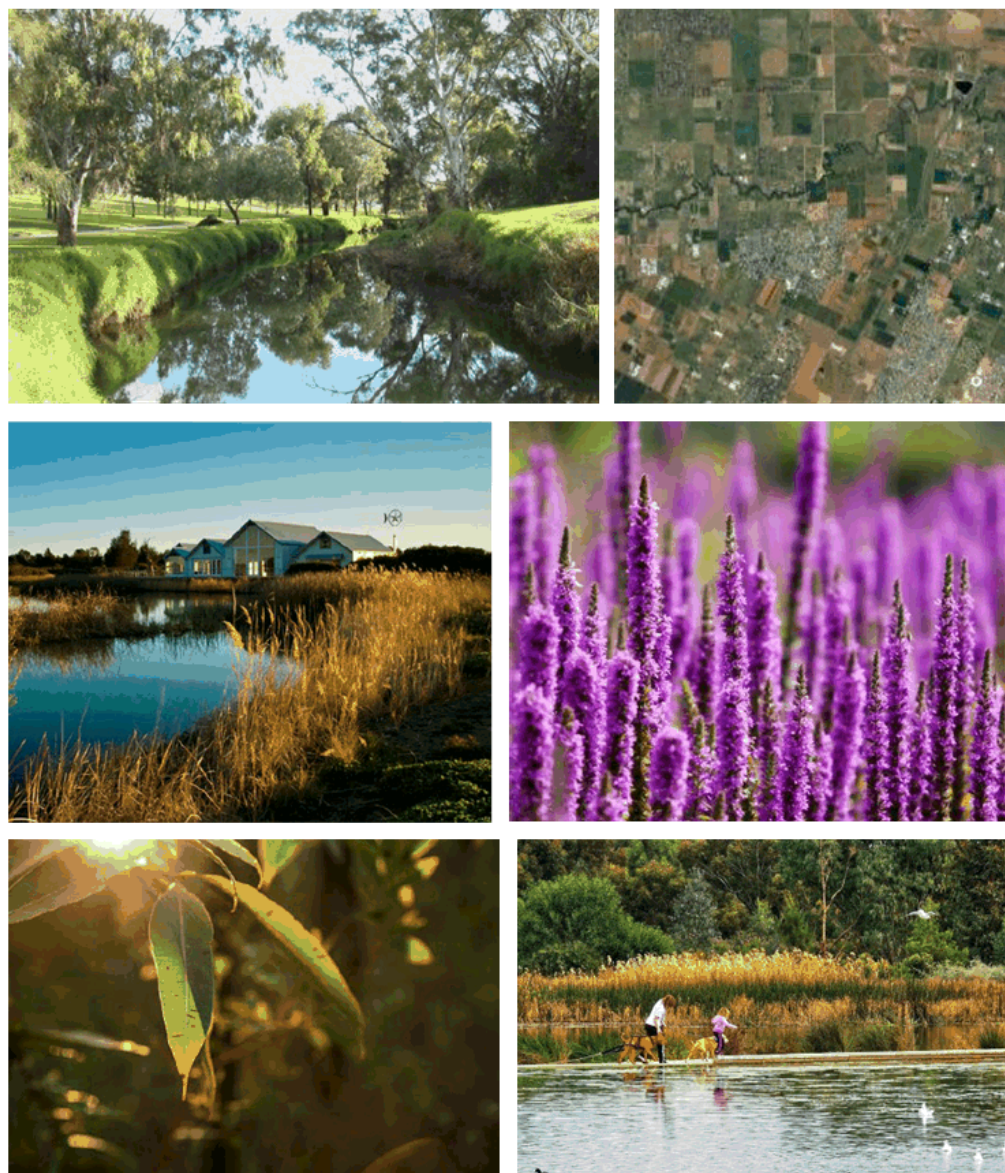




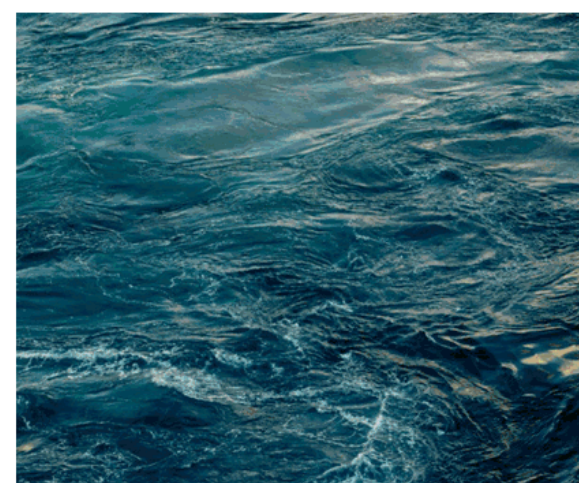


## Connection to Salisbury\_Community

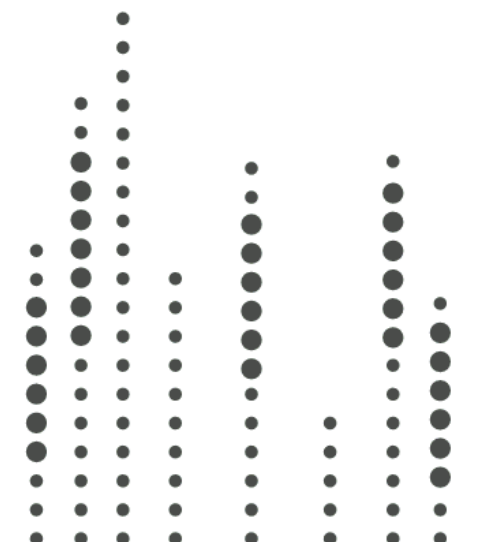




*Wetlands - Threatened Species*

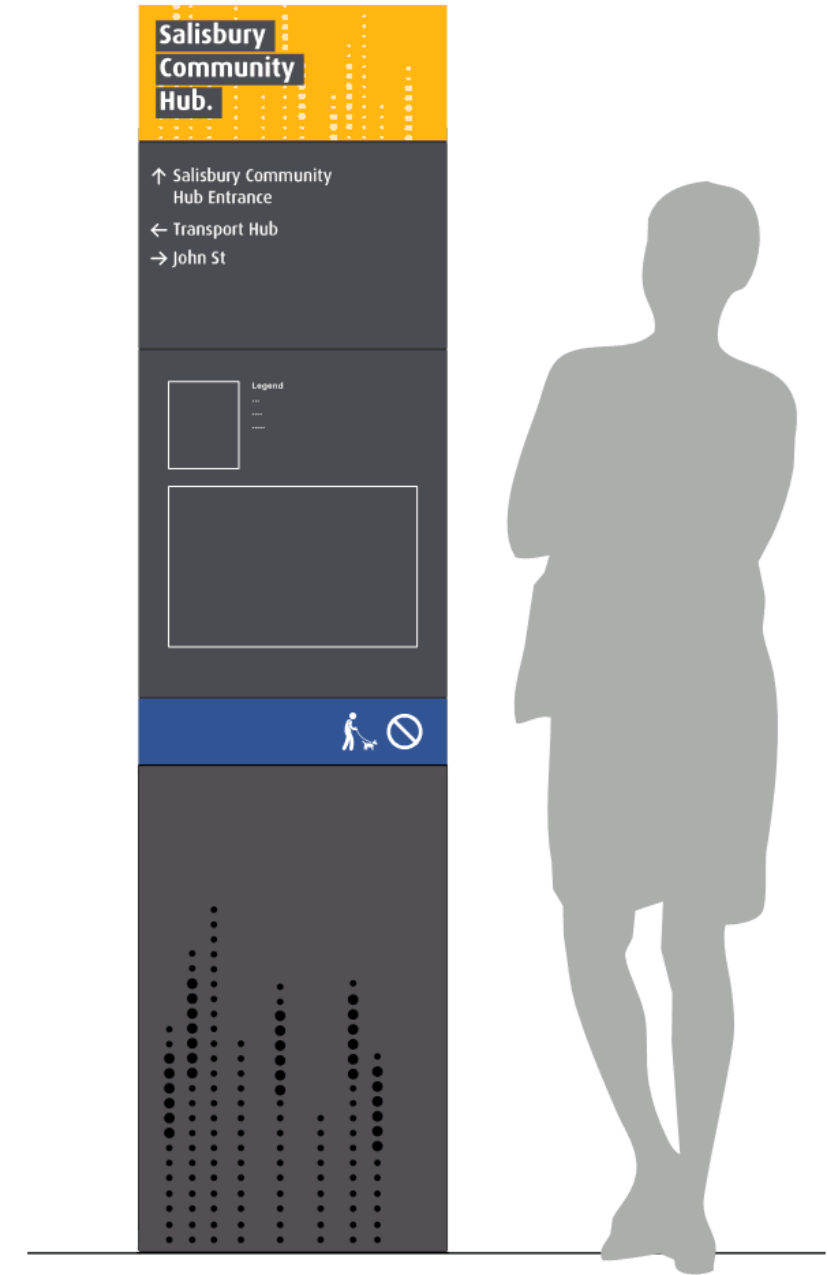
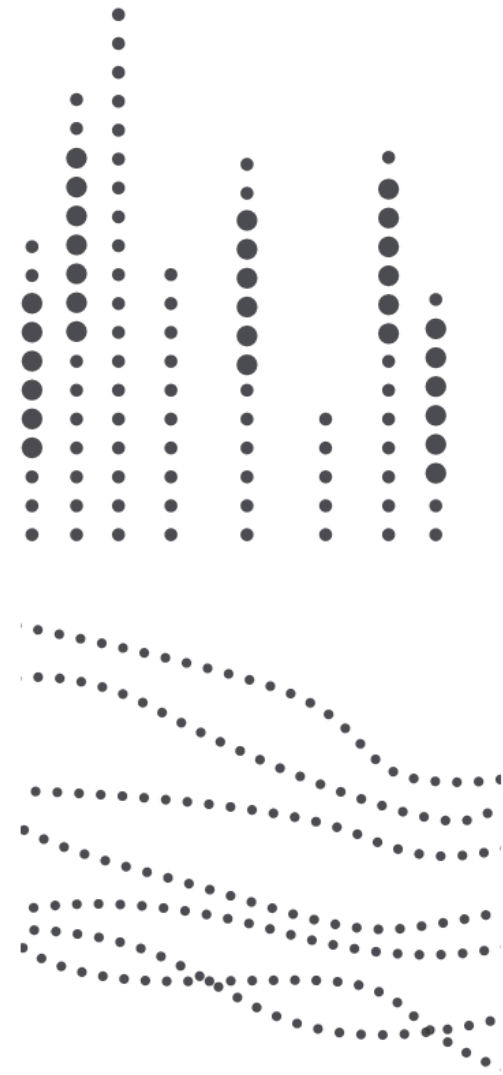


*Little Para River*



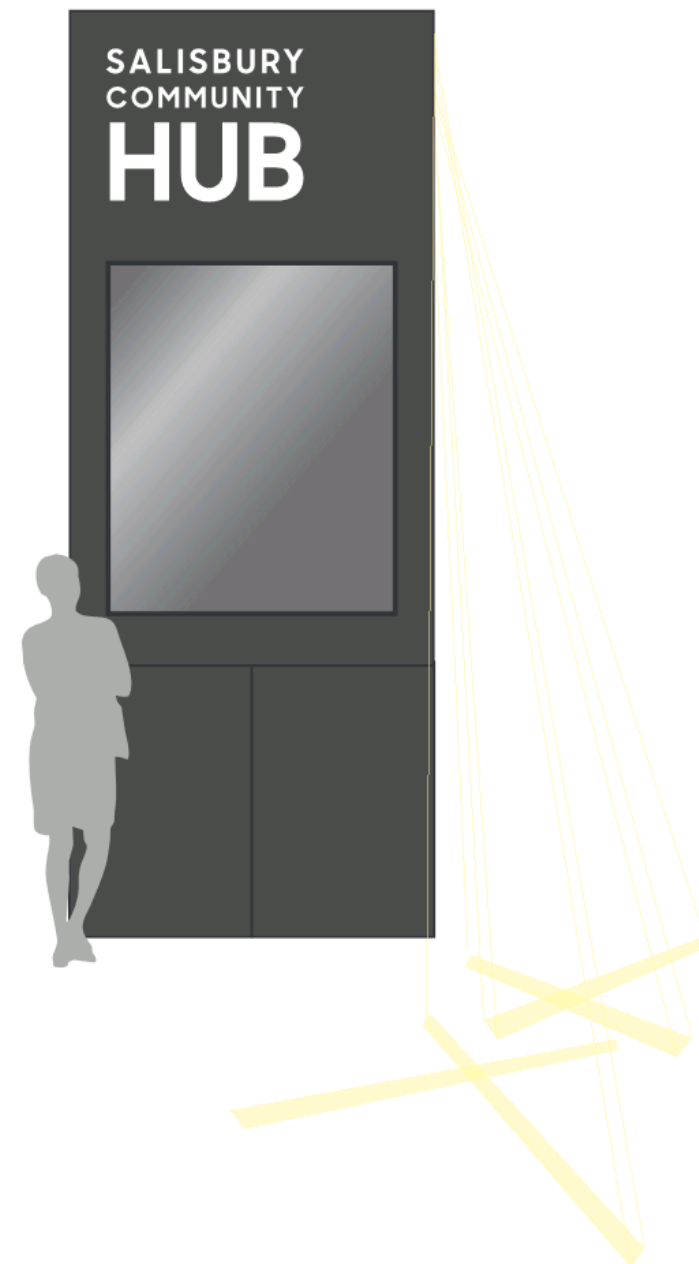
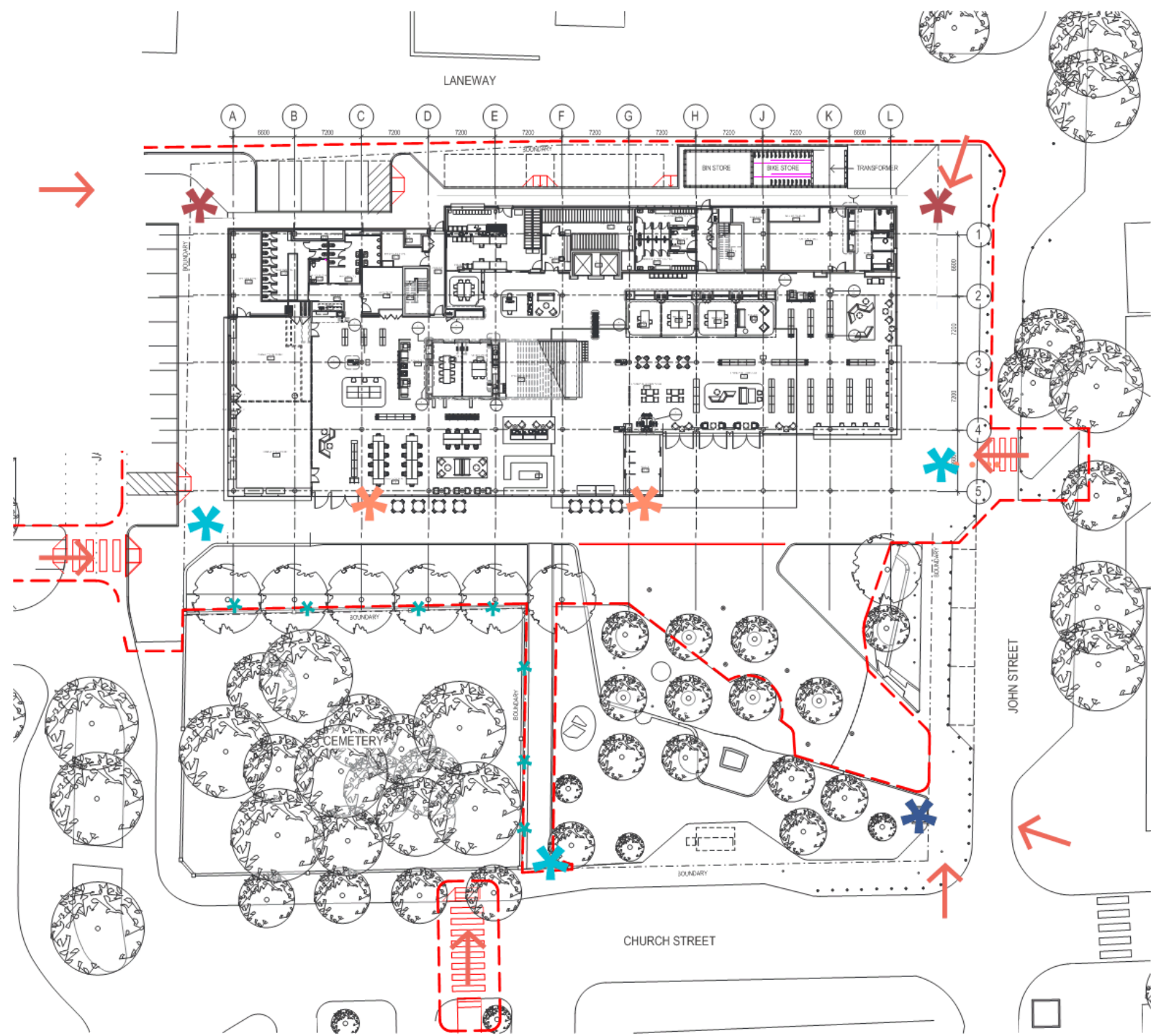
## Connection to Salisbury\_Environment







## Connection to Salisbury\_Environment





-  Major Wayfinding Sign
-  Minor Wayfinding Sign

 Directional Signage

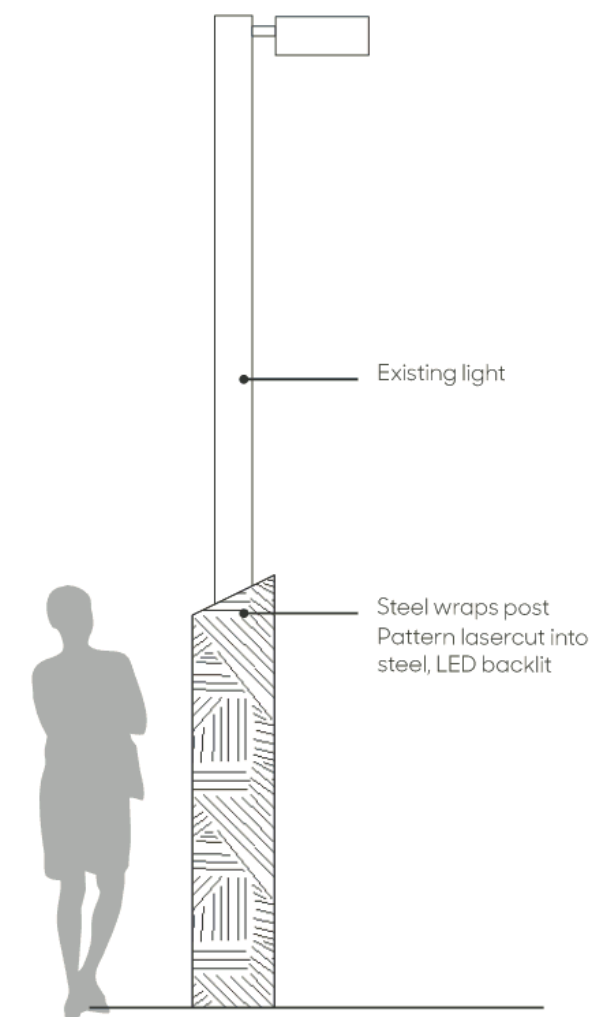
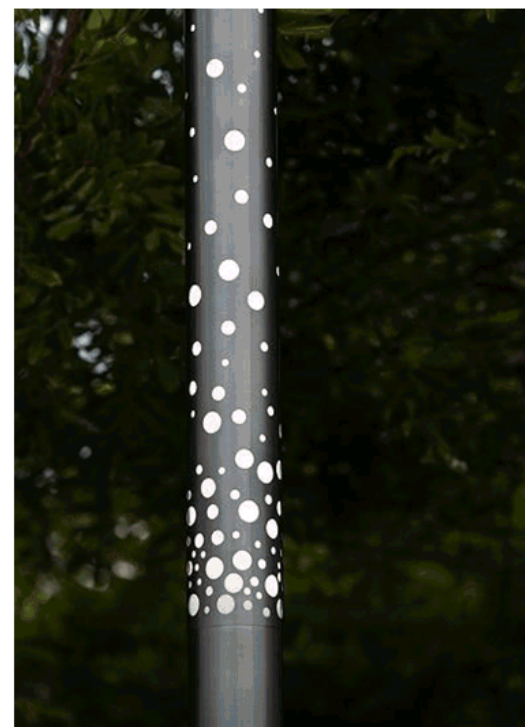
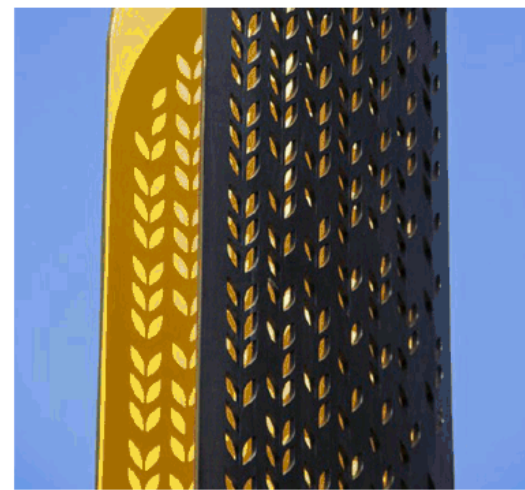
-  Plug & Play Totem
-  Building Signage

 Arrival Signage

## External Signage\_







## External Signage\_Opportunities