



AGENDA

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

11 MARCH 2020 AT 6.30 PM

**IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB, 34
CHURCH STREET, SALISBURY**

MEMBERS

Cr G Reynolds (Chairman)
Mayor G Aldridge (ex officio)
Cr K Grenfell
Cr N Henningsen
Cr P Jensen
Cr D Proleta (Deputy Chairman)
Cr J Woodman

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager City Development, Mr T Sutcliffe
Acting General Manager Community Development, Ms V Haracic
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 18 November 2019.

REPORTS

SIPSC1 Presentation: Opportunities Identified from Linyi Visit 2019 - Adam Faulkner, Chief Executive Officer, NAWMA

SIPSC2 Future Reports for the Strategic and International Partnerships Sub Committee 7

SIPSC3 Civic Management - Review of the Sister City and Friendship City Selection and Maintenance Policy and Procedure 9

OTHER BUSINESS

CLOSE



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

18 NOVEMBER 2019

MEMBERS PRESENT

Cr G Reynolds (Chairman)
Mayor G Aldridge (ex officio) (6:18 pm)
Cr K Grenfell
Cr N Henningsen
Cr P Jensen
Cr D Proleta (Deputy Chairman) (6:22 pm)
Cr J Woodman

STAFF

Chief Executive Officer, Mr J Harry
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 6:16 pm

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

APOLOGIES

Nil.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

The meeting of the Strategic and International Partnerships Sub Committee scheduled for 12 November 2019 did not proceed due to lack of a quorum.

REPORTS

SIPSC1 Presentation of Minutes - 12 August 2019

Moved Cr J Woodman
 Seconded Cr K Grenfell

1. The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 12 August 2019, be taken as read and confirmed.

CARRIED

SIPSC2 Future Reports for the Strategic and International Partnerships Sub Committee

Moved Cr N Henningsen
 Seconded Cr K Grenfell

1. The information be received.

CARRIED

SIPSC3 2019 China Delegation Visit to Linyi

Mayor G Aldridge entered the meeting at 06:18 pm.

Cr D Proleta entered the meeting at 06:22 pm.

During consideration of this matter, Members indicated that they would like to receive a briefing and update from the Chief Executive Officer, NAWMA, on progress regarding opportunities identified in discussions with representatives of Linyi during the visit to their city. It was agreed that this would be organised for the February 2020 meeting.

Moved Cr K Grenfell
 Seconded Cr N Henningsen

1. Note the contents of the report.
2. The Mayor's office formally write to the Mayor of Linyi expressing our appreciation for their invitation to attend their conference and seek information regarding their possible visit to Salisbury in 2020.
3. The Mayor's office formally acknowledge and thank the SA Branch of the Australian China Business Council and in particular their President, Mr Sean Keenihan, for their invaluable support to the delegation and to the City of Salisbury.
4. The Administration review and consider the opportunities discussed during the delegation and provide periodic reports on their progress to the Strategic and International Partnerships Sub-Committee.

CARRIED

OTHER BUSINESS

Nil.

CLOSE

The meeting closed at 6:34 pm.

CHAIRMAN.....

DATE.....

ITEM	SIPSC2 STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	11 March 2020
HEADING	Future Reports for the Strategic and International Partnerships Sub Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the 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 A list of resolutions requiring a future report to Council is presented to each sub committee and standing 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 At the time of preparing this report, there are currently no resolutions of Council requiring a further report to be presented to the Strategic and International Partnerships Sub Committee.

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Strategic and International Partnerships Sub Committee have been reviewed and at this point in time there are none that require a subsequent report to be presented.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 02/03/2020

ITEM	SIPSC3 STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	11 March 2020
HEADING	Civic Management - Review of the Sister City and Friendship City Selection and Maintenance Policy and Procedure
AUTHOR	Julie Douglas, Senior Social Planner, Community Development
CITY PLAN LINKS	4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report provides a review of Council's Sister City and Friendship City Selection and Maintenance Policy and Procedure.

RECOMMENDATION

1. That this report be received
2. That the Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 4 and 5 to this report (Item No. SIPSC3, Resources and Governance Committee, 11/03/2020) be endorsed.

ATTACHMENTS

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

1. Sister City and Friendship City Selection and Maintenance Policy 2017
2. Sister City and Friendship City Selection and Maintenance Procedure 2017
3. Strategic and International Partnerships Sub-Committee Terms of Reference - August 2019
4. Sister City and Friendship City Selection and Maintenance Policy - Review 2020
5. Sister City and Friendship City Selection and Maintenance Procedure - Review 2020

1. BACKGROUND

- 1.1 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

- 1.2 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 in 2017. 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.
- 1.3 This report provides a timely review of the policy and procedure.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 General Manager, Community Development
- 2.1.2 Manager, Economic Development and Urban Policy
- 2.1.3 Manager, Community Capacity and Learning
- 2.1.4 Manager, Community Planning and Vitality
- 2.1.5 Manager, CEO & Governance

2.2 External

- 2.2.1 N/A

3. REPORT

- 3.1 Since the development of the Sister City and Friendship City Selection and Maintenance Policy and Procedure in 2017 the Strategic and International Partnerships Sub-Committee has amended its Terms of Reference (attachment 3) to reflect more specific objectives of advancing economic development and increasing knowledge exchanges through its international relationships.
- 3.2 To reflect the more targeted intent reflected in the Strategic and International Partnerships Sub-Committee's Terms of Reference, the Sister City and Friendship City Selection and Maintenance Policy and Procedure have been amended in line with this intent. These changes are marked up in attachments 4 and 5 to this report.
- 3.3 In order to reflect oversight accountability for managing the civic relationship and coordination of the interface in the partnerships, responsibility for this function will be transferred to Executive Office and the Governance Division, with responsibility resting with the Manager Governance.

4. CONCLUSION / PROPOSAL

- 4.1 This report has provided reviewed policy and associated procedures for the assessment of future Sister City and Friendship City relationships, incorporating a greater emphasis on the objectives of advancing economic development and increasing knowledge exchanges – in line with the Strategic and International Partnerships Sub-Committee amended Terms of Reference.

CO-ORDINATION

Officer: GMCD
Date: 24/12/2019



Sister City and Friendship City Selection and Maintenance Policy

Policy Type:	Policy	Decision No:	2046/2018
Approved By:	Council	Last Reapproval Date:	
Approval Date:	25 September 2017	Internal Reference No.:	
Review Date:	September 2019	Division:	Social Policy
Department:	Community Development	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
Release	1.00
Document Status	Endorsed
Date Printed	



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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Strategic and International Partnerships Sub Committee

- Terms of Reference -

1. Purpose

1.1 Background

The Strategic and International Partnerships Sub Committee was established in December 2014 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 and business members.

The Strategic and International Partnerships Sub Committee replaced the Sister Cities Sub Committee, which was established in 2002 to assist Council with the implementation of the Sister City agreement with the City of Mobara in Japan, the responsibility for the oversight and management of the Sister Cities Program, and for advising Council of any actions necessary to advance the program.

The City of Salisbury's Sister City relationship with the City of Mobara, Japan was formed with the intention 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.

The City of Salisbury has been approached by other international communities requesting the development of similar formalised relationships. In 2015 the City of Salisbury signed a Friendship City agreement with Linyi City, China.

The City of Salisbury maintains an interest in developing a range of strategic and international relationships that provide benefit to the Salisbury community.

Strategic and International Partnerships Sub Committee Terms of Reference - Page 1 of 5



Strategic and International Partnerships Sub Committee

- Terms of Reference -

- 1.2 The specific objectives of the Sub Committee are to:
- Advance Economic Development
- review and explore strategic and international relations opportunities that will enhance Salisbury's economy through improved business, trade, tourism links, and investment attraction;
 - advise Council relating to international relation's policy, strategy, current issues or trends; and
 - promote the City of Salisbury and the potential for increasing tourism, trade and investment.
- Increase Knowledge Exchanges
- identify opportunities for the City of Salisbury to encourage knowledge transfer across economic, community, cultural and environmental themes; and
 - develop activities that facilitate educational development and knowledge transfer such as student exchange, teacher exchange, citizen exchange, cultural and sporting exchange, community involvement, and hosting international delegations which support the economic development of the city.
- 1.3 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.

Strategic and International Partnerships Sub Committee Terms of Reference - Page 2 of 5



Strategic and International Partnerships Sub Committee

- Terms of Reference -

- 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:

Voting Members

- six (6) elected members as determined by Council
- a member of the Northern Economic Leaders actively engaged in international trade and investment;
- the University of South Australia's Pro-Vice-Chancellor (International) or that person's nominee;
- the Principal of a Salisbury-based school with an active international program;
- two representatives from local Service Clubs; and
- one representative of a local sporting club.

The Sub Committee will from time to time call in expertise to assist the Sub Committee with its deliberations.

- 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.

Strategic and International Partnerships Sub Committee Terms of Reference - Page 3 of 5



Strategic and International Partnerships Sub Committee

- Terms of Reference -

5. Chairman and Deputy Chairman

- 5.1 The Chairman is appointed by the Policy and Planning Committee for a period of 24 months.
- 5.2 Deputy Chairman will be appointed at the first meeting of the Committee for a period of 24 months, after which time the Committee will make a new 24 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 Chairman 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.
- 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*.

Strategic and International Partnerships Sub Committee Terms of Reference - Page 4 of 5



Strategic and International Partnerships Sub Committee

- Terms of Reference -

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 10 members, the quorum is 6 (that is, 10 divided by 2 = 5 + 1).
- 8.2 When the Mayor, as an ex officio member, is in attendance at a Sub Committee meeting, the quorum requirement is 6 (that is 11 divided by 2 = 5.5 (ignoring any fractions) = 5 +1).

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.

Strategic and International Partnerships Sub Committee Terms of Reference - Page 5 of 5



Sister City and Friendship City Selection and Maintenance Policy

Policy Type:	Policy	Decision No:	2016
Approved By:	Strategic and International Partnerships Sub Committee	Last Reapproval Date:	
Approval Date:	18 September 2017	Internal Reference No.:	
Review Date:	September 2019	Division:	Social Policy
Department:	Community Development	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, [knowledge](#) and friendship exchanges between cities. This enables the citizens of the City of Salisbury to participate [in](#), 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 ~~and knowledge 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, tourism, investment, education, technology and social exchanges and liaison between local government, business and community;
- increase and improve understanding and exchange of ~~information knowledge of international, national, state and local government issues;~~ across economic, community, cultural and environmental themes;
- enhance and promote the City of Salisbury and foster close civic relationships with other local authorities within Australia and 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
Release	1.00
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Sister City and Friendship City Selection and Maintenance Procedure

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

A - PREAMBLE

The City of Salisbury recognises the value that Sister City and Friendship City relationships have in strengthening ties between communities for the benefit of educational, knowledge and cultural exchanges, 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, knowledge exchange, 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

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