



AGENDA

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

**12 FEBRUARY 2019 AT CONCLUSION OF THE STRATEGIC PROPERTY
DEVELOPMENT SUB COMMITTEE**

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Cr G Reynolds (Chairman)
Mayor G Aldridge (ex officio)
Cr L Braun
Ms Natasha Henningsen
Cr P Jensen
Cr D Proleta
Cr J Woodman

REQUIRED STAFF

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

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 15 May 2018.

REPORTS

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Sub Committee.....7

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Committee.....9

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OTHER BUSINESS

CLOSE



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

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 were received from Mayor G Aldridge, Mr B George, Mr C Moore and Mr N Relph.

LEAVE OF ABSENCE

Nil

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.....

ITEM	SIPSC1 STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	12 February 2019
HEADING	Future Reports for the Strategic and International Partnerships Sub Committee
AUTHOR	Joy Rowett, Governance Coordinator, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Strategic and International Partnerships Sub 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 standing committee for noting.
- 1.2 The reports to standing committees also capture reports that are required to be presented to sub committees that fall within the responsibility of that standing committee.
- 1.3 The administration will now separate these and present a report indicating items that, as a result of a Council resolution, will be presented to each sub committee.

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 Strategic and International Partnerships Sub Committee as a result of a Council resolution:

Meeting Item	Heading and Resolution	Officer
25/09/2017 1.1.4- SIPSC3	<p>Strategic and International Partnerships Assessment of Strategic International Relationships Workshop</p> <p>6. That staff prepare a business case assessment for the committee's consideration of the following projects discussed at the workshop held on 22nd August 2017:</p> <p>i. Develop the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component;</p> <p>Due: September 2018 Deferred to: March 2019 Reason: To clarify focus of Linyi's interest following change of leadership.</p>	Greg Ratsch

4. CONCLUSION / PROPOSAL

4.1 Future reports for the Strategic and International Partnerships Sub Committee have been reviewed and are presented for noting.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 04/02/2019

ITEM	SIPSC2		
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE		
DATE	12 February 2019		
PREV REFS	Council	GB5	26/11/2018
	Council	GB4	17/12/2018
	Works and Services Committee	2.0.3	10/12/2018
HEADING	Appointment of Deputy Chair - Strategic and International Partnerships Sub Committee		
AUTHOR	Joy Rowett, Governance Coordinator, CEO and Governance		
CITY PLAN LINKS	4.4 To ensure informed and transparent decision-making that is accountable and legally compliant		
SUMMARY	This report provides information with respect to the appointment and role of Deputy Chair. In accordance with the terms of reference of the Strategic and International Partnerships Sub Committee, an appointment is required to be made.		

RECOMMENDATION

1. Cr _____ be appointed as Deputy Chair of the Strategic and International Partnerships Sub Committee for a term of _____.

ATTACHMENTS

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

1. Strategic and International Relations Terms of Reference

1. BACKGROUND

1.1 At the November 2018 Council meeting it was resolved (Resolution Number 0019/2018):

1. *That Cr G Reynolds be appointed Chairperson for a period of two years.*
2. *That the Deputy Chair be appointed by the sub committee at its first meeting.*
3. *That the membership of the Strategic and International Partnerships Sub Committee be determined at the Policy and Planning Committee.*

2. REPORT

2.1 The membership of the Strategic and International Partnerships Sub Committee was considered by the Policy and Planning Committee and endorsed by Council at its December 2018 meeting (Resolution 0045/2018) as follows:

1. *The Membership of the Strategic and International Partnerships Sub Committee comprise:*

- *Cr G Reynolds (Chairperson as resolved by Council 26/11/18)*
- *Cr D Proleta*
- *Cr L Braun*
- *Cr N Henningsen*
- *Cr J Woodman*
- *Cr P Jensen*

2. *The Mayor be appointed as an ex-officio member of the Strategic and International Partnerships Sub Committee.*

3. *That the Terms of Reference be amended to reflect six (6) members and the Mayor as ex-officio.*

4. *The sub-committee be delegated to determine external members and their voting rights.*

2.2 The Terms of Reference for the Sub Committee have been updated and are attached to this report for reference.

2.3 Currently, the Terms of Reference for the Strategic and International Partnerships Sub Committee provides for the appointment of the Deputy Chairperson at the first meeting of the Sub Committee for a period of 12 months after which time the Committee will make a new appointment. However, the Sub Committee may determine the length of appointment to be in line with that of the Chairperson in which case the Terms of Reference would be amended.

2.4 The Deputy Chairperson acts in the role of Chairperson in their absence.

3. CONCLUSION / PROPOSAL

3.1 In accordance with Council's resolution (Resolution Number 0018/2018, Item No 6.5, Council 26 November 2018) and the Terms of Reference for the Strategic and International Partnerships Sub Committee, the Sub Committee is now asked to consider the position of Deputy Chair.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 04/02/2019



Strategic and International Partnerships Sub Committee

- Terms of Reference -

Endorsed by Council: 26 November 2018

Review Date: November 2019

1. Purpose

- 1.1 In 2002 the City of Salisbury entered into a Sister City relationship with the City of Mobara, Japan. The intention of the relationship being to:
- provide opportunities for a 'global education' to the youth of both cities;
 - expand the understanding of both cities in relation to culture;
 - make the citizens of both aware and accepting of the culture of our Sister City, therefore contributing to world peace and understanding; and
 - promote the City of Salisbury and the potential for increasing tourism and trade.

Since 2002 Council has been approached from other international communities requesting the development of formalised relationships. In 2009 the City of Salisbury signed a letter of intent to form a Friendship City relationship with Linyi City, China.

In December 2014 the Council established the Strategic and International Partnerships Sub Committee. The aim of the Sub Committee being to develop, co-ordinate and enhance the City of Salisbury's relationships with international communities for the social, economic, educational and cultural benefit of Salisbury and its community members.

The specific objectives of the Sub Committee being to:

- review international relations opportunities;
- advise Council relating to international relation's policy, strategy, current issues or trends;
- develop and maintain relationships with international communities;
- enhance Salisbury's economy through improved business, trade and tourism links;
- promote and facilitate the Salisbury community enjoying direct associations with international communities;
- develop activities such as student exchange, teacher exchange, citizen exchange, cultural and sporting exchange, community involvement;
- raise awareness of the city's international relationships;
- promote the City of Salisbury and the potential for increasing tourism and trade; and
- support Council in hosting international delegations where appropriate.

Strategic and International Partnerships Sub Committee Terms of Reference - Page 1 of 4



Strategic and International Partnerships Sub Committee

- Terms of Reference -

Endorsed by Council: 26 November 2018

Review Date: November 2019

- 1.2 The Sub Committee will adopt a risk management focus in its considerations, delivery and recommendations to Council. The advice to Council will reflect both the risk and opportunities of the issue to enable Council to act as an informed and responsible decision maker representing the interests of the community.

2. Status and Term of the Committee

- 2.1 The Strategic and International Partnerships Sub Committee (formerly the Sister Cities Sub Committee) is formed under section 41 of the *Local Government Act 1999* as an advisory committee to the Policy and Planning Standing Committee for the purpose of providing advice to Council in regard to the areas listed above.
- 2.2 This Sub Committee will exist for the term of Council.

3. Meeting Details

- 3.1 The Sub Committee meetings will be held when required.
- 3.2 Meetings of the Sub Committee will be held at Council Offices, 12 James Street, Salisbury.
- 3.3 In accordance with Section 87 of the *Local Government Act*, a minimum of three clear days notice of an ordinary meeting will be provided to members of the Committee.
- 3.4 Public notice of meetings will be given through publication of the annual meeting schedule on the City of Salisbury website. A copy of the Notice of Meeting and Committee Agenda will also be displayed on a monthly basis at 12 James Street Salisbury.
- 3.5 Members of the public are able to attend all meetings of the Sub Committee, unless prohibited by resolution of the Committee under the confidentiality provisions of section 90 of the *Local Government Act*.

4. Membership

- 4.1 The membership of the Sub Committee comprises six (6) Elected Members.

The Sub Committee has been delegated to determine external members and their voting rights.

Strategic and International Partnerships Sub Committee Terms of Reference - Page 2 of 4



Strategic and International Partnerships Sub Committee

- Terms of Reference -

Endorsed by Council: 26 November 2018

Review Date: November 2019

- 4.2 The Mayor is, ex officio, a member of this Committee.
- 4.3 All members must attend meetings and where unable to do so, must provide an apology prior to the meeting.
- 4.4 Members of the Sub Committee must comply with the conduct and conflict of interest provisions of the *Local Government Act*. In particular, Sections 62 (general duties), 63 (code of conduct) and 73-74 (conflict of interest, members to disclose interests) must be adhered to.

5. Chairperson and Deputy Chairperson

- 5.1 The Chairperson is appointed by the Policy and Planning Committee for a period of 2 years.
- 5.2 The Deputy Chairperson will be appointed at the first meeting of the Sub Committee for a period of 12 months, after which time the Sub Committee will make a further 12 month appointment.

6. Voting Rights

- 6.1 All Voting Members have equal voting rights. A question arising for a decision will be decided by a majority of votes cast by all members present.
- 6.2 Each Voting Member must vote on a question arising for a decision.
- 6.3 Non-Voting Members do not participate in the voting processes of the Sub Committee.
- 6.4 The Chairperson has a deliberative vote, but does not; in the event of an equality of votes have a casting vote.
- 6.5 In the event of an equality of votes, the matter must be referred to the parent committee for decision.

7. Meeting Procedures, Minutes and Documents

- 7.1 All meetings of the Sub Committee will be held in accordance with the *Local Government Act 1999* (and relevant Regulations), the City of Salisbury Code of Practice for Meeting Procedures and the City of Salisbury Code of Practice for Access to Meetings and Documents.

Strategic and International Partnerships Sub Committee Terms of Reference - Page 3 of 4



Strategic and International Partnerships Sub Committee

- Terms of Reference -

Endorsed by Council: 26 November 2018

Review Date: November 2019

- 7.2 Minutes will be kept of the proceedings at each Sub Committee meeting. Members of Council will be provided with a copy of all minutes of the proceedings of this Sub Committee within five days after a meeting.
- 7.3 Members of the public have access to all documents relating to the Sub Committee unless prohibited by resolution of the Committee under the confidentiality provisions of section 91 of the *Local Government Act*.

8. Quorum

- 8.1 A quorum shall be determined by dividing the total number of Voting Members of the committee by two (ignoring any fractions) and adding one. For a committee comprising 6 members, the quorum is 4 (that is, 6 divided by 2 = 3 + 1).
- 8.2 When the Mayor, as an ex officio member, is in attendance at a Sub Committee meeting, the quorum requirement is 4 (that is 7 divided by 2 = 3.5 (ignoring any fractions) = 3 +1).
- 8.3 Non-Voting Members are not counted in the calculation of the quorum.

9. Reporting Requirements

- 9.1 This Sub Committee reports to Policy and Planning Standing Committee.
- 9.2 The Sub Committee shall make whatever recommendations to the parent committee it deems appropriate on any area within its Terms of Reference where in its view action or improvement is needed.
- 9.3 Recommendations made by the Sub Committee will be referred to the next meeting of the parent committee, through presentation of minutes, for final resolution.

ITEM	SIPSC3
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	12 February 2019
HEADING	Background Context for Civic Relationships
AUTHOR	Julie Douglas, Senior Social Planner, Community Development
CITY PLAN LINKS	3.1 Be an adaptive community that embraces change and opportunities. 4.1 Strengthen partnerships that enable us to better address our community's priorities. 3.4 Be a proud, accessible and welcoming community.
SUMMARY	This report provides an overview of Civic relationships, considerations and challenges in expanding current and developing new relationships.

RECOMMENDATION

1. That this report be received and noted.

ATTACHMENTS

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

1. Summary of Activities Associated with Australian Sister City and Friendship City Relationships
2. Sister City and Friendship City Selection and Maintenance Policy
3. Sister City and Friendship City Selection and Maintenance Procedure
4. Workshop Outcomes Report - Draft Principles for Assessing Strategic Relationships

1. BACKGROUND

- 1.1 This report provides a brief background to the City of Salisbury's current civic relationships as a context for future considerations by the Strategic and International Partnerships Sub-Committee in establishing strategic and international relationships.

2. REPORT

- 2.1 International civic relationships between cities have existed in various forms since the mid-1800s but are more generally associated with the post-World War II Sister City movement aimed broadly at developing networks of communication and understanding to reduce the likelihood of conflict between nations. The earliest Australian Sister City relationships focused on strengthening ties between Australia and the UK, the first of these was between Parkes NSW and Coventry UK in 1939, followed by Saddleworth SA and its namesake in the UK in 1941.

2.2 In recent years Sister City relationships have come under increasing scrutiny as their value to local government ratepayers has been questioned. This has seen a move away from the cultural, civic and educational exchanges that typically underpinned the relationships to a greater focus on economic and trade based activity. The more common forms of relationships entered into by local governments are Sister City and Friendship City relationships which are defined as follows:

- Sister City – a formal agreement between two cities that is broad-based and long-term, becoming official with a signing ceremony of the top-elected officials of the two cities. They have the potential to carry out the widest possible diversity of activities, including every type of municipal, business, professional, educational and cultural exchange.
- Friendship City – a partnership between two cities that is more limited in scope, and sometimes created when the city already has a Sister City affiliation with a city in the same country.

2.3 Research undertaken by the Australian Centre for Excellence in Local Government (ACELG) identified the main reasons that Australian local governments seek to develop international relationships as:

- Idealistic (such as the desire to promote peace and reconciliation);
- Political (often linked to broader world developments);
- Economic (development of new business and trade opportunities); and
- Capacity building (to strengthen governance).

The most common activities undertaken in Australian local government Sister City and Friendship City relationships tend towards educational and student exchanges, followed by cultural and art exchanges. Trade and business development featured in just over a quarter of these relationships. Attachment 1 provides a summary of activities associated with Sister City and Friendship City relationships in Australia.

2.4 The City of Salisbury currently has a Sister City relationship with the City of Mobarra in Japan, which was established in 2002 and is supported through reciprocal delegations, student exchanges, ceremonial and civic activities. In 2010 the City of Salisbury signed a letter of intention to enter into a Friendship City relationship with the City of Linyi in Shandong Province, China. This was formalised in 2015 with the signing of the Friendship City agreement. Part of the rationale for entering into this agreement was to support state government efforts to increase trade links with Shandong Province, which has been underpinned by reciprocal civic and trade delegations.

2.5 Increasingly the City of Salisbury fields enquiries and requests from cities across the world seeking to establish formal civic relationships for a variety of reasons. To assist Council in managing requests, as well as maintaining existing relationships, a Sister City and Friendship City Selection and Maintenance Policy (attachment 2) and Procedure (attachment 3) was developed. This has enabled Council to articulate what it seeks from the development of formal strategic and international relationships, and to assess each request against this.

- 2.6 A workshop was held on 22 August 2017 to facilitate discussion on future opportunities for strategic and international relationships that the City of Salisbury may wish to explore. The workshop outcomes report, draft principles for assessing strategic international relationships, is attached to this report as attachment 4. While the report provided tools for initiating and assessing new civic relationships, no new opportunities have been identified to date.
- 2.7 It is recommended that a further report be prepared to identify potential new relationships assessed against Council's Sister City and Friendship City Selection and Maintenance Policy and Procedures for Council's consideration.

3. CONCLUSION / PROPOSAL

- 3.1 This report provides a brief contextual overview of the City of Salisbury's current civic relationships.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 04/02/2019

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

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

COMMON THEMES

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

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

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

1

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

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

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

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

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

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



Sister City and Friendship City Selection and Maintenance Policy

Policy Type:	Policy		
Approved By:	Council	Decision No:	2046/2018
Approval Date:	25 September 2017	Last Reapproval Date:	
Review Date:	September 2019	Internal Reference No.:	
Department:	Community Development	Division:	Social Policy
Function:		Responsible Officer:	General Manager, Community Development

A - PREAMBLE

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

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

B - SCOPE

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

C – POLICY PURPOSE/OBJECTIVES

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

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

The objectives of this policy are:

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

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

D - DEFINITIONS

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

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

E - POLICY STATEMENT

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

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

H - ASSOCIATED PROCEDURES

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

Document Control

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

Procedure Type:	Procedure		
Approved By:	Council	Decision No:	2046/2017
Approval Date:	25 September 2017	Last Reapproval Date:	
Review Date:	September 2019	Internal Reference No.:	
Department:	Community Development	Division:	Social Policy
Function:		Responsible Officer:	General Manager, Community Development

A - PREAMBLE

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

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

B - SCOPE

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

C - PROCEDURE PURPOSE/OBJECTIVES

The objectives of this procedure are:

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

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

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

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

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

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

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

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

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

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

Building new international relationships can be a lengthy process. All requests for relationship development, whether initiated by the City of Salisbury or another body, will be carefully considered by the City of

Salisbury. Feedback and support will be explored with relevant stakeholders and communities, which may involve meetings, briefings and workshops to obtain relevant supporting information.

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

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

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

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

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

- Youth Sponsorship Program; and
- Community Grants Program

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

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

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

Each year, an annual report and review of relationship activities and the relationship plan including an audit

of key performance indicators and budget will be provided to the Strategic and International Partnerships Sub-Committee to ensure that the City of Salisbury is benefitting from the relationship.

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

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

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

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

Document Control

Document ID	Sister City and Friendship City Selection and Maintenance Procedure
Prepared by	Julie Douglas
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City of Salisbury

**Draft Principles for assessing Strategic International Relationships
Generated at Sub-Committee Workshop Discussion 22 August 2017**

- a) All international relationships must fit with the Council's City Plan and strategic priorities.
- b) Any new relationships or reviewed partnerships must fit with *common priorities and objectives* as agreed between the Council and its international relations stakeholders (i.e. local community groups, tourism, education and political and diplomatic leaders). A matrix is provided (Attachment 1) to assist in clarifying Council's motivation and benefits for each relationship and partnership
- c) New and existing international relationship arrangements will be reviewed annually to assess progress against project plans, priorities and objectives and, if the nature of the relationship is on-going, every 3 years, to evaluate its ongoing relevance.
- d) New international relationships will be assessed on their potential to provide demonstrable benefits for City of Salisbury, including the value of goodwill created. Specific projects should be time-bound to encourage motivation for outcomes, minimise cost overruns, and ensure accountability.
- e) The City of Salisbury recognises that Federal and State governments have primary roles in economic development, geo-political relations and portfolio responsibilities. Projects and activities in the City will, where overlap exists, strive to complement and leverage collaborative opportunities.
- f) Against every partnership and project, due diligence will be carried out and any risks assessed and reported against, at a *minimum*:
- UN Guiding Principles on Business & Human Rights:
 - International Bill of Human Rights;
 - International Labour Organisation on fundamental principles and rights at work; and
 - OECD Guidelines bribery and anti-corruption guidelines.

**Strategic & International partnerships
Business Case template (draft)**

[the opportunity]	Comments	Questions/Actions
Motives		
Context for the alliance		
Links to Council City Plan & Strategic Priorities		
Potential overlap/leverage with other tiers of government		
MOU or Agreement considerations		
Resources required		
Estimated ROI (including goodwill)		
Level of Community support		
6 & 12 month Evaluation Measures and KPIs		

Strategic International Relationships defined

An effective civic relationship has objectives to bring about:

- Broader understanding of other regions or nations, including characteristics, culture, perspectives and priorities;
- Mutually beneficial contacts and networks that foster economic and knowledge/technical exchange;
- Mutual growth through socio-cultural, educational, business and technical exchanges;
- Support and assistance to developing cities or cities in need.

The matrix below attempts to illustrate the types of international relationships in which the City of Salisbury might engage and their relationship between involvement of the community and the complexity of the relationship.

A number of aspects of international relationships can be identified using this matrix which may assist Council in assessing the nature, motivation, risks and returns involved.

Community involvement	Socio-cultural	Active partnership
	Symbolic	Knowledge/technical exchange
	Complexity of content	

Symbolic relationships and projects:

Nature: Simple and on-going with light investment, some visibility and low community involvement. Friendship agreements are an example of symbolic relationships. Such agreements do not require significant investment of resources from Council.

Motivation: Symbolic relationships can pave the way for cooperation and mutual respect. The resultant relationship may, eventually, lead to more complex project relationships that enhance economic, humanitarian, educational and sporting links.

Risks: Not a high priority due to few resources invested and hard-to-measure accountabilities.

Measures: symbolic things do not clearly measure a 'thing' but it is possible to do qualitative surveys on the 'fitness' of the relationship as experienced by both parties on attitudes toward, loyalty for, and opinions about the relationship.

Knowledge and technical exchange projects:

Nature: Single focus projects related to emerging technologies, and specialised expertise and knowledge. Usually time-limited with low levels of community involvement.

Motivation: Can deliver significant outcomes for industry, specific businesses, Council relations for each partner city.

Measures: downstream economic impacts; the number of exchanges; the qualitative experience of those involved; new technologies or knowledge introduced by either party; the efficiency of the support lent by Council administration and the civic relationship; the likelihood of a more exchange projects between the parties.

Social-Cultural projects:

Nature: Generally, these relationships are forged with cities and communities that have similar social infrastructure, issues and ethical understandings. They have a people-to-people interest that requires energy and commitment from Council to fulfil the public's perception. Examples of such projects include student, arts and sporting club exchanges, cultural events and humanitarian extension projects.

Motivation: social enrichment and cohesion; appreciation for diversity; tolerance and support for under-represented groups

Measures: attitudes of our community; numbers of attendances at events here and in the 'relationship city'; numbers of participating individuals, clubs, community centres, community groups and schools; and sense of pride the relationship engenders within our community.

Active Partnerships:

Nature: Complex, layered and on-going with significant investment, high visibility and high community involvement. Sister City agreements are an example of active partnerships. Such agreements require significant investment of resources from Council and should deliver multiple opportunities for mutual return to both parties. These will include symbolic, socio-cultural and knowledge/technical exchanges.

Motivation: Creating long term formal partnerships that have the potential to deliver on tourism, economic, socio-cultural and knowledge/technical project outcomes

Measures: all of those mentioned above plus the number of activities and projects leveraged from the relationship by private enterprise, state and federal governments, universities and other educational institutions in the LGA.

ITEM	SIPSC4
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	12 February 2019
HEADING	Update on the 2018 Mobara Delegation
AUTHOR	Jo Cooper, Manager Community Capacity & Learning, Community Development
CITY PLAN LINKS	1.1 Have a community with the skills, knowledge and agility to participate in a rapidly changing economy. 3.1 Be an adaptive community that embraces change and opportunities.
SUMMARY	The following report provides an update on the City of Salisbury delegation to Mobara, Japan which occurred 25 th July – 1 August 2018 as part of the Sister Cities Agreement.

RECOMMENDATION

1. That the information report be received and noted.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 On the 26 March, 2018 Council endorsed (*resolution 2370/2018*) that City of Salisbury send a delegation to Mobara, Japan for a total of seven days tentatively proposed for 26th July – 1st August 2018, to coincide with the Tanabata-Matsuri Festival to be held 27th – 29th July 2018.
- 1.2 The purpose of the Mobara delegation is outlined in the Sister City Agreement signed on the 25 May 2002, by the then Mayors Tony Zappia and the Mayor of Mobara Tsuneo Ishii, which states *‘we hereby pledge to establish formal ties of friendship, to the promotion of mutual understanding and goodwill and to exchanges between the citizens of both cities in a wide range of fields, including education, culture, business and sports’*.
- 1.3 The 2002 agreement states *‘the Sister Cities Agreementwill become a living example of the strong relationship between Australia and Japan...’* and ... *‘we hope that it will inspire the development of the youth of both cities to continue to build bonds of friendship and understanding between our communities’*.
- 1.4 Previous delegations to Mobara, Japan and those to City of Salisbury have derived benefits from the relationship including; regular sporting and school exchanges, cultural exchanges and the development of parks and events which pay tribute to the relationship. These activities are of benefits that emanate from the linkages established from the Council to Council Sister City exchange program.

- 1.5 City of Salisbury and City of Mobara Sister City Agreement is one of 108 sister city relationships between Japan and Australia (made up of 102 municipalities and 6 states).

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 General Manager Community Development

2.2 External

- 2.2.1 Nil

3. REPORT

- 3.1 The following delegates travelled to Mobara, Japan on the 25 July, returning to Adelaide on 1 August 2018:

- Deputy Mayor Linda Caruso and partner
- Cr Graham Reynolds and partner
- Manager Community Capacity and Learning

3.1.1 External members of the International and Strategic Committee declined the invitation for a range of reasons. Most cited work commitments at the timing of the delegation visit. It was possible for members to seek a proxy for their participation; however there was no take up of this offer.

- 3.2 The delegation arrived into Narita airport on the evening of the 25 July, and were met by representatives from Mobara City Hall including; Mayor Toyohiko Tanaka, Deputy Mayor Masato Toyoda, Superintendent of Education Tatsuya Uchida, Hiroaki Mitsuhashi, Chairman of City Council, Kazuo Nakayama, Vice Chairman of City Council, representatives from the Mobara International Friendship Association, members of the Mobara City Board of Education, Mobara Junior High School Education Program and Mobara Chamber of Commerce & Industry.

- 3.3 Itinerary consisted of many experiences and learnings which are summarised below:

3.3.1 Tour of Mobara City Hall and briefing with Mobara City Assembly on City Council governance structures and overview of current City of Mobara opportunities and challenges.

3.3.2 Reception party and introduction to representatives from the Internationalization Promotion Section, Mobara City Assembly, Mobara City Council, Mobara City Board of Education, University of Tsukuba & Chiba Institute of Technology, Mobara Higashi Rotary Club, Mobara International Friendship Association, Mobara Chamber of Commerce and Industry, Mobara Junior High School Student Exchange Program and notable artist (Nishinaka Yukito).

3.3.3 Japanese cultural introduction, walking tour and opening ceremony for the Tanabata Matsuri Festival. Tanabata Matsuri Festival is also known as the 'Star Festival', and has its own cartoon mascot 'Mobarin'. The festival originates from the Chinese Qixi Festival and was introduced to

Japan by Empress Koken in 755. It celebrates the meeting of the deities Orihime and Hikoboshi.

- 3.3.4 A feature of the festival is the thousands of colourful streamers that line the streets and shopping areas. Each set of streamers are handcrafted by local businesses, schools and community groups out of paper and bamboo.
- 3.3.5 The festival showcases stage performance, live music and entertainment, traditional dance and food vendors. City of Salisbury delegation was invited to 'open' the festival with a countdown filmed for local television stations.
- 3.3.6 Unfortunately the remainder of the festival was cancelled, and changes made to the original itinerary due to Typhoon Jongdari (Typhoon No. 12) which hit Japan on 28 July. However the typhoon did turn westward, although heavy rain and winds were experienced.
- 3.3.7 Visits to Chuo Kominkan and Toyoda Fukushi Community Centres.
- 3.3.8 Tea ceremony at traditional Japanese tea house (Kobai-tei) with Mayor Toyohiko Tanaka and Deputy Mayor Masato Toyoda.
- 3.3.9 Visits to Kasamori-Kannon Temple, Naritasan Shinshoji Temple and a day trip to Tokyo.
- 3.3.10 Visit to Mobara Central Fire Station (and emergency services) and briefings on disaster prevention, environmental management and educational exchange programs with City of Salisbury.





- 3.4 At initial briefings the delegation had a valuable opportunity to discuss how Mobara City Hall is addressing challenges in the Chiba Prefecture such as aging population and infrastructure, youth migration to larger cities, environmental issues and female representation in local government. City of Mobara currently has representation of one female City Council member and has not had a female Mayor to date.
- 3.5 City Council members meet three times a year for presentations and briefings, with a focus on setting city strategy. Council administration matters are solely managed by the City Assembly (Executive), Superintendents (Divisional Managers) and Section Secretariats.
- 3.6 City of Mobara annual main event is the Tanabata Matsuri Festival. This is managed by a division of the Internationalization Promotion Section who are responsible for event activities, organising community involvement, marketing, (including development and sales of promotional items) publicity and media.
- 3.7 In the visit to Mobara Central Fire Station that delegation received a briefing on the department structure and responsibilities. Emergency services are also managed by the central station and they work in partnership with regional emergency services and the local hospital network.
- 3.8 Particularly for emergency services challenges that City of Mobara face are not dissimilar to those in City of Salisbury and South Australian society where an aging population strain the public health system, and can be socially isolated with family not available to provide appropriate support.
- 3.9 Emergency services briefing highlighted the extensive disaster response service and community education program for City of Mobara as Japan experience a high number of natural disasters (earthquake and typhoon). This program focuses on disaster mitigation and range of regional strategies such as community support

- drills, education sessions, disaster telecommunication message boards and prevention systems.
- 3.10 Community development and community centres support the continued celebration of traditional Japanese culture and includes activity and education for all ages. One distinct difference is the program of pure Japanese visual arts, performing arts, ceremony, cuisine and popular culture opposed to Australian multicultural culture and inclusion of community as a result of immigration reform.
- 3.11 Discussion with the Superintendent of Education Tatsuya Uchida, provided delegates with insight into the importance of the educational exchange program with schools within the City of Salisbury. A number of schools including Parafield Gardens High School, Tyndale Christian College and Endeavour College participate in the yearly City of Salisbury student exchange with City of Mobarra students.
- 3.12 This invaluable program supports educational outcomes for students of both countries and is highly valued by the Mobarra City Board of Education. Cr Reynolds gifted a series of photographic artwork produced by FLO graduating students from Twelve25 to the Superintendent of Education.
- 3.13 At the reception and farewell events, the Deputy Mayor Cr Linda Caruso presented Mayor Toyohiko Tanaka with gifts from the City of Salisbury including a custom made indigenous art light piece produced by a local Salisbury indigenous artist.
- 3.14 Speeches were delivered by Deputy Mayor Cr Linda Caruso on behalf of Mayor Gillian Aldridge, and CEO John Harry which expressed the importance friendship between the two cities.
- 3.15 The delegation received exceptional hospitality from our Mobarra hosts. Mobarra City Hall was thanked for the effort of staff in the organisation of itinerary and for being such wonderful hosts.
- 3.16 As has been the usual practice the delegates were self-funded with the exception of the staff member who acted as a facilitator/ organiser for the delegation. Costs for participation in the Mobarra delegation for the staff member to act as liaison and coordinator were a total of \$2582.98 which included economy flights, transfers and accommodation. All meals and activities were received as a gift or benefit as part of the delegation.

4. CONCLUSION / PROPOSAL

- 4.1 Although City of Salisbury and City of Mobarra are culturally very different, both commit to, and embrace the ideals of the Sister Cities program to promote peace, tolerance and understanding.
- 4.2 The 2018 delegation was successful in building the relationship between the two cities enabling the exchange of friendship, culture and information of two totally different environments but with enough shared ideals and common goals to maintain such a connection.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 04/02/2019

ITEM	SIPSC5
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	12 February 2019
HEADING	Linyi Background and Update
AUTHOR	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
CITY PLAN LINKS	3.3 Be a connected city where all people have opportunities to participate.
SUMMARY	This report provides an update on Council's Friendship City relationship with the City of Linyi.

RECOMMENDATION

1. That this report be noted
2. That Council take no further action on visiting Linyi this financial year but continue to liaise with Linyi regarding the direction of its international program to identify complementary opportunities.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 The City of Salisbury signed a Friendship City Agreement with the City of Linyi in November 2015 when the Mayor of Linyi, Zhang Shuping, visited Salisbury. Following that the Mayor, Chief Executive Officer and Manager Economic Development and Urban Policy visited Linyi in April 2016 as part of a broader State Government delegation to Shandong to mark the thirtieth anniversary of South Australia's relationship with Shandong. The overall delegation was led by Premier Weatherill with the delegation's visit to Linyi led by Minister Brock and Mayor Aldridge.
- 1.2 Subsequently a government delegation from Linyi visited Salisbury on 25 July 2016 and a further business delegation visited Salisbury on 15 November 2016. This resulted in the signing of an MOU between the China Council for Promotion of International Trade (CCPIT) and the City of Salisbury to develop a platform to progress trade and investment opportunities. The visit resulted in a completed trade deal and a letter of intent being signed between a local firm and the CCPIT committing to further discussions.

1.3 At its meeting on 24 July 2017, Council resolved:

That Council aim to lead a delegation to Linyi in 2018-19 subject to:

- *the progression of current discussions with the China Council for Promotion of International Trade regarding the development of a platform for local firms to enter China through the IMC Bonded Area*
- *establishing the level of business take-up of Council's international trade program; and*
- *identification of the opportunities for an expanded civic relationship to support the current economic development focus of the Salisbury/Linyi Friendship City Agreement.*

[Resolution 1904/2017]

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Nil

2.2 External

2.2.1 Nil

3. REPORT

- 3.1 As previously reported Council has been advised that Mayor Zhang has been promoted to the role of Secretary of the Party based in Yantai in early April 2018. Yantai is a coastal city in Shandong which has a civic relationship with the City of Charles Sturt. The new Mayor of Linyi is Mr Meng Qingbin who was formerly Director of the Taiwan Affairs Office of Shandong Province.
- 3.2 Advice has been sought from the City of Linyi regarding the direction of Linyi's international program and its broad priorities as well as thoughts on where Linyi would like to develop the relationship with Salisbury. The advice received was that there is a significant organisational change process underway in Linyi, including the specific plans for their relationship with Salisbury at this point in time.
- 3.3 More locally, Council continues to work with local firms through the Polaris Business and Innovation Centre. It remains the case that the majority of firms in Salisbury have never exported and have no intention of exporting. There has also been no interest by local firms to explore new exporting markets into China at this time. Preferred export markets for existing exporters remain New Zealand, South East Asia, the United States and Europe. Given this, the development of the platform to progress trade and investment opportunities has not been progressed as the scale required to make it functional is not present.
- 3.4 The South Australian Government's China strategy has now broadened beyond Shandong with the opening of a new office in Shanghai and establishing new relationships with Shanxi, Shanghai and Guangdong Provinces.

4. CONCLUSION / PROPOSAL

- 4.1 Given the above, it is recommended the proposal for Council to lead a delegation to Linyi in 2018-19 is put on hold. In the interim, Administration will continue to liaise with Linyi on the direction for its international program and the complimentary opportunities this may present in progressing the relationship between our two cities. The Polaris Business and Innovation Centre will continue to provide export development services to local firms and for firms seeking to do business in China will seek to link them with opportunities in Linyi where appropriate.

CO-ORDINATION

Officer: A/GMCiD
Date: 05/02/2019