

## **AGENDA**

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

**19 MAY 2025 AT 6.30PM**

**IN LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY**

### **MEMBERS**

Deputy Mayor, Cr C Buchanan (Chairman)  
Mayor G Aldridge  
Cr B Brug  
Cr L Brug  
Cr J Chewparsad  
Cr A Graham  
Cr K Grenfell  
Cr D Hood  
Cr P Jensen (Deputy Chairman)  
Cr M Mazzeo  
Cr S McKell  
Cr S Ouk  
Cr S Reardon

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
Deputy Chief Executive Officer, Mr C Mansueto  
General Manager City Infrastructure, Mr J Devine  
General Manager City Development, Ms M English  
A/General Manager Community Development, Ms C Giles  
Manager Governance, Mr R Deco  
Governance Support Officer, Ms M Prasad

### **APOLOGIES**

### **LEAVE OF ABSENCE**

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 22 April 2025.

---

## REPORTS

### *Administration*

1.0.1	Future Reports for the Policy and Planning Committee .....	9
-------	--	---

### *For Decision*

1.1.1	Updates to Legislative Delegations.....	11
1.1.2	Cambodian Genocide Memorial .....	55
1.1.3	Potential to establish a Chamber of Commerce for the City of Salisbury council area.....	75
1.1.4	Draft Shaping Salisbury Strategy and Action Plan.....	87

### *For Information*

1.2.1	State Government Strategies - For Information .....	125
1.2.2	Royal Commission into Domestic, Family and Sexual Violence .....	161

## QUESTIONS ON NOTICE

There are no Questions on Notice.

## MOTIONS ON NOTICE

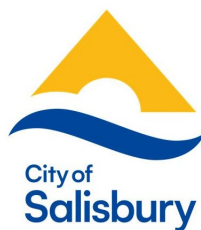
There are no Motions on Notice.

## OTHER BUSINESS

*(Questions Without Notice, Motions Without Notice, CEO Update)*

## CLOSE





**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN LITTLE  
PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY ON**

**22 APRIL 2025**

**MEMBERS PRESENT**

Deputy Mayor, Cr C Buchanan (Chairman)  
Mayor G Aldridge  
Cr J Chewparsad  
Cr A Graham  
Cr K Grenfell  
Cr D Hood  
Cr P Jensen (Deputy Chairman)  
Cr M Mazzeo  
Cr S McKell  
Cr S Ouk

**STAFF**

Deputy Chief Executive Officer, Mr C Mansueto  
A/ General Manager City Infrastructure, Mr J Foong  
A/ General Manager City Development, Mr C Zafiropoulos  
A/ General Manager Community Development, Ms C Giles  
Manager Governance, Mr R Deco  
Governance Officer, Mrs M Woods

The meeting commenced at 6.33pm.

The Chairman welcomed the Elected Members, members of the public and staff to the meeting.

**APOLOGIES**

Apologies have been received from Cr B Brug, Cr L Brug and Cr S Reardon.

## LEAVE OF ABSENCE

Nil.

## PRESENTATION OF MINUTES

Moved Cr A Graham  
Seconded Cr D Hood

The Minutes of the Policy and Planning Committee Meeting held on 17 March 2025, be taken as read and confirmed.

**CARRIED**

## REPORTS

### *Administration*

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

Moved Cr S McKell  
Seconded Mayor G Aldridge

That Council:

1. Notes the report.

**CARRIED**

#### **1.0.2 Recommendations of the Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 14 April 2025**

Moved Cr J Chewparsad  
Seconded Cr S Ouk

That Council:

1. Receives and notes the information contained in the Intercultural Strategy and Partnerships Sub Committee of the meeting held on 14 April 2025 and that the following recommendations contained therein be adopted by Council:

**CARRIED**

#### **1.0.2-ISPS1 Future Reports for the Intercultural Strategy and Partnerships Sub Committee**

Moved Cr J Chewparsad  
Seconded Cr S Ouk

That Council:

1. Notes the report.

**CARRIED**

### 1.0.2-ISPS2 Update on SICA and SISA meetings - Community Diversity and Inclusion Division

Moved Cr J Chewparsad  
Seconded Cr S Ouk

That Council:

1. Notes the report.

**CARRIED**

*For Decision*

### 1.1.1 Consultation on Proposed Development Regulation Changes

Moved Cr P Jensen  
Seconded Cr S McKell

That Council:

1. Notes the draft staff submission for the consultation on changes to regulations under the *Planning, Development and Infrastructure Act, 2016*, as provided in Attachment 1 (Item 1.1.1, Policy and Planning Committee, 22 April 2025) to be submitted by 22 April 2025.
2. Notes the Acting Chief Executive Officer will be submitting the updated response tabled at the Policy and Planning Committee, noting Council may further refine the submission post the due date.

**CARRIED**

### 1.1.2 Mill Road, Waterloo Corner Code Amendment

Moved Cr P Jensen  
Seconded Mayor G Aldridge

That Council:

1. Approves the draft submission on the Mill Road, Waterloo Corner draft Code Amendment as provided in Attachment 1 (Item 1.1.2, Policy and Planning Committee, 22 April 2025).
2. Delegates the Chief Executive Officer (or delegate) to finalise the draft submission in accordance with Council deliberations.

**CARRIED**

### 1.1.3 Strategic Asset Management Plan 2024/2025 Adoption

Moved Cr K Grenfell  
Seconded Cr A Graham

That Council:

1. Adopts the draft Strategic Asset Management Plan 2025/26 as presented in Attachment 1 of the report (Item 1.1.3, Policy and Planning Committee, 22 April 2025) for the purpose of public consultation.

**CARRIED**

### *For Information*

### 1.2.1 Cambodian Genocide Memorial

Moved Cr S Ouk  
Seconded Cr C Buchanan

That Council:

1. Requests that a further report be presented to the May 2025 Intercultural Strategy and Partnership Sub Committee detailing information requested previously on the cost estimates for the design and construction of a Cambodian Genocide Memorial within the City of Salisbury.

**CARRIED**

### **QUESTIONS ON NOTICE**

There were no Questions on Notice.

### **MOTIONS ON NOTICE**

There were no Motions on Notice.

### **OTHER BUSINESS**

*(Questions Without Notice, Motions Without Notice, CEO Update)*

There were no Other Business Items.

## ORDERS TO EXCLUDE THE PUBLIC

### 1.4.1 Recommendations of the Confidential Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 14 April 2025

Moved Mayor G Aldridge  
Seconded Cr K Grenfell

The Policy and Planning Committee:

1. *Orders that pursuant to Section 90(2) and (3)(a) and (b)(i) and (b)(ii) of the Local Government Act 1999, that it is necessary and appropriate to exclude the public for the consideration of Agenda Item 1.4.1 Recommendations of the Confidential Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 14 April 2025 (ISPS3 First Nations Strategic Group Nominations and Recruitment) with the exception of the following persons:*

- *Deputy Chief Executive Officer*
- *A/ General Manager City Infrastructure*
- *A/ General Manager City Development*
- *A/ General Manager Community Development*
- *Manager Governance*
- *Governance Officer*

*On the basis:*

- *it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);*
  - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
  - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
    - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
    - *non-disclosure of this matter and discussion of this item in confidence would protect the sensitive commercial information,*

*the public's interest is best served by not disclosing the **Recommendations of the Confidential Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 14 April 2025** item and discussion at this point in time.*

**CARRIED**

---

The meeting moved into confidence at 6.53pm.

The meeting moved out of confidence and closed at 7.14pm.

CHAIRMAN.....

DATE.....

**Item 1.0.1**

<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	19 May 2025
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Whibley, PA to General Manager, City Development
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

## RECOMMENDATION

### That Council:

1. Notes the report.

## ATTACHMENTS

There are no attachments to this report.

### 1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

### 2. REPORT

- 2.1 The table below outlines the reports to be presented to the Policy and Planning Committee as a result of a Council resolution.

Meeting Item	Heading and Resolution	Officer
28/10/2024 MON2  <b>Due:</b> <b>Deferred:</b> <b>Reason:</b>	<b>Motion on Notice Cr B Brug: Globe Derby Park Illegal Dumping and CCTV Request</b> 2. Requests the Administration to present a report on potential options to mitigate the Globe Derby Park illegal dumping issues, including associated costing around CCTV solutions. May 2025 June 2025 This resolution will be addressed as part of the Confidential Community Safety CCTV Program report that will be presented to the Asset Management Sub Committee Meeting in June 2025.	Mark Purdie

24/02/2025 1.1.1 MONW3	<b>Body Worn Cameras</b> - 2. Requests the Administration to undertake an evaluation of the Body Worn Cameras during the trial and provide a report to Council on the outcomes using an Evaluation Assessment Framework that will include an evaluation of: <ul style="list-style-type: none"> <li>• Number of activations and type of use e.g. safety, compliance and enforcement, etc</li> <li>• Technical Features</li> <li>• Functionality and Performance</li> <li>• Durability and Build Quality</li> <li>• Ease of Use and Officer Experience</li> <li>• Impact on Safety and Community Interactions</li> <li>• Evidence Quality and Usability; and</li> <li>• Cost Analysis.</li> </ul> 4. Notes that Administration will provide a report post-trial regarding the outcomes of the trial and recommendations for potential future use.	John Darzanos
Due:	September 2025	
24/02/2025 1.1.2	<b>Accommodation Diversity Code Amendment</b> 2. Notes the Administration is developing a housing strategy as part of the City Plan to be presented to the Policy and Planning Committee.	Kynan Mann
Due:	June 2025	
24/03/2025 1.1.3	<b>Planning, Development and Infrastructure (Vehicle Parking) Amendment Bill 2025 – Vehicle Parking Scheme</b> 3. Notes that Administration will bring back a report in June 2025 on opportunities to utilise the remaining fund within the Mawson Lakes Carparking Fund should the Bill be passed.	Kynan Mann
Due:	June 2025	
24/03/2025 1.4.1	<b>Salisbury North Oval Precinct Plan – Draft Options</b> 4. Requests that Administration give further consideration to the reconfiguration of existing buildings located along Cheney Terrace to optimise building footprints in this location for the Salisbury North Football Club and Gem Club and a report be presented to Council in June 2025.	Daryl Tian
Due:	June 2025	

#### 4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Policy and Planning Committee have been reviewed and are presented to Council for noting.



**ITEM** 1.1.1**POLICY AND PLANNING COMMITTEE****DATE** 19 May 2025**PREV REFS** Governance and Compliance Committee 3.1.2 17/02/2025**HEADING** Updates to Legislative Delegations**AUTHORS** Michelle Woods, Governance Officer, CEO and Governance Sally Jenkin, Team Leader Strategic Urban Planning, City Development**CITY PLAN LINKS** 4.3 Our council is recognised for delivering exceptional community experiences and quality outcomes**SUMMARY** This report provides Council with the opportunity to consider new, amended and deleted delegations to ensure they align with changed legislative requirements. This report addresses updates since Council last considered delegations in November 2024.**RECOMMENDATION**That Council:

1. Delegates from the 26 May 2025 in exercise of the power contained in Section 100 of the *Planning, Development and Infrastructure Act 2016* the powers, functions and duties as provided for in the Instrument of Delegation at Attachment 1 of this report (Item 1.1.1; Policy and Planning Committee; 19 May 2025) to the person occupying the position of Chief Executive Officer of the Council subject to the conditions specified in each Instrument of Delegation.
2. Notes that such powers, functions and duties may be further delegated by the person occupying the position of Chief Executive Officer as they see fit, unless otherwise indicated herein or in each proposed Instrument of Delegation in accordance with Section 100(2)(c) of the *Planning, Development and Infrastructure Act 2016* at Attachment 1 (Item 1.1.1; Policy and Planning Committee; 19 May 2025).

**ATTACHMENTS**

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

1. Planning, Development and Infrastructure Act - Instrument A - NEW + CHANGED Provisions
2. Planning, Development and Infrastructure Act - Instrument A - DELETED Provisions
3. Code Amendment Process- Summary of Delegations

## 1. BACKGROUND

- 1.1 The Council may delegate its statutory powers and functions pursuant to Section 44 of the *Local Government Act 1999* and powers of delegation under other legislation.
- 1.2 Delegations are made to the Chief Executive Officer, who will, where appropriate sub delegate to officers to enable them to carry out the duties of their role.
- 1.3 Where there is a recommendation to delegate to the Chief Executive Officer (CEO), the Deputy Chief Executive Officer will also be listed for business continuity purposes.
- 1.4 The Local Government Association (LGA) provides periodic updates to the delegation templates as a result of legislative changes. This is provided to Council as required for consideration on an ongoing basis.
- 1.5 Council maintains a register of its delegations in accordance with the requirements of Section 44 of the *Local Government Act 1999*. Changes in legislation may affect these delegations, which requires Council to review its relevant delegations on a periodic basis.
- 1.6 The key changes since the last update presented to Council in November 2024 are summarised below:
  - 1.6.1 *Instrument A - Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity*  
  
These changes are as a result of updates the Minister has made to Practice Direction 2 – Preparation and Amendment of Designated Instrument.
- 1.7 The attached updates are displayed as:
  - 1.7.1 NEW
  - 1.7.2 CHANGED
  - 1.7.3 DELETED

## 2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 Local Government Association.

## 3. DISCUSSION

- 3.1 The delegations being considered have been recommended and provided by the LGA and developed by Norman Waterhouse Lawyers.
- 3.2 The changes detailed in Attachments 1 and 2 are minor in nature.

3.3 *Instrument A - Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity*

3.3.1 These changes are as a result of updates the Minister has recently made to the Community Engagement Charter. The Charter sets out the community engagement and consultation requirements for proposed amendments to planning policies, strategies and schemes.

3.3.2 They relate to code amendments and do not fundamentally change the nature of the delegations.

3.4 A report was presented to the 17 February 2025 Governance and Compliance Meeting outlining updates to delegations under the *Planning, Development and Infrastructure Act 2016* (the Act).

3.5 At its meeting on 24 February 2025, Council:

1. *Defers the consideration of this item to the March Policy and Planning Committee.*
2. *Delegates to the Policy and Planning Committee to make a decision on Item 3.1.2.*

*Resolution 0825/2025*

3.6 Council was seeking clarification in relation to if the changes were delegating the power to 'initiate' Code Amendments to staff, and if so, was this previously in place?

3.7 The revised delegations are a result of the State Planning Commission adding additional information requirements for proponents in preparing documentation as part of the Code Amendment process into Practice Direction 2 – Preparation and Amendment of Designated Instrument.

3.8 The previous delegations relating to the key decision points relating to Code Amendments are unchanged.

3.9 Attachment 3 shows the relevant PDI Act and Practice Direction 2 sections for Council when it is the proponent for preparing a Code Amendment. It also shows a summary of the action, the delegation and what is presented to Council for decision.

3.10 A Council led Code Amendment will go to Council for at least three stages of a code amendment process

3.10.1 at initiation

3.10.2 seeking consultation approval; and

3.10.3 final approval.

3.11 Despite the delegations sitting at senior officer level, approvals are still sought from Council. It is the senior officer's responsibility who holds the delegated authority to ensure that the extensive and detailed technical and administrative requirements of the PDI Act and Practice Direction 2 have been met.

### **Additional Updates Since February 2025**

- 3.12 Since the initial report to the February 2025 Governance and Compliance Committee, the Local Government Association have distributed additional updates under the PDI Act.
- 3.13 Four additional delegations have now been added. These are highlighted in yellow on Attachment 1.
- 3.14 These changes address new obligations in Practice Direction 2 in relation to requesting a complying change to the Planning and Design Code.
- 3.15 Complying changes to the code are zone boundary changes or the application of an overlay that has been identified and investigated through a regional planning process (i.e the Greater Adelaide Regional Plan).
- 3.16 The Administration will seek Council's approval if it was to propose to the Minister for Planning a complying change to the Code.

## **4. CONCLUSION**

- 4.1 Updates to legislative delegations are presented to Council for its consideration.

City of Salisbury

**NEW Provisions**

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
754879	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 5(1)	<p>89. Initiating a Code Amendment</p> <p>89.1 The power pursuant to clause 5(1) of the State Planning Commission Practice Direction – 2 Preparation and Amendment of Designated Instrument (PD2), to initiate a Code Amendment and lodge the following documents to the Department via the SA Planning Portal:</p> <p>89.1.1 a Proposal to Initiate;</p> <p>89.1.2 SA Planning Portal Publication Instructions – for Initiation;</p> <p>89.1.3 Heritage Report with datasheet(s) and analysis of historic themes (relevant proposals only);</p> <p>89.1.4 Significant Tree Report with description/s and assessment/s (relevant proposals only).</p>		
754880	State Planning Commission Practice Direction 2 - Preparation and Amendment of	clause 5(2)	<p>89. Initiating a Code Amendment</p> <p>89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate:</p> <p>89.2.1 Code Policy</p> <p>89.2.1.1 an outline of:</p> <p>(a) any overlay, general development policy, zone, subzone or technical or numeric variation in the Code being proposed for amendment; and/or</p> <p>(b) the intended spatial application of an overlay, zone, subzone or technical or numeric variation in the Code over an identified area;</p>		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Designated Instruments				
754881	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 5(2)	89. Initiating a Code Amendment 89.2.2 Affected Area 89.2.2.1 a map or description of the Affected Area;		
754882	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 5(2)	89. Initiating a Code Amendment 89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate: 89.2.3 State Planning Policies 89.2.3.1 identification of the relevant principles or objectives of the State Planning Policies and an assessment of the proposed Code Amendment's alignment with those State Planning Policies;		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
754883	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 5(2)	89. Initiating a Code Amendment 89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate: 89.2.4 Regional Plan 89.2.4.1 identification of relevant regional plans and assessment of how the matters or issues proposed to be addressed by the proposed Code Amendment will relate to the relevant regional plan;		
754884	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 5(2)	89. Initiating a Code Amendment 89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate: 89.2.5 Consultation 89.2.5.1 information regarding any consultation that has already occurred with respect to the proposed Code Amendment; 89.2.5.2 details of further consultation proposed to be undertaken with respect to the proposed Code Amendment;		
754885	State Planning Commission Practice	clause 5(2)	89. Initiating a Code Amendment 89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate: 89.2.6 Planning Merit Statement 89.2.6.1 provide a statement detailing how the proposed Code Amendment relates to strategic		

06 May 2025



City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Direction 2 - Preparation and Amendment of Designated Instruments		directions and outlines desired policy/development outcomes and anticipated residential/ employment yields;		
754886	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 5(2)	<p>89. Initiating a Code Amendment</p> <p>89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate:</p> <p>89.2.7 Investigation Information</p> <p>89.2.7.1 information regarding any investigations which have already been undertaken with respect to the proposed Code Amendment;</p> <p>89.2.7.2 commitment to undertake further investigations to support the proposed Code Amendment including the following as applicable:</p> <p>(a) infrastructure (road, civil, corridor);</p> <p>(b) service infrastructure (water, wastewater, stormwater, electricity, gas, telecommunications);</p> <p>(c) cultural and heritage significance (search of the Register of Aboriginal Sites and Objects);</p> <p>(d) Code policy (zone, overlay, TNVs, concept plan);</p> <p>(e) hazard risk (analysis of relevant overlays and site conditions);</p> <p>(f) the extent to which there are social, economic, land use, built form or environmental features that present a barrier to the outcomes sought;</p> <p>89.2.7.3 high-level details of any infrastructure required to support development arising through the proposed Code Amendment</p> <p>and how that infrastructure will be provided (for example potable water and sewerage connection requirements);</p> <p>89.2.7.4 where known, details of any infrastructure agreement (or agreements) or infrastructure scheme which will need to be</p>		

06 May 2025



City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
			established or entered into in connection with the proposed Code Amendment.		
754887	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 5(2)	<p>89. Initiating a Code Amendment</p> <p>89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate:</p> <p>89.2.8 The power pursuant to clause 5(3) of PD2 to set out in the SA Planning Portal Publication Instructions – for Initiation:</p> <p>89.2.8.1 a summary of the Code Amendment in plain English, which will be published on the SA Planning Portal;</p> <p>89.2.8.2 where possible, an indication of when consultation may begin.</p>		
754888	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 5(2)	<p>89. Initiating a Code Amendment</p> <p>89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate:</p> <p>89.2.9 The power pursuant to clause 5(4) of PD2 to, in relation to initiating a Code Amendment which is intended to designate a place as a place of local heritage value, provide a report which:</p> <p>89.2.9.1 includes a heritage datasheet for each proposed Local Heritage Place, which includes:</p> <ul style="list-style-type: none"> <li>(a) all relevant property details and descriptions (including images);</li> <li>(b) historical background and thematic analysis;</li> <li>(c) a statement of heritage value;</li> <li>(d) an assessment against the Local Heritage Criteria; and</li> <li>(e) the extent of listing (including any exclusions);</li> </ul> <p>89.2.9.2 includes an analysis of historic themes of importance to the area;</p> <p>89.2.9.3 is prepared by a heritage architect, historian or person with similar qualifications, skills or experience; and</p>		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
			89.2.9.4 is otherwise prepared in accordance with any guidelines prepared and published by the Commission under Section 67(2)(c) of the PDI Act.		
754889	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 5(2)	<p>89. Initiating a Code Amendment</p> <p>89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate:</p> <p>89.2.10 The power pursuant to clause 5(5) of PD2 to, in relation to initiating a Code Amendment which is intended to designate a tree (or stand of trees) as a significant tree (or trees), provide a report which:</p> <p>89.2.10.1 includes relevant details and descriptions of the tree or stand of trees (including images as necessary);</p> <p>89.2.10.2 includes an assessment of the tree (or stand of trees) against the Significant Tree Criteria;</p> <p>89.2.10.3 is prepared by an urban planner, arborist or person with qualifications, skills or experience relevant to the assessment in the report.</p>		
754890	State Planning Commission Practice Direction 2 - Preparation and Amendment of	clause 6(1)	<p>90. Preparation of a Draft Code Amendment (Prior to Consultation)</p> <p>90.1 The power pursuant to clause 6(1) of PD2, to prior to consultation occurring on a draft Code Amendment:</p> <p>90.1.1 carry out investigations and obtain such information:</p> <p>90.1.1.1 as provided in the Proposal to Initiate approved by the Minister;</p> <p>90.1.1.2 as required under any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act; and</p> <p>90.1.1.3 as specified by the Commission under Sections 73(6)(e) or 73(6)(f) of the PDI Act;</p>		

06 May 2025

**Item 1.1.1 - Attachment 1 - Planning, Development and Infrastructure Act - Instrument A - NEW + CHANGED Provisions**

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Designated Instruments				
754891	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 6(1)	<p>90. Preparation of a Draft Code Amendment (Prior to Consultation)</p> <p>90.1 The power pursuant to clause 6(1) of PD2, to prior to consultation occurring on a draft Code Amendment:</p> <p>90.1.2 provide the Department with:</p> <p>90.1.2.1 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and</p> <p>90.1.2.2 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Agreement;</p>		
754892	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 6(1)	<p>90. Preparation of a Draft Code Amendment (Prior to Consultation)</p> <p>90.1 The power pursuant to clause 6(1) of PD2, to prior to consultation occurring on a draft Code Amendment:</p> <p>90.1.3 prepare the draft Code Amendment in accordance with the approved Proposal to Initiate and any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act and the requirements of this Practice Direction;</p>		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
754893	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 6(1)	90. Preparation of a Draft Code Amendment (Prior to Consultation) 90.1 The power pursuant to clause 6(1) of PD2, to prior to consultation occurring on a draft Code Amendment: 90.1.4 provide the Department with written instructions (in a form acceptable to the Department) to prepare the SA Planning Portal for consultation on the draft Code Amendment; and		
754894	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 6(1)	90. Preparation of a Draft Code Amendment (Prior to Consultation) 90.1 The power pursuant to clause 6(1) of PD2, to prior to consultation occurring on a draft Code Amendment: 90.1.5 provide the Department with the engagement plan prepared (and approved, if required) under these Practice Directions, for the purpose of the Department publishing the engagement plan on the SA Planning Portal.		
754895	State Planning Commission Practice	clause 6(2)	90. Preparation of a Draft Code Amendment (Prior to Consultation) 90.2 The power pursuant to clause 6(2) of PD2, where an engagement plan is amended during any period of consultation or any time prior to finalisation of the engagement report under PD2, to		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Direction 2 - Preparation and Amendment of Designated Instruments		provide the Department with the engagement plan (as updated) for the purpose of the Department publishing the updated engagement plan on the SA Planning Portal		
754896	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 7(1)	<p>91. Requirements for a Draft Code Amendment</p> <p>91.1 The power pursuant to clause 7(1) of PD2 to support a draft Code Amendment by the following information:</p> <p>91.1.1 an explanation of the current code policy as it applies to the Affected Area (at the time of preparation of the draft Code Amendment);</p> <p>91.1.2 an explanation of the amendments to the Code policy proposed for the Affected Area;</p> <p>91.1.3 an assessment of the strategic planning outcomes intended to be achieved through the draft Code Amendment, including an analysis of the consistency of the draft Code Amendment with the relevant provisions of State Planning Policies, the Regional Plan and any other relevant strategic plans;</p> <p>91.1.4 a summary and explanation of the investigations undertaken and how these support the draft Code Amendment; and</p> <p>91.1.5 an explanation of any infrastructure or services required to support development facilitated by the proposed Code Amendment, and an explanation of how and when the infrastructure will be provided.</p>		
754897	State Planning Commission	clause 9(1)	<p>92. Preparation of an Engagement Plan (Prior to Consultation)</p> <p>92.1 The power pursuant to clause 9(1) of PD2 to prepare an engagement plan that:</p> <p>92.1.1 meets the principles and performance outcomes of the Charter;</p>		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Practice Direction 2 - Preparation and Amendment of Designated Instruments		92.1.2 describes the persons or bodies to be consulted on the proposed amendment of the Designated Instrument, which must include any persons or bodies: 92.1.2.1 required to be consulted with under a condition imposed by the Minister under Section 73(5) of the PDI Act; 92.1.2.2 specified by the Commission under Section 73(6)(e) of the PDI Act; and 92.1.2.3 who must be consulted with under the Charter; 92.1.3 outlines any relevant previous engagement undertaken to inform the proposal; 92.1.4 describes the evaluation framework for the engagement.		
754898	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 9(2)	92. Preparation of an Engagement Plan (Prior to Consultation) 92.2 The power pursuant to clause 9(2) of PD2 to, in relation to engagement plans which relate to proposed preparation of or amendment to a State Planning Policy or a Regional Plan submit the engagement plan to the Commission for approval prior to commencement of formal engagement on the proposal.		
754899	State Planning Commission Practice Direction 2 - Preparation and	clause 9(3)	92. Preparation of an Engagement Plan (Prior to Consultation) 92.3 The power pursuant to clause 9(3) of PD2 to, in relation to an engagement plan relating to a proposed amendment to the Code or a Design Standard, submit the engagement plan to the Commission or the Minister for approval, if a condition has been imposed by the Minister under Section 73(5) of the PDI Act which requires such approval.		

06 May 2025



City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Amendment of Designated Instruments				
754900	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 10(1)	<p>93. Preparation of an Engagement Report (Following Consultation)</p> <p>93.1 The power pursuant to clause 10(1) of PD2 to, at the completion of engagement on a proposal prepare or amend a Designated Instrument, provide the Department with:</p> <p>93.1.1 if amendments to the proposal are required:</p> <p>93.1.1.1 written instructions (in a form acceptable to the Department) that set out any changes to the draft Designated Instrument for the purposes of the Department updating and providing the draft policy for inclusion in the draft Designated Instrument; and/or</p> <p>93.1.1.2 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Designated Instrument;</p> <p>93.1.2 the updated draft Designated Instrument or amendment to the Designated Instrument in the form of amendment instructions (once finalised by the Designated Entity, incorporating any amendments); and</p> <p>93.1.3 a final engagement report as required under Section 73(7) of the PDI Act and prepared in accordance with PD2, for the purpose of the Department arranging for the engagement report and draft Designated Instrument to be furnished to the Minister.</p>		
754901	State Planning Commission	clause 10(2)	<p>93. Preparation of an Engagement Report (Following Consultation)</p> <p>93.2 The power pursuant to clause 10(2) of PD2 to set out in an engagement report required under Section 73(7) of the PDI Act:</p>		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Practice Direction 2 - Preparation and Amendment of Designated Instruments		<p>93.2.1 details of the engagement undertaken and how that engagement met the engagement plan and reasons for variations (if any) to the engagement plan;</p> <p>93.2.2 the outcome of the engagement including a summary of the written submissions or feedback received;</p> <p>93.2.3 any proposed changes to the proposal to prepare or amend a Designated Instrument (when compared with the proposal that was engaged on) and the reasons for those proposed changes. This should specifically indicate:</p> <p>93.2.3.1 where changes are proposed to the Designated Instrument based on or as a result of the engagement; and</p> <p>93.2.3.2 any other changes which are proposed based on or as a result of additional investigations or information which was not available when the proposal was released for engagement.</p>		
766399	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl 11(4)	<p><b>94. Lodgement of Proposal</b></p> <p><b>94.1</b>The power pursuant to clause 11(4) of PD2 to submit a completed Lodgement Form with the Department via the SA Planning Portal, to commence the process for a proposed Complying Change.</p>		

06 May 2025



City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
766400	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl 11(5)	<p>94. Lodgement of Proposal</p> <p>94.2The power pursuant to clause 11(5) of PD2 to set out in the Lodgement Form:</p> <p>94.2.1Affected Area</p> <p>94.2.1.1a map of the Affected Area (confirming its consistency with the boundaries of the map(s) relating to the relevant Regional Plan recommendation);</p> <p>94.2.2Code Mapping</p> <p>94.2.2.1an outline of:</p> <p>(a) any existing overlay, zone, subzone, concept plan or technical and numeric variation in the Code within the Affected Area which is proposed to be amended;</p> <p>(b) the proposed spatial application of any overlay/s and/or amendment/s to the boundary of a zone or subzone; and</p> <p>(c) any associated proposed application of a concept plan/s and/or all relevant technical or numeric variation/s within the Affected Area in connection with the proposed change outlined in clause 11(5)(c)(ii) of PD2;</p> <p>94.2.3Regional Plan Recommendation</p> <p>94.2.3.1 a description of the relevant recommendation/s in the Regional Plan;</p> <p>94.2.3.2confirmation that the details outlined in clauses 11(5)(c)(ii) and (iii) of PD2 are consistent with the recommendation in the Regional Plan (where relevant); and</p> <p>confirmation that a time period of not more than two years has elapsed since the relevant recommendation in the Regional Plan was given effect pursuant to Section 73(12) of the PDI Act (unless the Commission considers that a longer period shall apply for the purposes of clause 11 of PD2).</p>		
754902	State Planning Commission Practice	clause 10(3)	<p>93. Preparation of an Engagement Report (Following Consultation)</p> <p>93.3 The power pursuant to clause 10(3) of PD2 to also include in the engagement report an evaluation of the effectiveness of the engagement that considers whether:</p> <p>93.3.1 the principles of the Charter have been activated; and</p>		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Direction 2 - Preparation and Amendment of Designated Instruments		93.3.2 all mandatory requirements identified in the Charter have been met (where the consultation category is applicable).		
766401	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl 13(1)	<p>95.Final Determination of Minister</p> <p>95.1The power pursuant to clause 13(1) of PD2 when consultation on a proposed Complying Change is complete, to provide the Department with:</p> <p>95.1.1written instructions (in a form acceptable to the Department) that set out any changes to the Complying Change as it was initially proposed; and/or</p> <p>95.1.1.2mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare mapping which is suitable for inclusion in the Code;</p> <p>95.1.2the updated draft proposed Complying Change in the form of amendment instructions (once finalised by the Council, incorporating any changes); and</p> <p>95.1.3if any submissions were received, a consultation report to be furnished to the Commission.</p>		
766402	State Planning Commission Practice Direction 2 - Preparation	clause 13(2)	<p>95.Final Determination of Minister</p> <p>95.2The power pursuant to clause 13(2) of PD2 to set out in the consultation report in clause 13(1)(c) of PD2:</p> <p>95.2.1the outcome of the consultation, including a summary of the written submissions or feedback received; and</p> <p>95.2.2 any proposed changes to the Complying Change (when compared with the proposal that</p>		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	and Amendment of Designated Instruments		was consulted on) and the reasons for those proposed changes and specifically indicate: 95.2.2.1 where changes are proposed to the Complying Change as a result of the consultation; and 95.2.2.2 any other changes proposed as a result of additional investigations or information that was not available when the proposal was released for consultation.		

06 May 2025

City of Salisbury

**CHANGED Provisions**

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
499307	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, <a href="#">Regulations, Planning &amp; Design Code and Practice Directions</a> of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)	s193(15)	<a href="#">33</a> <a href="#">45</a> . Land Management Agreements – Development Applications  <a href="#">45</a> .8 The power pursuant to Section 193(15) of the PDI Act to apply to the Registrar-General in relation to an agreement under Section 193 that has been rescinded or amended, to enter a note of the rescission or amendment against the instrument of title, or against the land.		
754904	State Planning	clause <a href="#">1214</a> (1)	<a href="#">9596</a> . Early Commencement of a Code Amendment <a href="#">9596</a> .1 The power pursuant to clause <a href="#">1214</a> (1) of PD2 to provide a request for early		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Commission Practice Direction <a href="#">2</a> - <a href="#">2</a> Preparation and Amendment of Designated Instruments		commencement of a Code Amendment under Section 78 of the PDI Act to the Department and include: <a href="#">9596</a> .1.1 explanation, justification and evidence as necessary to demonstrate how early commencement of the Code Amendment is; <a href="#">9596</a> .1.1.1 necessary in the interest of the orderly and proper development of an area of the State; and <a href="#">9596</a> .1.1.2 required in order to counter applications for undesirable development (which should identify possible future development that would detract from or negate the object of the proposed Code Amendment) ahead of the outcome of consideration of the Code Amendment; <a href="#">9596</a> .1.2 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and <a href="#">9596</a> .1.3 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment.		
499427	State Planning Commission Practice Direction - 3 (Notification of Performance Assessed Development	cl6(3)(b)	<a href="#">77819697</a> . Responsibility to Undertake Notification <a href="#">7781</a> <a href="#">9697</a> .1 The power pursuant to clause 6(3)(b) of the State Planning Commission Practice Direction – 3 (Notification of Performance Assessed Development Applications) 2019 (PD3) to determine the relevant fee as being appropriate to cover the relevant authority's reasonable costs in giving public notice of the application under Section 107(3)(a)(i) of the PDI Act.		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Applications) 2019				
499428	State Planning Commission Practice Direction (Council Inspections) 2020	cl2(2)	<p><a href="#">7882</a><a href="#">9798</a>. Mandatory Inspections</p> <p><a href="#">7882</a><a href="#">9798</a>.1 The power pursuant to clause 2(2) of Part 2 of the State Planning Commission Practice Direction (Council Inspections) 2020 (PD9) to, in carrying out an inspection under PD9, take all reasonable steps to ensure each inspection includes an inspection and assessment of the following elements (elements), as may be present at the time of inspection:</p> <p><a href="#">7882</a><a href="#">9798</a>.1.1 primary structural elements;</p> <p><a href="#">7882</a><a href="#">9798</a>.1.2 structural framing and roof trusses;</p> <p><a href="#">7882</a><a href="#">9798</a>.1.3 wet areas and waterproofing;</p> <p><a href="#">7882</a><a href="#">9798</a>.1.4 barriers to prevent falls;</p> <p><a href="#">7882</a><a href="#">9798</a>.1.5 cladding;</p> <p><a href="#">7882</a><a href="#">9798</a>.1.6 egress provisions;</p> <p><a href="#">7882</a><a href="#">9798</a>.1.7 bushfire protection systems;</p> <p><a href="#">7882</a><a href="#">9798</a>.1.8 passive and active fire safety elements;</p> <p><a href="#">7882</a><a href="#">9798</a>.1.9 private bushfire shelters; and</p> <p><a href="#">7882</a><a href="#">9798</a>.1.10 performance solutions.</p>		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
499429	State Planning Commission Practice Direction (Council Inspections 2020	cl3(2)	<a href="#">79839899</a> . Additional Inspections <a href="#">7983</a> <a href="#">9899</a> .1 The power pursuant to clause 3(2) of Part 2 of PD9 to consider carrying out an inspection in addition to any specified in clause 2 of Part 2 of PD9 (additional inspections) if the delegate has information to indicate that the circumstances warrant it, having regard to the objects of PD9.		

06 May 2025

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
499430	State Planning Commission Practice Direction (Council Inspections 2020	cl4(3)	<p><del>808499</del>100. Inspections Generally</p> <p>99100.1 The power pursuant to clause 4(3) of Part 2 of PD9, in relation to building work listed in Schedule 7 of the General Regulations to consider if an additional inspection may be appropriate.</p>		

06 May 2025



City of Salisbury

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
499431	State Planning Commission Practice Direction (Council Inspections) 2020	cl1(2)	<a href="#">8185100101</a> . General Requirements <a href="#">8185100</a> .1 The power pursuant to clause 1(2) of Part 3 of PD9 to ensure that an inspection under PD9 and subsequent assessment of each of the applicable elements in clause 2(2) of Part 2 of PD9 is carried out by a person who has the appropriate qualifications, skills, knowledge and experience to carry out an inspection assigned to that officer under PD9.		

06 May 2025



City of Salisbury

**DELETED Provisions**

#	Delegation Source	Provision	Item Delegated	Conditions & Limitations
499416	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl5(1)	<p>89. Requirements in Relation to Preparing an Engagement Plan</p> <p>89.1 The power pursuant to clause 5(1) of the State Planning Commission Practice Direction – 2 Preparation and Amendment of Designated Instruments (PD2), to prepare an engagement plan that:</p> <p>89.1.1 meets the principles and performance outcomes of the Charter;</p> <p>89.1.2 describes the persons or bodies to be consulted on the proposed amendment of the Designated Instrument, which must include any persons or bodies:</p> <p>89.1.2.1 require to be consulted with under a condition imposed by the Minister under Section 73(5) of the PDI Act</p> <p>89.1.2.2 specified by the Commission under Section 73(6)(e) of the PDI Act;</p> <p>89.1.2.3 who must be consulted with under the Charter;</p> <p>89.1.3 outlines any relevant previous engagement undertaken to inform the proposal;</p> <p>89.1.4 describes the evaluation framework for the engagement.</p>	
499417	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl5(2)	<p>89. Requirements in Relation to Preparing an Engagement Plan</p> <p>89.2 The power pursuant to clause 5(2) of PD2 to submit all engagement plans which relate to proposed preparation of or amendment to a State Planning Policy or a Regional Plan to the Commission for approval prior to commencement of formal engagement on the proposal.</p>	

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Conditions & Limitations
623804	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl6(1)	90.Preparation of an Engagement Report (Following Consultation) 90.1The power pursuant to clause 6(1) of PD2, at the completion of engagement on a draft of a proposal to prepare or amend a designated instrument to provide an engagement report to the Minister.	
499418	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl6(2)	90. Preparation of an Engagement Report (Following Consultation) 90.1 The power pursuant to clause 6(2) of PD2 to set out in an engagement report: 90.1.1 details of the engagement undertaken and how that engagement met the engagement plan, and reasons for variations, if any to the engagement plan; 90.1.2 the outcome of the engagement including a summary of the written submission or feedback made; 90.1.3 any proposed changes to the proposal to prepare or amend a Designated Instrument (when compared with the proposal that was engaged on) and the reasons for those proposed changes which specifically indicates: 90.1.3.1 where changes are proposed to the Designated Instrument based on or as a result of the engagement; and 90.1.3.2 any other changes which are proposed based on or as a result of additional investigations or information which was not available when the proposal was released for engagement.	

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Conditions & Limitations
499420	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl7(1)	<p>91. Initiating a Code Amendment</p> <p>91.1 The power pursuant to clauses 7(1) and (2) of PD2 to lodge a Proposal to initiate with the Department via the SA Planning Portal that sets out:</p> <p>91.1.1 Code Policy – an outline of:</p> <p>91.1.1.1 any overlay, general development policy, zone, subzone or technical or numeric variation in the Code being proposed for amendment; and/or</p> <p>91.1.1.2 the intended spatial application of an overlay, zone, subzone or technical or numeric variation in the Code over an identified area;</p> <p>91.1.2 Affected Area</p> <p>91.1.2.1 a map or description of the Affected Area;</p> <p>91.1.3 State Planning Policies</p> <p>91.1.3.1 identification of the relevant principles or objectives of the State Planning Policies and an assessment of the proposed Code Amendment's alignment with those State Planning Policies;</p> <p>91.1.4 Regional Plan</p> <p>91.1.4.1 Identification of relevant regional plans and assessment of how the matters or issues proposed to be addressed by the proposed Code Amendment will relate to the relevant regional plan;</p> <p>91.1.5 Consultation -</p> <p>91.1.5.1 information regarding any consultation that has already occurred with respect to the proposed Code Amendment;</p> <p>91.1.5.2 details of further consultation proposed to be undertaken with respect to the proposed Code Amendment;</p> <p>91.1.6 Investigations -</p> <p>91.1.6.1 information regarding any investigations which have already been undertaken with respect to the proposed Code Amendment</p> <p>91.1.6.2 an outline of the further investigations that will be undertaken to support the proposed Code Amendment;</p> <p>91.1.6.3 details of any infrastructure required to support development arising through proposed Code Amendment and how the infrastructure will be provided;</p>	

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Conditions & Limitations
			<p>91.1.6.4 details of any infrastructure agreement (or agreements) or infrastructure scheme which will need to be established or entered into in connection with the proposed Code Amendment</p> <p>91.1.7 Timetable</p> <p>91.1.7.1 identification of a consultation start date;</p> <p>91.1.7.2 an outline of the proposed timetable for each step of the Code Amendment process (ensuring that the process is completed within reasonable time limits), and a commitment from the Proponent (where it is also the Designated Entity) that it will take steps to update the timetable and seek approval from the Department if it appears that timeframes will not be met.</p>	
623806	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl7(1) and (3)	<p>91.1 Initiating a Code Amendment</p> <p>91.2 The power pursuant to clauses 7(1) and (3) of PD2 to lodge the SA Planning Portal Publication Instructions – for Initiation that sets out:</p> <p>91.2.1 identification of a consultation start date, consistent with the Proposal to Initiate timetable;</p> <p>91.2.2 an outline of the consultation approach including period of consultation, key audience and consultation methods (noting the Commission may also recommend specific conditions); and</p> <p>91.2.3 a summary of the Code Amendment in plain English.</p>	
499421	State Planning Commission Practice Direction 2 - Preparation	cl7(4)	<p>91.3 Initiating a Code Amendment</p> <p>The power pursuant to clause 7(4) of PD2, in addition to a Code Amendment which is intended to designate a place as a place of local heritage value, to provide a report which:</p> <p>91.3.1 includes a heritage datasheet for each proposed Local Heritage Place, which includes:</p> <p>91.3.1.1 all relevant property details and descriptions (including images);</p> <p>91.3.1.2 historical background and thematic analysis;</p>	

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Conditions & Limitations
	and Amendment of Designated Instruments		91.3.1.3 a statement of heritage value; 91.3.1.4 an assessment against the Local Heritage Criteria; and 91.3.1.5 the extent of listing (including any exclusions); 91.3.2 includes an analysis of historic themes of importance to the area; 91.3.3 is prepared by a heritage architect, historian or person with similar qualifications, skills or experience; and 91.3.4 is otherwise prepared in accordance with any guidelines prepared and published by the Commission under Section 67(2)(c) of the PDI Act.	
502554	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl 7(5)	91. Initiating a Code Amendment 91.4 The power pursuant to clause 7(5) of PD2 in relation to a Code Amendment which is intended to designate a tree (or stand of trees) as a significant tree (or trees), to provide a report which: 91.4.1 includes relevant details and descriptions of the tree or stand of trees (including images as necessary) 91.4.2 includes an assessment of the tree (or stand of trees) against the Significant Tree Criteria; 91.4.3 is prepared by an urban planner, arborist or person with qualifications, skills or experience relevant to the assessment in the report.	
499422	State Planning Commission Practice Direction 2 - Preparation and Amendment	cl8(1)	92. Preparation of a Draft Proposal Code Amendment (Prior to Consultation) 92.1 The power pursuant to clause 8(1) of PD 2 to, prior to consultation occurring on a draft Code Amendment, to: 92.1.1 carry out investigations and obtain such information: 92.1.1.1 as provided in the Proposal to Initiate approved by the Minister; 92.1.1.2 as required under any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act; and 92.1.1.3 as specified by the Commission under Sections 73(6)(e) or 73(6)(f) of the PDI Act;	



City of Salisbury

#	Delegation Source	Provision	Item Delegated	Conditions & Limitations
	of Designated Instruments		<p>92.1.2 provide the Department with:</p> <p>92.1.2.1 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and</p> <p>92.1.2.2 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment;</p> <p>92.1.3 prepare the draft Code Amendment in accordance with the approved Proposal to Initiate and any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act and the requirements of this Practice Direction;</p> <p>92.1.4 provide the Department with written instructions (in a form acceptable to the Department) to prepare the SA Planning Portal for consultation on the draft Code Amendment; and</p> <p>92.1.5 provide the Department with the engagement plan prepared (and approved, if required) under these Practice Directions, for the purpose of the Department publishing the engagement plan on the SA Planning Portal.</p>	
499423	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl8(2)	<p>92. Preparation of a Draft Proposal Code Amendment (Prior to Consultation)</p> <p>92.2 The power pursuant to clause 8(2) of PD2, where an engagement plan is amended during any period of consultation or at any time prior to finalisation of the engagement report under the Practice Directions, to provide the Department with the engagement plan (as updated) for the purpose of the Department publishing the updated engagement plan on the SA Planning Portal</p>	



City of Salisbury

#	Delegation Source	Provision	Item Delegated	Conditions & Limitations
499424	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl9(1)	<p>93. Requirements For a Draft Code Amendment</p> <p>93.1 The power pursuant to clause 9(1) of PD2 to support a draft Code Amendment by the following information:</p> <p>93.1.1 an explanation of the current code policy as it applies to the Affected Area (at the time of preparation of the draft Code Amendment)</p> <p>93.1.2 an explanation of the amendments to the Code policy proposed for the Affected Area;</p> <p>93.1.3 an assessment of the strategic planning outcomes intended to be achieved through the draft Code Amendment, including an analysis of the consistency of the draft Code Amendment with the relevant provisions of State Planning Policies, the Regional Plan and any other relevant strategic plans;</p> <p>93.1.4 a summary and explanation of the investigations undertaken and how these support the draft Code Amendment; and</p> <p>93.1.5 an explanation of any infrastructure or services required to support development facilitated by the proposed Code Amendment, and an explanation of how and when the infrastructure will be provided.</p>	
499425	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl11(1)	<p>94. Complying Changes to the Code</p> <p>94.1 The power pursuant to clause 11(1) of PD2, in relation to a proposal to agree to a complying change to the Code under Section 75 of the PDI Act, to provide the following information to the Department:</p> <p>94.1.1 description of the relevant recommendations in the Regional Plan which relate to the proposed Code Amendment, including any specific maps or other specific information which clearly and expressly identify the changes relevant to the proposed Code Amendment;</p> <p>94.1.2 a summary of any consultation which has occurred in accordance with the Charter in relation to the proposed Code Amendment or the relevant Regional Plan, including a copy of the engagement report prepared for the relevant Regional Plan and any additional consultation that has occurred for the proposed Code Amendment;</p> <p>94.1.3 written instructions (in a form acceptable to the Department) that set out the intent of the</p>	

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Conditions & Limitations
			proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and 94.1.4 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment	
499426	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	cl12(1)	95. Early Commencement of a Code Amendment 95.1 The power pursuant to clause 12(1) of PD2, in relation to a request for early commencement of a Code Amendment under Section 78 of the PDI Act to provide to the Department: 95.1.1 explanation, justification and evidence as necessary to demonstrate how early commencement of the Code Amendment is: 95.1.1.1 necessary in the interest of the orderly and proper development of an area of the state; and 95.1.1.2 required in order to counter applications for undesirable development (which should identify possible future development that would detract from or negate the object of the proposed Code Amendment) ahead of the outcome of consideration of the Code Amendment; 95.1.2 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and 95.1.3 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment	
623805	State Planning Commission Practice Direction 2 -	cl6(3)	90. Preparation of an Engagement Report (Following Consultation) 90.3The power pursuant to clause 6(3) of PD2 to, in the engagement report also include an evaluation of the effectiveness of the engagement that considers whether: 90.3.1the principles of the Charter have been achieved; and 90.3.2all mandatory requirements identified in the Charter have been met (where the	

City of Salisbury

#	Delegation Source	Provision	Item Delegated	Conditions & Limitations
	Preparation and Amendment of Designated Instruments		consultation category is applicable).	
754903	State Planning Commission Practice Direction 2 - Preparation and Amendment of Designated Instruments	clause 11(1)	<p>94. Complying Changes to the Code of Conduct</p> <p>94.1 The power pursuant to clause 11(1) of PD2 to, in relation to a request for the Minister to agree to a complying change to the Code under Section 75 of the PDI Act provide the request to the Department and include the following information:</p> <p>94.1.1 description of the relevant recommendations in the Regional Plan which relate to the proposed Code Amendment, including any specific maps or other specific information which clearly and expressly identify the changes relevant to the proposed Code Amendment;</p> <p>94.1.2 a summary of any consultation which has occurred in accordance with the Charter in relation to the proposed Code Amendment or the relevant Regional Plan. This should include a copy of the engagement report prepared for the relevant Regional Plan and any additional consultation that has occurred for the proposed Code Amendment;</p> <p>94.1.3 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and</p> <p>94.1.4 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment.</p>	



Section of PDI Act or Practice Direction clauses (note the Practice Direction is prepared by the State Planning Commission for giving further requirements to supported the Act)		Summary of sections/clauses	Delegation to lowest level	Council involvement
Initiation – Proposal to Initiate a Code Amendment				
PDI Act s73(2)(b)(iv)	<p>9. Preparation and Amendment</p> <p>9.1 The power pursuant to Section 73(2)(b)(iv) of the PDI Act to:</p> <p>9.1.1 seek the approval of the Minister to initiate a proposal to amend a designated instrument; and</p> <p>9.1.2 initiate a proposal to amend a designated instrument with the approval of the Minister acting on the advice of the Commission.</p>	Prepare a proposal to initiate & lodge it with the Minister for Planning	Down to Senior Policy/Strategic Planner	A proposal to initiate will go to Council for endorsement
Practice Direction cl5(2)	<p>89. Initiating a Code Amendment</p> <p>89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate:</p> <p>89.2.1 Code Policy</p> <p>89.2.1.1 an outline of: (a) any overlay, general development policy, zone, subzone or technical or numeric variation in the Code being proposed for amendment; and/or (b) the intended spatial application of an overlay, zone, subzone or technical or numeric variation in the Code over an identified area;</p> <p>89.2.2 Affected Area</p> <p>89.2.2.1 a map or description of the Affected Area;</p> <p>89.2.3 State Planning Policies</p> <p>89.2.3.1 identification of the relevant principles or objectives of the State Planning Policies and an assessment of the proposed Code Amendment's alignment with those State Planning Policies;</p> <p>89.2.4 Regional Plan</p> <p>89.2.4.1 identification of relevant regional plans and assessment of how the matters or issues proposed to be addressed by the proposed Code Amendment will relate to the relevant regional plan;</p> <p>89.2.5 Consultation</p> <p>89.2.5.1 information regarding any consultation that has already occurred with respect to the proposed Code Amendment;</p> <p>89.2.5.2 details of further consultation proposed to be undertaken with respect to the proposed Code Amendment;</p> <p>89.2.6 Planning Merit Statement</p> <p>89.2.6.1 provide a statement detailing how the proposed Code Amendment relates to strategic directions and outlines desired</p>	Lodge the proposal to initiate on the SA Planning Portal in accordance with information requirements.	Down to Senior Policy/Strategic Planner	

	<p>policy/development outcomes and anticipated residential/ employment yields;</p> <p>89.2.7 Investigation Information</p> <p>89.2.7.1 information regarding any investigations which have already been undertaken with respect to the proposed Code Amendment;</p> <p>89.2.7.2 commitment to undertake further investigations to support the proposed Code Amendment including the following as applicable: (a) infrastructure (road, civil, corridor); (b) service infrastructure (water, wastewater, stormwater, electricity, gas, telecommunications); (c) cultural and heritage significance (search of the Register of Aboriginal Sites and Objects); (d) Code policy (zone, overlay, TNVs, concept plan); (e) hazard risk (analysis of relevant overlays and site conditions); (f) the extent to which there are social, economic, land use, built form or environmental features that present a barrier to the outcomes sought;</p> <p>89.2.7.3 high-level details of any infrastructure required to support development arising through the proposed Code Amendment and how that infrastructure will be provided (for example potable water and sewerage connection requirements);</p> <p>89.2.7.4 where known, details of any infrastructure agreement (or agreements) or infrastructure scheme which will need to be established or entered into in connection with the proposed Code Amendment.</p> <p>89.2 The power pursuant to clause 5(2) of PD2 to set out in the Proposal to Initiate:</p> <p>89.2.8 The power pursuant to clause 5(3) of PD2 to set out in the SA Planning Portal Publication Instructions – for Initiation</p> <p>89.2.8.1 a summary of the Code Amendment in plain English, which will be published on the SA Planning Portal;</p> <p>89.2.8.2 where possible, an indication of when consultation may begin</p> <p>89. Initiating a Code Amendment</p> <p>89.1 The power pursuant to clause 5(1) of the State Planning Commission Practice Direction – 2 Preparation and Amendment of Designated Instrument (PD2), to initiate a Code Amendment and lodge the following documents to the Department via the SA Planning Portal:</p> <p>89.1.1 a Proposal to Initiate;</p> <p>89.1.2 SA Planning Portal Publication Instructions – for Initiation;</p> <p>89.1.3 Heritage Report with datasheet(s) and analysis of historic themes (relevant proposals only); 89.1.4 Significant Tree Report with description/s and assessment/s (relevant proposals only).</p>			
--	---	--	--	--



	<p>91.1.6.3 details of any infrastructure required to support development arising through proposed Code Amendment and how the infrastructure will be provided;</p> <p>91.1.6.4 details of any infrastructure agreement (or agreements) or infrastructure scheme which will need to be established or entered into in connection with the proposed Code Amendment</p> <p>91.1.7 Timetable</p> <p>91.1.7.1 identification of a consultation start date;</p> <p>91.1.7.2 an outline of the proposed timetable for each step of the Code Amendment process (ensuring that the process is completed within reasonable time limits), and a commitment from the Proponent (where it is also the Designated Entity) that it will take steps to update the timetable and seek approval from the Department if it appears that timeframes will not be met.</p>			
PDI Act s73(9)	9. Preparation and Amendment 9.5 The power pursuant to Section 73(9) of the PDI Act to enter into an agreement with a person for the recovery of costs incurred by the Council in relation to an amendment of the Planning and Design Code or a design standard under Section 73 of the PDI Act (subject to the requirement to charge costs under Section 73(4)(b) of the PDI Act (if relevant)).	Enter into an agreement with a land owner to recover the costs of preparing a code amendment.	Down to General Manager- City Development	<b>This will be part of the Council approval process</b>
Practice Direction cl5(1)	89.2.8 The power pursuant to clause 5(3) of PD2 to set out in the SA Planning Portal Publication Instructions – for Initiation: 89.2.8.1 a summary of the Code Amendment in plain English, which will be published on the SA Planning Portal; 89.2.8.2 where possible, an indication of when consultation may begin.	Information requirement to lodge with the Department for publishing the initiation on the SA Planning Portal	Down to Senior Policy/Strategic Planner	
<b>Preparing the Code Amendment and Engagement Plan</b>				
PDI Act s73(6)	<p>9. Preparation and Amendment</p> <p>9.2 The power pursuant to Section 73(6) of the PDI Act where the Council is authorised or approved under Section 73 of the PDI Act, after all of the requirements of Section 73 of the PDI Act have been satisfied:</p> <p>9.2.1 to prepare a draft of the relevant proposal; and</p> <p>9.2.2 to comply with the Community Engagement Charter for the purposes of consultation in relation to the proposal; and</p> <p>9.2.3 to the extent that paragraph (b) of Section 73(6) of the PDI Act does not apply, in the case of a proposed amendment to a regional plan that has been prepared by a joint planning board where the amendment is not being proposed by the joint planning board – consult with the joint planning board; and</p>	Preparation of the Code Amendment and Engagement Requirements	Down to Senior Policy/Strategic Planner	<b>The Draft Code Amendment for Consultation purposes will go to Council for Approval with details about the proposed engagement</b>

	<p>9.2.4 to the extent that paragraph (b) of Section 73(6) of the PDI Act does not apply, in the case of a proposed amendment to the Planning and Design Code that will have a specific impact on 1 or more particular pieces of land in a particular zone or subzone (rather than more generally) – to take reasonable steps to give:</p> <p>9.2.4.1 an owner or occupier of the land; and</p> <p>9.2.4.2 an owner or occupier of each piece of adjacent land, a notice in accordance with the regulations; and</p> <p>9.2.5 to consult with any person or body specified by the Commission and any other person or body as the delegate thinks fit; and</p> <p>9.2.6 to carry out such investigations and obtain such information specified by the Commission; and</p> <p>9.2.7 to comply with any requirement prescribed by the regulations.</p>			
Practice Direction cl6(1)	<p>90. Preparation of a Draft Code Amendment (Prior to Consultation)</p> <p>90.1 The power pursuant to clause 6(1) of PD2, to prior to consultation occurring on a draft Code Amendment:</p> <p>90.1.1 carry out investigations and obtain such information:</p> <p>90.1.1.1 as provided in the Proposal to Initiate approved by the Minister;</p> <p>90.1.1.2 as required under any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act; and</p> <p>90.1.1.3 as specified by the Commission under Sections 73(6)(e) or 73(6)(f) of the PDI Act;</p> <p>90.1.2 provide the Department with:</p> <p>90.1.2.1 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and</p> <p>90.1.2.2 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Agreement;</p> <p>90.1.3 prepare the draft Code Amendment in accordance with the approved Proposal to Initiate and any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act and the requirements of this Practice Direction;</p> <p>90.1.4 provide the Department with written instructions (in a form acceptable to the Department) to prepare the SA Planning Portal for consultation on the draft Code Amendment; and</p> <p>90.1.5 provide the Department with the engagement plan prepared (and approved, if required) under these Practice Directions, for the purpose of the Department publishing the engagement plan on the SA Planning Portal.</p>	<p>Requirements for preparing a Code Amendment including:</p> <ul style="list-style-type: none"> <li>• Investigations</li> <li>• Minister's condition</li> <li>• Written and Mapping instructions.</li> <li>• Provision of the Engagement Plan (including if amended)</li> </ul>	Down to Senior Policy/Strategic Planner	



	90.2 The power pursuant to clause 6(2) of PD2, where an engagement plan is amended during any period of consultation or any time prior to finalisation of the engagement report under PD2, to provide the Department with the engagement plan (as updated) for the purpose of the Department publishing the updated engagement plan on the SA Planning Portal			
Practice Direction  cl7(1) and (3)	91.1 The power pursuant to clause 7(1) of PD2 to support a draft Code Amendment by the following information: 91.1.1 an explanation of the current code policy as it applies to the Affected Area (at the time of preparation of the draft Code Amendment); 91.1.2 an explanation of the amendments to the Code policy proposed for the Affected Area; 91.1.3 an assessment of the strategic planning outcomes intended to be achieved through the draft Code Amendment, including an analysis of the consistency of the draft Code Amendment with the relevant provisions of State Planning Policies, the Regional Plan and any other relevant strategic plans; 91.1.4 a summary and explanation of the investigations undertaken and how these support the draft Code Amendment; and 91.1.5 an explanation of any infrastructure or services required to support development facilitated by the proposed Code Amendment, and an explanation of how and when the infrastructure will be provided.	Information Requirements for the Code Amendment	Down to Senior Policy/Strategic Planner	
Practice Direction cl9	92. Preparation of an Engagement Plan (Prior to Consultation) 92.1 The power pursuant to clause 9(1) of PD2 to prepare an engagement plan that: 92.1.1 meets the principles and performance outcomes of the Charter; 92.1.2 describes the persons or bodies to be consulted on the proposed amendment of the Designated Instrument, which must include any persons or bodies: 92.1.2.1 required to be consulted with under a condition imposed by the Minister under Section 73(5) of the PDI Act; 92.1.2.2 specified by the Commission under Section 73(6)(e) of the PDI Act; and 92.1.2.3 who must be consulted with under the Charter; 92.1.3 outlines any relevant previous engagement undertaken to to inform the proposal; 92.1.4 describes the evaluation framework for the engagement.	The requirements for preparing an Engagement Plan	Down to Senior Policy/Strategic Planner	

Preparing the Engagement Report after consultation				
PDI Act S73(7)	9. Preparation and Amendment 9.3 The power pursuant to Section 73(7) of the PDI Act, after complying with Section 73(6) of the PDI Act, to prepare a report in accordance with any practice direction that applies for the purposes of Section 73 of the PDI Act (including information about any change to the original proposal that the delegate considers should be made) and furnish a copy of the report to the Minister	The requirements for preparing the Engagement Report- The summary of engagement and changes to the code amendment	Down to Senior Policy/Strategic Planner	The draft Engagement Report goes to the Council for Approval
PDI Act s73(8)	9. Preparation and Amendment 9.4 The power pursuant to Section 73(8) of the PDI Act, after the Council has furnished a report to the Minister under Section 73(7) of the PDI Act, to ensure that a copy of the report is published on the SA planning portal in accordance with a practice direction that applies for the purposes of Section 73 of the PDI Act.	Publishing the Code Amendment on the SA Planning Portal	Down to Senior Policy/Strategic Planner	
Practice Direction C10	93. Preparation of an Engagement Report (Following Consultation) 93.1 The power pursuant to clause 10(1) of PD2 to, at the completion of engagement on a proposal prepare or amend a Designated Instrument, provide the Department with: 93.1.1 if amendments to the proposal are required: 93.1.1.1 written instructions (in a form acceptable to the Department) that set out any changes to the draft Designated Instrument for the purposes of the Department updating and providing the draft policy for inclusion in the draft Designated Instrument; and/or 93.1.1.2 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Designated Instrument; 93.1.2 the updated draft Designated Instrument or amendment to the Designated Instrument in the form of amendment instructions (once finalised by the Designated Entity, incorporating any amendments); and 93.1.3 a final engagement report as required under Section 73(7) of the PDI Act and prepared in accordance with PD2, for the purpose of the Department arranging for the engagement report and draft Designated Instrument to be furnished to the Minister. 93.2 The power pursuant to clause 10(2) of PD2 to set out in an engagement report required under Section 73(7) of the PDI Act: 93.2.1 details of the engagement undertaken and how that engagement met the engagement plan and reasons for variations (if any) to the engagement plan;	Further details regarding the requirements for the Engagement Report.	Down to Senior Policy/Strategic Planner	

	<p>93.2.2 the outcome of the engagement including a summary of the written submissions or feedback received;</p> <p>93.2.3 any proposed changes to the proposal to prepare or amend a Designated Instrument (when compared with the proposal that was engaged on) and the reasons for those proposed changes. This should specifically indicate:</p> <p>93.2.3.1 where changes are proposed to the Designated Instrument based on or as a result of the engagement; and</p> <p>93.2.3.2 any other changes which are proposed based on or as a result of additional investigations or information which was not available when the proposal was released for engagement</p> <p>93.3 The power pursuant to clause 10(3) of PD2 to also include in the engagement report an evaluation of the effectiveness of the engagement that considers whether:</p> <p>93.3.1 the principles of the Charter have been activated; and</p> <p>93.3.2 all mandatory requirements identified in the Charter have been met (where the consultation category is applicable).</p>			
Parliamentary consideration after Code Amendment approval				
PDI Act s74(8)(c)	<p>10. Parliamentary Scrutiny</p> <p>10.1 The power pursuant to Section 74(8)(c) of the PDI Act if the ERD Committee is proposing to suggest an amendment under Section 74(4) of the PDI Act and the amendment is specifically relevant to the Council, to provide a comment and response within the period of 2 weeks.</p>	After approval to Suggest an amendment to the Code Amendment to the ERD Committee	Down to Senior Policy/Strategic Planner	<b>This would need to be consistent with the Council direction</b>



**ITEM** 1.1.2**POLICY AND PLANNING COMMITTEE****DATE** 19 May 2025**HEADING** Cambodian Genocide Memorial**AUTHORS** Craig Grocke, Manager Sport and Recreation, Community Development  
Robert Hutchison, Open Space Technical Lead, City Infrastructure**CITY PLAN LINKS** 1.2 Our community is physically and mentally healthy and connected  
4.3 Our council is recognised for delivering exceptional community experiences and quality outcomes  
4.4 Our community is engaged and connected**SUMMARY** The report responds to a request for information and costing to develop a Cambodian Genocide Memorial in the City of Salisbury. The report includes examples of different styles of memorial, methods to manage costs, the recommended memorial location and a recommendation to provide seed funding to undertake design development of a Maquette, cost estimation and community engagement.**RECOMMENDATION**That Council:

1. Approves Salisbury Memorial Park as the location for the Cambodian Genocide Memorial subject to community consultation.
2. Approves a non-discretionary 2025-26 first quarter budget review capital budget bid of \$20,000 for the design and development of a Maquette for a Cambodian Genocide Memorial.
3. Approves the Administration engaging with the Cambodian community to consider alternative sources of funding and support for a Genocide Memorial in the City of Salisbury
4. Notes the options for memorialisation and associated capital cost estimates to develop a Cambodian Genocide Memorial as outlined in paragraphs 4.2 to 4.4.

**ATTACHMENTS**

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

1. CoS Plaques and Memorials Policy

## 1. BACKGROUND

1.1 At the 24 February 2024 Council meeting, Council resolved:

1. *Notes that between 1975 and 1979, the totalitarian Khmer Rouge Pol Pot regime in Cambodia was responsible for the deaths of approximately 3 million people.*
2. *Notes a Cambodian Genocide Memorial would serve as a place of remembrance and reflection, honouring the resilience of Cambodian survivors and ensuring that future generations remember the atrocities committed under this brutal regime.*
3. *Notes that a Cambodian Genocide Memorial in the City of Salisbury would be appropriate, considering its central location for many Culturally and Linguistically Divers (CALD) communities.*
4. *Requests the Administration to present a report on the Installation of a Cambodian Genocide Memorial by April 2025, with cost estimates and consideration of memorial ground site options central to the community.*

*(Resolution Number 08368/2025)*

- 1.2 There are numerous components influencing the cost to develop a community memorial; the location that influences the context and serviceability of the memorial, and the scale and materiality of the memorial that is installed.
- 1.3 Examples of styles of memorial and locations influencing the design of the memorial space are given to understand the potential scope that needs to be considered by Council and the Cambodian Community.
- 1.4 Figure 1 is a local example of a culturally based memorial for the Armenian, Pontian and Assyrian community at Salisbury Memorial Park. Built in 2010 by the community, the memorial acknowledges the millions of Christians massacred or deported from their ancestral lands through a series of genocides committed by the Ottoman Empire between 1914 and 1923. This type of memorial represents a traditional rectilinear design common to military-styled memorials with flag poles for annual recognition events.
- 1.5 Council holds no information on the capital cost for the memorial being an externally driven and funded project. However, indicatively the Administration estimates that the cost for this kind of memorial would be around \$100,000 - \$150,000.
- 1.6 Figure 2 shows the Vietnamese Boat People memorial on the Torrens Linear Park in the City of Adelaide. This community memorial is an example of a bespoke design coordinated and built by four artists with a capital cost of \$540,000 with a Council contribution of \$25,000.
- 1.7 The project took 2 years of community engagement and fundraising, and an additional 2 years to complete the design-development and construction process.





**Figure 1: Armenian, Pontian and Assyrian Memorial – Salisbury Memorial Park**



**Figure 2: Vietnamese Boat People Memorial – Torren's Linear Park, Adelaide.**

## **2. EXTERNAL CONSULTATION / COMMUNICATION**

- 2.1 Council Administration met with Garner Memorials in Salisbury to consult on the scope and limitation for granite and bronze memorials and associated site work.

## **3. DISCUSSION**

- 3.1 The City of Salisbury has a Plaques and Memorial Policy (Attachment 1) that guides the process and consideration of sites for community memorialisation.

- 3.2 Whilst Council can resolve otherwise, this policy states that memorials in the form of statues or monuments commemorating deceased individuals are encouraged to be located within the Salisbury Memorial Park (SaMP), as the City's parks and open space should not duplicate the commemorative function of the Park.
- 3.3 SaMP is within a short drive of Paralowie and Parafield Gardens suburbs, which are home to the Cambodian community, and serviced by the Chidda Railway Station to provide public transport to this location.
- 3.4 Whilst there is scope to investigate other parks and reserves as places suitable for plaques and memorials, most parks within Paralowie and Parafield Gardens are limited to roadside parking and have no toilets to support larger memorial services.

#### **4. FINANCIAL OVERVIEW**

- 4.1 The budget for the Cambodian Genocide Memorial is highly variable to the design scope, materiality and landscaping suitable to the location of the memorial.
- 4.2 A small memorial is estimated at \$50,000 + for a concrete plinth, moss rock and bronze plaque with minor pathway and landscaping.
- 4.3 A Pontian-style memorial would be estimated between \$100,000 - \$150,000.
- 4.4 A feature memorial with a combination of the above is estimated to be above \$150,000 to \$500,000 and subject to engaging artists and conducting a high degree of community engagement in the design-development process.
- 4.5 Based on the high variability of costs, the recommended option for Council is to provide funding for the design and development of a Maquette, a smaller model of a life size design used to visualise and test ideas and, in this case, with the Cambodian community.
- 4.6 This is the most effective way to scope a community memorial that is fit for purpose before reporting back to Council on the selected design, external funding opportunities and cost for development.
- 4.7 This intention would be to seek additional funding support through external grant opportunities and donations as per other community memorials.
- 4.8 Community engagement shall extend to existing Holders of the Right of Internment at Salisbury Memorial Park (burials sites) that may be impacted by a proposed memorial location.

#### **5. CONCLUSION**

- 5.1 To commemorate a significance loss of life and displacement of Cambodian families, a community memorial needs to have the involvement of the Cambodian Community so it has meaning and purpose for the people closest to the event.



- 5.2 The most constructive option at this time is to provide funding for the design and development of a Maquette, a smaller model of a life size design used to visualise and test ideas and, in this case, with the Cambodian community.
- 5.3 This is the most effective way to scope a community memorial that is fit for purpose before reporting back to Council on the selected design, external funding options and cost for development.





City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

## Plaques and Memorials Policy

Adopted by:	Council
Responsible Division:	Community Planning
First Issued/Adopted:	26 September 2005
Last Reviewed:	27 November 2023 (Resolution No. 0524/2023)
Next Review Date:	17 August 2024

### 1. Purpose

- 1.1. This policy will serve as a guide to the City of Salisbury for any memorials or plaques it may wish to place in parks or public areas within its jurisdiction.
- 1.2. While appropriate memorials can enrich public open space, it is important that memorials and plaques are carefully considered to ensure that they do not have a negative impact on the amenity of the open space.
- 1.3. It is recognized that a particular location may reach a saturation point (i.e. where the number of memorials in a specific area undermines the impact of the memorial or amenity/form of a location) and it would then be appropriate to consider limitations or a moratorium of future memorial installations at a particular location or area.
- 1.4. The City of Salisbury is committed to the provision of high-quality open spaces whilst also ensuring there are opportunities for appropriately designed memorials, and plaques that honour an individual, organization or event that is considered to be of benefit to the broader community.

Page 1 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.

**2. Scope**

- 2.1. This policy is applicable to all proposed memorials and plaques to be placed in any public open space within the City of Salisbury. All such memorials and plaques will be required to conform to this policy.
- 2.2. This policy replaces any previous approval or process in regard to the installation of memorials and plaques within the City of Salisbury.
- 2.3. Any alterations to or replacement of an existing memorial or plaque must comply with this policy.
- 2.4. This policy clearly identifies the types of works that will be accepted for memorials and plaques.
- 2.5. This policy does not prevent maintenance or conservation of any previous memorials and plaques that do not comply with this policy.
- 2.6. This policy is not applicable to privately owned property. It also does not apply to roads under the care and control of other groups (including Department of Infrastructure and Transport). Cemeteries within the City of Salisbury are also exempt in relation to process and implementation of plaques.
- 2.7. This policy does not cover signage, display boards or banners.

**3. Legislative Requirements and Corporate Policy Context**

- 3.1. Councils have authority to act in relation to temporary roadside memorials pursuant to the provisions of the Local Government Act 1999. In particular:
  - Chapter 2, The System of Local Government (Sections 6, 7 and 8 in respect to the principal roles, functions and objectives of a Council); and
  - Chapter 11, Part 2, Division 6, Control of Works on Roads (Sections 221, 229, 234 and 235 in respect to management of roads).
- 3.2. Section 221 (Alteration of Road) states that 'a person (other than the Council or a person acting under some other statutory authority) must not make an alteration to a public road unless authorised to do so by the Council'. Maximum penalty \$5,000.
- 3.3. A person makes an alteration to a public road if the person:
  - alters the construction or arrangement of the road to permit or facilitate access from an adjacent property; or
  - erects or installs a structure (including pipes, wires, cables, fixtures, fittings and other objects) in, on, across, under or over the road; or
  - changes or interferes with the construction, arrangement or materials of the road; or
  - changes, interferes with or removes a structure (including pipes, wires, cables, fixtures, fittings and other objects) associated with the road; or
  - plants a tree or other vegetation on the road, interferes with the vegetation on the road, or removes vegetation from the road.

Page 2 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.

#### 4. Interpretation/Definitions

- 4.1. Memorial/Monument: for the purposes of this policy these will be considered as one and the same and are defined as an object (or collection of objects) designed to preserve the memory of a person, group, association, event or occasion.
- 4.2. Panel: refers to the group of staff assigned to assess all applications for Plaques and Memorials covered by this policy.
- 4.3. Park/Reserve: is a green public open space and includes parks, reserves and formal gardens.
- 4.4. Plaque: a flat tablet of metal that includes text and/or images that commemorate a person, an event and/or provide historical text or information relevant to its location. This could then be affixed to an object, building or pavement.
- 4.5. Proponent: the person or group who put forward a proposal for a memorial or plaque.
- 4.6. Public Art: Works of art in any media that have been planned and executed with the specific intention of being sited or staged in the physical public domain and accessible to the public.
- 4.7. Public Open Space: includes community land, road reserve and operational land owned by Council and any other land in Council's care, control or management.
- 4.8. Sculpture: including but not limited to representational, non-objective, contemporary and abstract pieces in a wide variety of artistic mediums such as metal, glass, bronze, ceramic, wood, etc. that meet the City of Salisbury's criteria for public art. It is preferable that artworks be integrated into a placement or setting.
- 4.9. Temporary memorial: Those memorials that are installed on an ad hoc basis in various locations within the city and without prior approval.

#### 5. Policy Statements

##### General

- 5.1. The City of Salisbury will consider all application for plaques and memorials that comply to the following criteria:
- 5.2. An individual or Association that has contributed significantly to the cultural, political or social aspects of the City's development;
- 5.3. An individual or Association strongly linked to the City and its history;
- 5.4. A significant anniversary of an event unique to the City's history and development; or
- 5.5. Historical or other information relevant to the site/location of the plaque.
- 5.6. A proponent can make a formal request that consideration be given for the placement of a memorial or plaque that does not meet the above the above stated criteria. These applications will be considered on an individual basis and will be submitted to the Plaques & Memorials Panel (the Panel) for consideration.
- 5.7. No new memorial or plaque will be considered which commemorates a person, event or occasion already memorialised in the City of Salisbury unless there are exceptional circumstances. Special anniversaries may be acknowledged.

Page 3 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.

- 5.8. The City of Salisbury has final approval of appropriate site/s and will determine the exact location of any plaque or memorial.
- 5.9. All applications must comply with the process outlined in Appendix "A" of this policy.

#### **5.10. Costs**

- 5.10.1. Unless otherwise agreed, the proponents of the proposed memorial or plaque are required to pay for design, manufacture, installation, maintenance and repair to ensure adequate quality of care.
- 5.10.2. The City of Salisbury may consider contributing funds to a community memorial only when the memorial is for broad community purpose that marks an individual, organisation or event that has broadly impacted the community.
- 5.10.3. Where the City of Salisbury installs or contributes to a community memorial, consideration will be given to an ongoing maintenance budget to ensure adequate quality of care.

#### **5.11. Sites**

- 5.11.1. All proposed plaques or memorials must relate to and support their proposed site and/or community. The City of Salisbury has identified preferred areas for the placement of plaques or memorials within its city boundaries which complement the landscape. These are listed in Appendix "B".
- 5.11.2. The consideration of any memorial will take into account the number of existing memorials, artworks or other objects in the vicinity of the proposed new memorial or plaque.
- 5.11.3. Approval for a particular site will only be granted if it is consistent with Council's strategic development framework for that site and the proposed plaque or memorial being relevant to the site.

#### **5.12. Approval**

- 5.12.1. Approval must be sought and granted through the Panel prior to installation of any plaque or memorial.
- 5.12.2. Any existing plaque or memorial cannot be taken as a precedent for future approvals.
- 5.12.3. The Panel will be established comprising nominated representatives of the following departments as required; Community Development and City Infrastructure. Terms of Reference for this Panel are attached in Appendix "C".

Page 4 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.



- 5.12.4. The Panel will consider;
- All applications received for new plaques and memorials;
  - Requests to replace existing plaques or memorials damaged or otherwise degraded or require alterations; and
  - Removal, relocation and re-accession of existing plaques and memorials.
- 5.12.5. The Panel will respond in writing to all applications within 30 days of receipt. Additional time may be required to process applications that are of a complex or sensitive nature.

### **5.13. Right of Refusal**

- 5.13.1. The City of Salisbury has the right of refusal.
- 5.13.2. A plaque /memorial will not be approved where there is a religious or political affiliation, and/or the proponent cannot prove to the Panel's satisfaction that the person, event or occasion commemorated has contributed significantly to the Salisbury community.
- 5.13.3. If in the opinion of the Panel the proposed plaque/memorial is considered offensive or has the potential to offend the application will not be approved.

### **5.14. Appeal Process**

- 5.14.1. Any appeal made in relation to the outcomes of the approval process for plaques and memorials must be in writing and addressed to the Chief Executive Officer.
- 5.14.2. The Panel will respond in writing to all appeals within 30 days of receipt. Additional time may be required to process appeals that are of a complex or sensitive nature.

### **5.15. Community Consultation**

- 5.15.1. The Panel during its deliberations regarding an application may request that a period of community consultation be undertaken by the proponent or on behalf of the proponent.

### **5.16. Design**

#### **Plaques**

- 5.16.1. To signify or commemorate an individual, organisation, historic or civic occasion or to provide interpretative materials relevant to a nearby artwork, or feature. The specification of plaques is outlined in Appendix "D" of this policy.

Page 5 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.

## Memorials

- 5.16.2. Memorials that have a significant financial burden for the City of Salisbury will be referred to Council for consideration.
- 5.16.3. Memorials should have timeless qualities and make a statement of significance to future generations. The specification of memorials is outlined in Appendix "D" of this policy.
- 5.16.4. The location under consideration for the memorial must:
  - Be an appropriate setting;
  - Convey specific geographic justification for the memorial's placement;
  - Contribute to the setting from a functional or design standpoint;
  - Not interfere with the underlying purpose of the area; and
  - Not obstruct (hinder) existing and proposed circulation and use patterns.

### 5.17. Temporary Memorials

- 5.17.1. It is not the intent of the City of Salisbury to prevent the installation of these memorials as they often arise spontaneously as a result of a tragic circumstances; however, controls do need to be put in place.
- 5.17.2. It is recognised that due to the circumstances from which these memorials arise the application of the de-accession procedures as outlined in Appendix "E" will be undertaken in a sensitive manner.

### 5.18. Register

- 5.18.1. The City Infrastructure department will keep a register of plaques and memorials as part of infrastructure management.

### 5.19. Ownership

- 5.19.1. All memorials or plaques placed in/or erected in open space by the City of Salisbury should be deemed to be under the unconditional control of the City of Salisbury and managed in accordance with a signed agreement or a lease between the proponent and the City of Salisbury.
- 5.19.2. If the memorial is a work of art accepted by the City of Salisbury, then it becomes part of the City of Salisbury's public art collection and maintained as part of this collection. Any memorial of this nature will be removed from the Register of Memorials.

Page 6 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.



**5.20. Removal, Relocation and De-accession**

- 5.20.1. All memorials or plaques installed on City of Salisbury land after the endorsement date of this policy that have not obtained the necessary approvals will be removed.
- 5.20.2. City of Salisbury will apply the de-accession procedures as outlined in Appendix "E" of this policy.

**6. Related Policies and Procedures**

- 6.1 Other City of Salisbury policies and guidelines that must be considered in association with this policy include but are not limited to:
- Cultural Strategy
  - Corporate Signage Policy and Guidelines; and
  - Specification for Salisbury Memorial Park.

**7. Approval and Change History**

Version	Approval Date	Approval By	Change
1	October 2005	Council	
2	October 2011	Council	
3	March 2011	Council	
4	May 2013	Council	
5	March 2015	Council (0239/2015)	
6	April 2017	Council (1721/2017)	
7	May 2019	Council (0166/2019)	
8	September 2021	Council (1099/2021)	
9	November 2023	Council (0524/2023)	

Page 7 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.

## 8. Availability

- 8.1 The Policy is available to be downloaded, free of charge, from Council's website [www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)
- 8.2 The Policy will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub  
34 Church Street, Salisbury SA 5108  
Telephone: 84068222  
Email: [city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)

## 9. Review

E.g. This Policy will be reviewed:

- If a new Policy - within 12 months of a Council election and thereafter as necessary; or
- The frequency dictated in legislation; or
- Earlier in the event of changes to legislation or related Policies and Procedures; or
- If deemed necessary by Council.

### Further Information

For further information on this Policy please contact:

Responsible Officer: Divisional Manager Community Planning  
Address: 34 Church Street, Salisbury SA 5108  
Telephone: 8406 8222  
Email: [city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)

## Appendix A

### Application and Approval Process

- Applications must be made in writing to the Community Planning Division, City of Salisbury. No application will be considered outside this process.
- Applications for new plaques and memorials should include all relevant details including;
  - o Name of the Proponent
  - o The type of plaque or memorial;
  - o Site/location for the project;
  - o Explanation of the significance and relationship to each site;
  - o Proposed text or images to be included; and
  - o Any other pertinent information.
- Applications for the replacement of existing plaques or memorials are required to conform to current design specification and guidelines.
- All applications will be assessed by the Plaques and Memorials Panel (the Panel) in relation to the policy and procedures outlined in this document.
- Applications will be forwarded by the Community Planning Division to the Panel members and any other relevant parties prior to the Panel meeting for comment. From that point on, a member of the Community Planning Division will liaise with the proponent of the memorial/plaque.
- During consideration of the nominated sites the Panel will consider the number of existing plaques and memorials, artworks, and other objects in the vicinity of the proposed new plaque or memorial.
- Approvals for applications that comply to the criteria will be made by the Panel. Approvals will be on the basis of majority agreement of the Panel.
- Requests for plaques/memorial that fall outside the criteria will be referred to the Chief Executive Officer for approval.
- Decisions will be confirmed in writing to the proponent and delivered through the Community Planning Division.
- An agreement in regards to payment, maintenance and damage will be developed following confirmation to the proponent, and in line with this Policy.

Page 9 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.

## Appendix B

### Designated Areas for the Placement of Plaques

#### (a) Salisbury Memorial Park

Situated on the corner of Spains Road and York Terrace, Salisbury the park has been designed to comprise open space, multiple rose gardens and green lawns so that it is perpetual record of the past and it showcases a history of hard working, community-minded people.

Memorials in the form of statues or monuments commemorating deceased individuals are encouraged to be located within the Salisbury Memorial Park, as the City's parks and open space should not duplicate the commemorative function of the Park.

#### (b) Parks and Reserves

The following are the parks and reserves identified as being the most appropriate locations for memorials and plaques within the City of Salisbury. However, where appropriate, consideration will be given to other major Council reserves.

##### (i) Pitman Park

The Volunteer Garden is a section of Pitman Park considered the most desirable and is a suitable location to acknowledge contributions made by a resident(s) or organisations that have contributed to the Salisbury Community via voluntary works. The Rose Garden will be excluded as this is a venue used for weddings and it is desirable that this area not contain any additional plaques or monuments.

##### (ii) Pioneer Park

The section of the park considered to be appropriate is the area surrounding the existing waterwheel museum and is a suitable location to acknowledge contributions made by early settlers (and their families).

##### (iii) Unity Park & Paddocks Wetlands

Suitable locations for the installation of plaques and memorials at these sites will be determined by City Infrastructure department, City of Salisbury.

#### (c) Historical Sites

These will be site specific and will provide interpretive information about the site or facility. These will be of an interpretive nature and design works will be developed for this type of signage appropriate to each location. Memorials can be developed that reflect or provide information about the significance of this site.

Page 10 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.

## Appendix C

### Terms of Reference Plaques and Memorials Panel

- The Plaques and Memorials Panel (the Panel) will meet as required.
- Approvals for applications that comply with the criteria will be considered by the Panel. Approvals will be on the basis of majority agreement of the Panel.
- Reports will be submitted to the Executive detailing applications received and approvals for endorsement as required.
- The Panel will report and make recommendations to the Chief Executive Officer, regarding applications received that do not fit within the guidelines as per the appeals process detailed within this Policy.
- A report will be prepared outlining the decommissioning of plaques and memorials to the Urban Services Committee for endorsement as required.

## Appendix D

### Specifications for Plaques & Memorials

#### (a) Metal plaques

Plaques are to be installed flush with adjacent surfaces in parks, streets or flat on masonry surfaces.

Text should be brief and, in a language accessible to the public and should avoid use of jargon or acronyms.

#### (i) Plaque Development

- Text should be written following research from a wide range of authoritative sources and be verified by a qualified historian, Elder or Cultural Leader when in relation to a location or past facility.
- Proofing and checking will be undertaken by the City of Salisbury. If a graphic image is utilised the amount of text will be reduced.
- Any sponsorship recognition will be through use of approved wording or logo should take up no more than 10% of the overall plaque design.
- The proponent must meet all costs associated with design, manufacture and installation of the plaque or memorial. In some instances a contribution toward maintenance will also be a condition of approval.
- The City of Salisbury will manage the design, manufacture and installation of the plaque and costs incurred by proponent.
- Payment in full will be required prior to the commencement of work.

Page 11 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.



## (ii) Design and installation specifications

- 250 mm maximum wide.
- Acid etched black paint fill.
- Four pins on back for installation or other method of anchoring plaque.
- No varnish.
- A border of clear space of at least 30 mm should be left around edge of plaque.
- A small amount of text, and it should be centred. Consideration can be given to justified left text if there is a lot of text.
- Small logos may be used if appropriate.
- Maximum text of 120 words and should be in a language that is accessible to the public.
- Proofing and checking is required to be undertaken by the proponent.
- Installation to be flush with pavement, masonry or grass. Preference is given to installation into a hard surface for maintenance purposes. Installation into grassed area the plaque has to be inserted with a minimum 50 mm wide skirt of concrete.

## (b) Memorials

- The memorial should be designed by a qualified professional in the field appropriate to the size scale and complexity of the proposal.
- If the memorial is a work of art (as defined by Public Art) and the City of Salisbury has contributed funding then it becomes a part of the Council art collection, and maintained as part of the collection. In this case the City of Salisbury will assume responsibility for commissioning documentation and construction contracts, and managing the construction or the commissioning of artworks. The development of significant memorial will request community consultation to be undertaken and the format of the consultation must comply with the City of Salisbury community consultation strategy. The cost of the consultation will be borne by the proponent.

## (c) Use of Infrastructure for Memorials

- The use of sections of pathway, tables, chairs can be used for the purposes of memorials within parks, reserves or open spaces within Salisbury however these will need to comply with the specifications set by Council.
- Use of barbecues, buildings, shade covers, picnic shelters, retaining walls, will not be considered for the purposes of memorials within parks, reserves or open spaces within Salisbury.
- The use of tree(s) for memorials will not be considered, however tree(s) planted as part of the memorial may be considered.

Page 12 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.

## Appendix E

### De-accessioning Procedures

#### (a) Long term memorials

- Memorials and plaques do have a finite life and, while every reasonable effort will be made to extend the life of these structures, the City of Salisbury cannot guarantee that a memorial or plaque will remain at the designated site indefinitely.
- A memorial or plaque will be guaranteed to be located at the designated site for a period of not less than five (5) years from the time of installation with the following exceptions the:
  - o area in which the item is sited is to be redeveloped;
  - o use of the area in which the item is sited changes significantly in character and the item is not deemed suitable for the site; or
  - o structure or support on which the item is located is to be removed or permanently altered.
- Existing memorials or plaques may have fallen into disrepair or the site may no longer be suitable and de-accessioning may be required. This will be based on the following:
  - o condition of the installation;
  - o cost of maintenance;
  - o cost of repair; or
  - o site no longer suitable.
- Prior to de-accessioning every responsible attempt will be made by the Council to contact the proponent. Options will be provided to the proponent which will include:
  - o repair of the work to be borne by the proponent;
  - o relocation of the work to an appropriate alternate site, costs of relocation will need to be negotiated;
  - o negotiation of maintenance payment and development of modified maintenance schedule; and o lastly, removal and disposal of work.

#### (b) Temporary memorials

- Can be displayed for a maximum of 3 months, after which time the memorial may be removed.
- Where possible, the next of kin will be contacted by Council Staff and advised of the intention to clear the site and provide the opportunity for the installation of a permanent plaque or memorial in accordance with this policy.
- Permanent memorials need to be referred to the Cemetery in the first instance.
- Where a permanent plaque is located at the site of the accident, on the anniversary of the death an application can be made to enable fresh flowers to be located near the plaque. Removal of flowers will be done between 7 to 10 days after the anniversary date.

Page 13 of 13

Record Number: Doc Set ID - 5829045

The Electronic Version of this document is the controlled version.

Printed copies are considered uncontrolled. Before using a printed copy ensure you are using the correct version.





ITEM	1.1.3
	<b>POLICY AND PLANNING COMMITTEE</b>
DATE	19 May 2025
HEADING	Potential to establish a Chamber of Commerce for the City of Salisbury council area
AUTHOR	Michelle English, General Manager City Development, City Development
CITY PLAN LINKS	3.1 Our businesses are successful, and the community benefits from their success 4.1 Our council’s services are delivered in an effective and efficient manner
SUMMARY	This report provides an overview of the number and types of businesses located in the City of Salisbury, existing Chambers of Commerce as well as business support provided by local government in South Australia. This information will assist to inform Council in its further consideration of the matter.

**RECOMMENDATION**

That Council:

- 1. Notes the report.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 In December 2024, it was resolved that Council:  
*“Requests the Administration to present a report to be tabled at the Policy and Planning Committee by April 2025, exploring the establishment of a Chamber of Commerce for the whole City of Salisbury Council area.”*
- 1.2 Chambers of Commerce are generally non-government, member-based organisations that:
  - 1.2.1 Promote their business community (eg marketing, business directory, awards, etc)
  - 1.2.2 Promote the interests of their members through advocacy and lobbying of local and State Government
  - 1.2.3 Provide networking events for business owners and professionals
  - 1.2.4 Provide member support and resources (eg training, advice).

- 1.3 Arguably, the best-known Chambers of Commerce in South Australia are the Australian Chamber of Commerce and Industry (national body) and the South Australian Business Chamber (SA based body).

#### ***Australian Chamber of Commerce and Industry***

- 1.4 The Australian Chamber of Commerce and Industry (ACCI) is the national body representing Australian businesses. Its members are state and territory chambers of commerce (eg South Australian Business Chamber), national industry associations and business leaders from individual enterprises.
- 1.5 The purpose of ACCI is to *“Provide a voice for Australian businesses at national and global levels. Facilitate our member connections and mobilise the breadth, diversity and scale of the ACCI network.”*
- 1.6 Key benefits of the paid membership include:
- 1.6.1 Advocacy and Influence
  - 1.6.2 Networking and Connections
  - 1.6.3 Industry Insights.

#### ***South Australian Business Chamber***

- 1.7 The South Australian Business Chamber (trading as Business SA) is a paid member-based organisation that represents over 3,000 businesses across 19 industry sectors. Established in 1839, it retains its original purpose as a lobby and support group for employer organisations.
- 1.8 Its primary objects as set out in its constitution are to:
- 1.8.1 *“promote economic development in Australia through the promotion of industry, trade and commerce in Australia and, in particular, in South Australia; and*
  - 1.8.2 *for that purpose, to promote the development of the manufacturing, industrial, intellectual, natural and agricultural resources of Australia generally and of South Australia, in particular.”*
- 1.9 Membership fees start at \$397 (ex GST) per annum for sole traders and very small businesses, up to \$3,971 (ex GST) per annum for a corporate package which provides a wide range of benefits and services.
- 1.10 Business SA provides the following services to members:
- 1.10.1 Policy and Advocacy – As the peak body representing the interests of employers and business owners across SA it advocates and campaigns on critical policy issues through face-to-face meetings with Ministers and high-level decision makers, presentations to State Cabinet, and via media campaigns and opinion articles.
  - 1.10.2 Support and Education Services:
    - Business advice hotline
    - HR and Workplace Relations / Health, Safety and Wellbeing in the Workplace

- Training courses
- Business growth and succession / Advertising
- Entrepreneur and Sustainability Programs
- Advice in relation to international trade and export documentation, as well as translation and migration services
- Recruitment services.

1.10.3 Networking – Provision of in-person and online training courses, networking, webinars, learning events and lunches.

1.11 It is not known how many businesses located within the City of Salisbury are members of the South Australian Business Chamber as its membership database is not public.

#### ***International Chambers of Commerce***

1.12 A number of Chambers of Commerce in Australia promote economic trade and investment between Australian and overseas regions. Examples include:

- 1.12.1 French-Australian Chamber of Commerce & Industry
- 1.12.2 American Chamber of Commerce in Australia
- 1.12.3 Australia India Chamber of Commerce
- 1.12.4 Canadian Australian Chamber of Commerce
- 1.12.5 Australia Arab Chamber of Commerce and Industry
- 1.12.6 Swedish Australian Chamber of Commerce.

1.13 Again, membership categories are generally tiered, from young professionals through to Corporate Partners.

1.14 Activities predominantly focus on increasing businesses' international presence, networking events and expanding business community contacts.

#### ***Other Chambers of Commerce***

1.15 Other Chambers of Commerce in South Australia are generally located in regional areas and represent businesses in their town or broader region. Examples include:

- 1.15.1 Loxton Chamber of Commerce
- 1.15.2 Mount Gambier Chamber of Commerce
- 1.15.3 Riverland West Chamber of Commerce.

#### ***Other models supporting businesses***

1.16 There are a number of other member-based organisations in South Australia that support and advocate for local businesses, such as:

- 1.16.1 Blackwood Business Network
- 1.16.2 Business Port Pirie
- 1.16.3 Gawler Business Development Group

- 1.16.4 Business Victor Harbor
- 1.16.5 Northern Economic Leaders (NEL)
- 1.17 Importantly, in each of these models, membership is generally voluntary (and fee based) and coalesces around shared interests (eg advocacy, trade and investment, networking, education/training services, etc) or the geography of the business community (eg region, town).

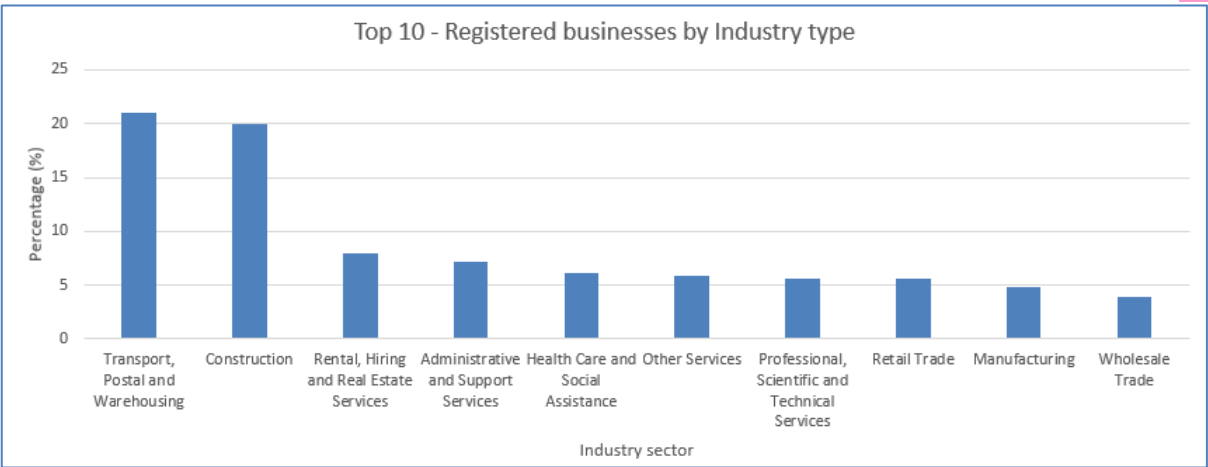
2. EXTERNAL CONSULTATION / COMMUNICATION

2.1 Nil.

3. DISCUSSION

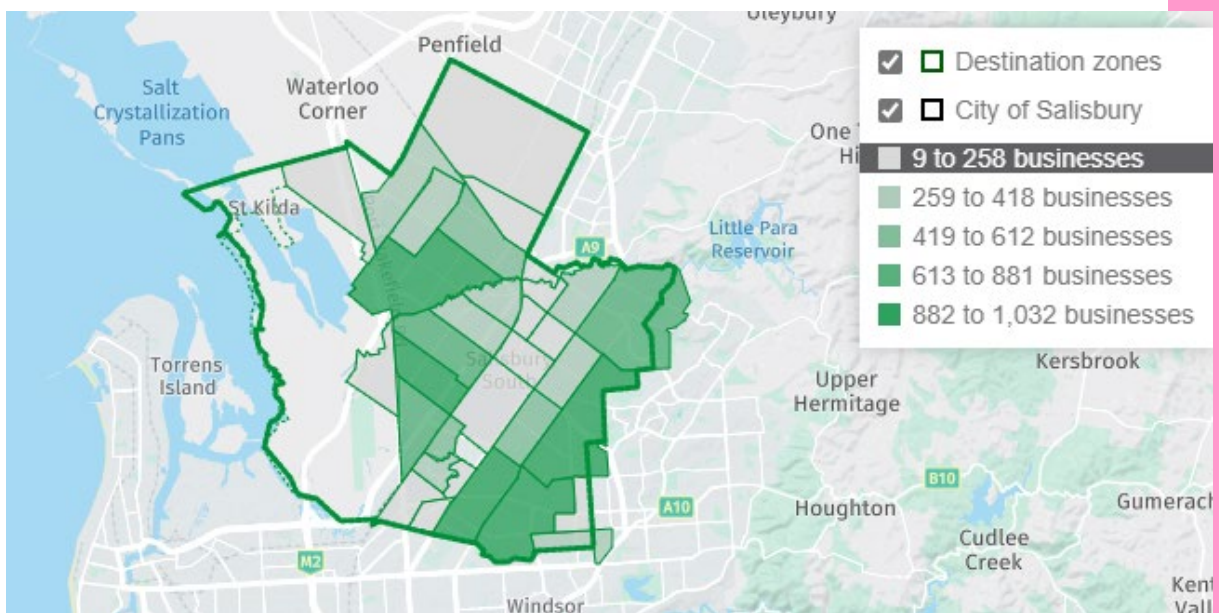
City of Salisbury Businesses

- 3.1 The City of Salisbury has gross regional product of \$10 billion, which represents 7.06% of South Australia's Gross State Product.
- 3.2 The Australian Bureau of Statistics (2024) indicates that there are 9,896 businesses located within the City of Salisbury (Source: ABS 2024). Of these 99% are classified as small or medium sized businesses (SMEs), defined as business with fewer than 200 employees.
- 3.3 Notably, the number of businesses in the City of Salisbury is only slightly smaller than the number of businesses (12,717) located within the City of Adelaide, which includes the Adelaide CBD.
- 3.4 The ATO, however lists 12,817 active and registered for GST businesses in the City of Salisbury, with a net change in the number of businesses registered for GST averaging over 200 businesses per quarter.
- 3.5 Transport, Postal and Warehousing (2,083) and Construction (1,974) make up the largest number of registered businesses in the City of Salisbury, followed by Rental, Hiring and Real Estate Services (781), Administrative and Support Services (704) and Health Care and Social Assistance (601).
- 3.6 The top 10 industry categories for GST registered businesses are shown in Figure 1 below.



*Figure 1 – Top 10 Registered businesses by Industry Type in City of Salisbury*

- 3.7 The significant size of the business sector in the City of Salisbury is reflective of large areas of the council area being zoned for employment purposes and as activity centres, including Vicinity Industrial Base, Pooraka, Salisbury South, Edinburgh Parks, Mawson Lakes, Salisbury City Centre and Ingle Farm.
- 3.8 With the future rezoning of land identified as part of the National Employment Cluster in the Greater Adelaide Regional Plan, the number of businesses within the City of Salisbury will continue to grow in future years.
- 3.9 The spatial distribution of existing businesses is shown below, with the majority of businesses currently located east of Main North Road, and in the centre of the council area.



- 3.10 Many of the existing businesses within the City of Salisbury are likely to be members of the South Australian Business Chamber. Businesses that are not members are likely to benefit from its general advocacy supporting the interests of employers and business owners across SA.

#### **Local Government role supporting the business sector**

- 3.11 In South Australia there is not a uniform response across the local government sector in terms of the provision of support for the business sector, with the level of support provided and its focus varying considerably between councils.
- 3.12 Business support services range from having a sole economic development officer, to supporting Mainstreet Precincts through the collection of a separate rate; through to the creation of a council subsidiary under section 42 of the *Local Government Act, 1999*.

#### **Mainstreet Precincts**



- 3.13 A number of councils provide support to their Mainstreet Precincts through the collection of a separate rate. This support is generally focused on marketing, promoting and activating mainstreets, which predominantly comprise retail and service-oriented businesses.
- 3.14 The separate rate applicable in 2023/24 for the main Mainstreet Precincts in metropolitan Adelaide are shown in the table below.

Mainstreet/Precinct	Separate Rate Revenue
Fullarton Road	\$16,500
Village Heart, Prospect Road	\$19,500
Goodwood Road, Goodwood	\$57,225
Unley Road, Unley	\$122,294
King William Road, Hyde Park	\$150,350
The Parade, Norwood	\$215,000
Jetty Road, Glenelg	\$660,245

- 3.15 The separate rate raised by the **City of Norwood, Payneham and St Peters** (NPSP) for The Parade Precinct is most compared in value to the City of Salisbury's separate rate for the Salisbury City Centre (\$222,591.82).
- 3.15.1 The Separate Rate is collected from 409 tenancies located within The Parade Precinct and achieves a total revenue of around \$225,000 per annum (draft 2025/26 Annual Business Plan).
- 3.15.2 The rate is collected for the purposes of marketing, promoting and developing The Parade as one of Adelaide's premier retail precincts.
- 3.15.3 Each year Council's Norwood Parade Precinct Committee develops an Annual Business Plan detailing how the revenue raised from the Separate Rate will be spent by Council.
- 3.15.4 Council provides the resources required to deliver all of the initiatives and programmes that promote The Parade, acting as a de facto 'centre manager' for the benefit of the whole shopping strip.
- 3.15.5 In 2025/26 this is proposed to be allocated as follows:

Strategy	Budget
<i>Events and Placemaking</i>	<i>\$35,000</i>
<i>Marketing and Communications</i>	<i>\$70,000</i>

<i>Identity and Brand</i>	<i>\$110,000</i>
<i>Business Support and Development</i>	<i>\$5,000</i>
<i>Administration</i>	<i>\$5,000</i>
Total	\$225,000

- 3.15.6 In addition to Precinct Management, the Council provides broader economic development support through events (eg Food Secret and Eastside Wine and Ale Trail Tour), business networking, marketing and communications (e.g. The Parade website: [www.theparadenorwood.com](http://www.theparadenorwood.com)) and the Eastside Business Awards.
- 3.16 The Jetty Road Mainstreet Committee is an advisory committee of the **City of Holdfast Bay** formed under Section 41 of the *Local Government Act 1999* and advises Council on:
- 3.16.1 Promoting the Precinct as a vibrant shopping, leisure and recreational area;
  - 3.16.2 Promoting economic development;
  - 3.16.3 A consistent marketing and brand strategy for the Precinct;
  - 3.16.4 Operation of the Precinct; and
  - 3.16.5 Stakeholder communication.
- 3.17 The **City of Unley** collects a separate rate against commercial properties along Unley, King William, Goodwood and Fullarton Roads.
- 3.17.1 The rate is used for the purposes of promotion of the business and traders located along these major shopping strips and includes provision of marketing, street beautification and minor value-added infrastructure projects.
  - 3.17.2 In contrast to the Cities of NPSP and Holdfast Bay, the funding is used by the four main street trader associations for each road (e.g. Unley Road Association Incorporated - <https://onlyunleyroad.com.au/>).

#### ***Section 42 Subsidiary - Adelaide Economic Development Agency***

- 3.18 Encompassing the CBD, the City of Adelaide has gross regional product of \$25 billion, 12,717 registered businesses and over 172,000 jobs. Commercial properties contribute approximately 80% of all rate revenue.
- 3.19 In recognition of its significant economic, educational and cultural contribution to metropolitan Adelaide and the whole of South Australia, the City of Adelaide has established the Adelaide Economic Development Agency (AEDA) as a subsidiary under section 42 of the *Local Government Act, 1999*.
- 3.20 Its objects and purpose are to:

- 3.20.1 *To accelerate economic growth in the City of Adelaide by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth.*
- 3.20.2 *To promote the City of Adelaide as a destination and 'magnet city' and increase its visitation and use by residents, workers, visitors and the community.*
- 3.20.3 *To position the Rundle Mall as the State's premier retail and commercial shopping precinct to sustain retail, business and economic viability.*
- 3.20.4 *To ensure that the Agency operates within the terms of its Charter and the Council's Strategic Plan.*
- 3.21 Its Board includes the Lord Mayor and up to eight paid skills-based members that are appointed by the City of Adelaide. Board expertise and experience is in hospitality, property development, placemaking, business development, investment, technology, events and tourism sectors.
- 3.22 AEDA is supported by 35 staff and is funded by an appropriation from the City of Adelaide (approx. 7% of rate revenue), and funds raised through the Rundle Mall differential separate rate.
- 3.23 AEDA's proposed 2025/26 Annual Budget is \$14.48M (including \$9.42M contribution from the City of Adelaide's operating budget, \$0.5M strategic project funding and \$4.13M Rundle Mall differential separate rate).
- 3.24 Its strategic plan focuses on Rundle Mall and Precinct activation; City Brand and Marketing; Growing the Visitor Economy (eg Events and Festivals Sponsorship Program), new Visitor Experience Centre, and Investment and Business Growth. Further information is available on its website at: [www.aedasa.com.au](http://www.aedasa.com.au).

### **City of Salisbury Business Support Services**

- 3.25 Currently, support for businesses is provided by the City of Salisbury through:
  - 3.25.1 The Polaris Business Development Centre (part of the City Shaping Division)
  - 3.25.2 The collection of a differential separate rate (under section 154 of the *Local Government Act, 1999*) that is provided to the Salisbury Business Association for its activities benefitting the Salisbury City Centre.

### ***Polaris Business Development Centre***

- 3.26 The Polaris Business Development Centre (Polaris Centre) is a City of Salisbury initiative established in 2001, that is dedicated to supporting and nurturing the growth and sustainability of small and family businesses, as well as social enterprises at a community level.
- 3.27 Staff are employees of the City of Salisbury with activities and business services funded through the City of Salisbury's Annual Business Plan and Budget process. Additional funding is also provided via State

Government grants (eg The Small Business Fundamentals Program, Connecting Women in Business Program, Retail Fundamentals Program, etc).

- 3.28 The Polaris Centre has successfully worked with over 15,000 businesses helping them to improve their operations, profitability, and employment prospects.
- 3.29 Between July 2023 and January 2025, as a delivery partner of The Small Business Fundamentals Program (an initiative of the Office for Small and Family Business) the Polaris Centre engaged with and provided services to over 1,257 business owners and operators.
- 3.30 During this same period, the Polaris Centre delivered:
  - 3.30.1 30 Business Fundamentals workshops to 326 participants
  - 3.30.2 403 business consultations
  - 3.30.3 14 Ignite Your Business 3-month mentoring programs
  - 3.30.4 29 Mentoring for Success 6-month mentoring programs
  - 3.30.5 Eight (8) AMMP 10-month mentoring programs
  - 3.30.6 Six business networking events, with 484 attendees on important topics like marketing, business communication, EOFY planning and creating inclusive workplace environments.
  - 3.30.7 Supported the Women in Business Network, including conference and regular networking events.
- 3.31 The Polaris Centre delivers a number of functions that are also typically delivered by a Chamber of Commerce, such as networking, events/workshops, business support and education/training services.
- 3.32 A fundamental difference however is that being a part of Council it does not have a lobbying / advocacy function.

#### **Salisbury Business Association**

- 3.33 The Salisbury Business Association (SBA) is a not-for-profit incorporated membership-based organisation that has been operating for over 30 years.
- 3.34 The SBA's objectives under its constitution are to:
  - 3.34.1 *Improve the image of the Salisbury City Centre.*
  - 3.34.2 *Formulate, and oversee the implementation of, a marketing strategy for the Salisbury City Centre.*
  - 3.34.3 *Promote the Salisbury City Centre as a whole.*
  - 3.34.4 *Attract more people to the Salisbury City Centre.*
  - 3.34.5 *Encourage ethical behaviour and good business practice amongst the Association's Members.*
  - 3.34.6 *Liaise and co-operate with the City of Salisbury and other authorities and bodies for better achieving the objects of the Association.*

- 3.34.7 *Generate funds to fulfil objectives 1 to 5 above.*
- 3.35 The SBA's Management Committee (i.e the SBA Board) is comprised of between 12 and 16 persons, including a City of Salisbury representative, two community representatives and the Executive Officer. Membership is open to:
- 3.35.1 *All property owners, of property defined within the Salisbury City Centre, and subject to the Salisbury City Centre Zone Special Rate Levy,*
- 3.35.2 *Any business which is a registered business and which rents, leases or owns the premises from which it carries out its activities in the City of Salisbury City Centre Zone or,*
- 3.35.3 *Any organisation, or statutory authority which is not a business which carries out its activities in the City of Salisbury City Centre Zone and having genuine interest in achieving the objectives of the Association.*
- 3.36 Activities undertaken by the SBA include:
- 3.36.1 Communication and engagement with property owners, local traders/businesses and stakeholders (eg newsletters, social media, website: [www.salisburyba.com.au](http://www.salisburyba.com.au))
- 3.36.2 Promotion of the Salisbury City Centre through marketing campaigns, activities and events (eg Annual Business Awards, Christmas Parade)
- 3.36.3 Training seminars, workshops and networking opportunities
- 3.36.4 Lobbying and advocacy on behalf of local traders/businesses to Salisbury Council, government departments, other stakeholders.
- 3.37 The SBA has written to Council seeking its continued support to raise a separate rate to fund its activities for 2025/26 (\$222,591.82). This request will be the subject of a separate report to the Finance and Corporate Services Committee in May 2025.

- 3.38 The separate rate is involuntary, with landowners not able to 'opt-out'. The declaration must identify the land to which the rate will relate, which is shown on the map below.



- 3.39 It should be noted that other key activity areas of Mawson Lakes and Ingle Farm do not collect a separate rate for the purposes of promotion of those centres.

### Discussion

- 3.40 It is difficult to determine whether there is a demand for the establishment of a Chamber of Commerce for the whole of the City of Salisbury Council area.
- 3.41 Many businesses may already be members of ACCI, Business SA, an inter-national Chamber of Commerce, or a peak body representing their industry.
- 3.42 The City of Salisbury's industry composition is diverse. As a result, businesses may benefit from support that is industry agnostic and focused on improving productivity, building knowledge, developing business to business connections, and growing businesses and market share.
- 3.43 It is recognised however that increased visitation and shopping activity are important for centres such as Salisbury, Mawson Lakes and Ingle Farm and businesses in these locations may benefit from consistent marketing/brand strategy and communications that builds on the location's unique character and offering.



- 3.44 Should Council want to further explore the potential to establish a Chamber of Commerce (or an alternative model to support businesses) within the City of Salisbury there would be value in seeking feedback from our business community.

#### **4. FINANCIAL OVERVIEW**

- 4.1 There are no financial implications as part of this report.

#### **5. CONCLUSION**

- 5.1 This report responds to the request for a report exploring the establishment of a Chamber of Commerce for the whole City of Salisbury Council area.
- 5.2 There are currently 9,896 businesses located within the City of Salisbury representing a broad range of industry types. It is unknown how many of these businesses are already a member of a Chamber of Commerce or a peak body representing their industry.
- 5.3 Council currently supports businesses within the Council area through the Polaris Business Development Centre and via the collection of a separate rate that is provided to the Salisbury Business Association for the benefit of the Salisbury City Centre.
- 5.4 Local government can support the business community through a range of mechanisms and models. It is not known whether existing offerings are meeting the needs of businesses located within the City of Salisbury and/or whether there is a desire for more support.
- 5.5 Should Council want to further explore the potential to establish a Chamber of Commerce within the City of Salisbury there would be value in seeking feedback from our business community.
- 5.6 The information in this report will assist to inform Council in its further consideration of whether the establishment of a Chamber of Commerce for the whole of the City of Salisbury council area is warranted.

<b>ITEM</b>	1.1.4
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	19 May 2025
<b>HEADING</b>	Draft Shaping Salisbury Strategy and Action Plan
<b>AUTHOR</b>	Daryl Tian, Senior Strategic Planner, City Development
<b>CITY PLAN LINKS</b>	3.2 Our city's growth is well planned and supported by the integrated delivery of infrastructure
<b>SUMMARY</b>	A draft Shaping Salisbury Strategy has been prepared, presenting an economic and spatial plan for the future prosperity of the City of Salisbury. This report outlines a summary of the draft strategy and associated action plan for Council's consideration.

## RECOMMENDATION

### That Council:

1. Approves the draft Shaping Salisbury Strategy and Action Plan – Summary Version, as found in Attachment 1 of this report (Item 1.1.4, Policy and Planning Committee, 19 May 2025).
2. Notes that the summary version of the document will be accompanied by a full version containing background information and research, for Council's consideration in July 2025.
3. Notes the following key project dates:
  - a. Finalisation of document post-Council – June 2025
  - b. Council consideration and adoption – July 2025
  - c. Launch of the strategy and associated material – August 2025.

## ATTACHMENTS

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

1. Draft Shaping Salisbury Strategy
2. Draft Shaping Salisbury Strategy - Action Plan

### 1. BACKGROUND

- 1.1 The Shaping Salisbury Strategy (the Strategy) is outlined as a Critical Action in the City Plan 2040:

*“Proactively facilitate coordinated growth.*

*Facilitate growth through supporting private and government-led Code Amendments that are consistent with Council's Strategic*

*Growth Framework for Waterloo Corner and Bolivar Corridor and Shaping Salisbury Strategy (to be completed in 2024/25)."*

- 1.2 The draft Strategy is a review and combination of two City of Salisbury (CoS) strategies that required an update: the Growth Action Plan (2016) and Economic Development Plan (2008-2009).
- 1.3 The draft Strategy builds on significant work that is already being undertaken across Council, including through the Polaris Business Development Centre, Strategic Development Projects, North-West Economic Corridor initiative and Code Amendments.
- 1.4 It incorporates relevant findings from other recent CoS-commissioned documents:
  - 1.4.1 [Economic vision for the City of Salisbury](#) (Deloitte, 2018)
  - 1.4.2 [Strategic Growth Framework for Waterloo Corner and Bolivar Corridor](#) (Holmes Dyer, 2022).
- 1.5 Additionally, it responds and aligns to various Federal and State Government strategies and initiatives, including:
  - 1.5.1 [Housing Accord](#) (Federal Government, 2022)
  - 1.5.2 [Future Made in Australia – National Interest Framework](#) (Federal Government, 2024)
  - 1.5.3 [National Reconstruction Fund Corporate Plan](#) (Federal Government, 2024)
  - 1.5.4 [SA Advanced Manufacturing Strategy](#) (State Government, 2023)
  - 1.5.5 [SA Small Business Strategy](#) (State Government, 2023)
  - 1.5.6 [South Australian Economic Statement](#) (State Government, 2024)
  - 1.5.7 [State Prosperity Projects](#) (State Government, 2024)
  - 1.5.8 [SA Innovation Places](#) (State Government, 2024)
  - 1.5.9 [Housing Roadmap](#) (State Government, 2024)
  - 1.5.10 [Greater Adelaide Regional Plan](#) (State Government, 2025).

## 2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 The draft Strategy builds upon past consultation and ongoing communication with numerous external stakeholders, including but not limited to:
  - 2.1.1 State Government departments
    - through consultation on various State-led strategies, such as the Greater Adelaide Regional Plan and Transport Strategy
    - through various external working groups, such as the North-west Economic Corridor and Dry Creek Working Groups
    - through ongoing communication with government department meetings, such as with Invest SA and Department of State Development.

- 2.1.2 Local business organisations and leaders, such as the Salisbury Business Association and Northern Economic Leaders; and other communications through the Polaris Business Development Centre
- 2.1.3 Adjacent local governments, in particular with the City of Playford
- 2.1.4 Educational institutions, including Adelaide University and TAFE SA
- 2.1.5 Other key stakeholders, such as Parafield Airport Limited, NAWMA, Northern Adelaide State Secondary Schools' Alliance and Workforce Australia.

### 3. DISCUSSION

#### **Why is a strategy needed?**

- 3.1 The draft Strategy is a 30-year long-term strategy that presents an economic and spatial plan for the future prosperity of the CoS.
- 3.2 The 30-year horizon aligns with various State Government long-term strategies that anticipate growth across the region. The Strategy ensures that this growth is sustainable, connected and orderly, and brings prosperity to the region.
- 3.3 The draft Strategy addresses the following:
  - 3.3.1 Delivers on the City Plan 2040's Critical Action
  - 3.3.2 Aligns and responds to various Federal and State Government directions and strategies
  - 3.3.3 Carries on the momentum that the CoS has in delivering strategic planning and economic development
  - 3.3.4 Captures trends and changes across the region, state and nation affecting the CoS, including but not limited to:
    - The need to accommodate and house a projected approximate 70,000 people over the next 25 years in the area
    - A lack of development ready vacant and sizable industrial land in the northern Adelaide region
    - The need for approximately 146,000 new quantified workers to meet the state's demand over the next five years
    - Automation, artificial intelligence, advanced manufacturing and other advancements reshaping workplaces
    - The world transitioning towards a greener and more sustainable economy.
- 3.4 The draft Strategy can be found in Attachment 1 of this report. This is a summarised version and will be used as the leading document.
- 3.5 A background document has also been prepared, which was used to inform the draft Strategy. This will be released at a later stage and presented to Council in July with the final Strategy.

**What are the key outcomes of the strategy?**

- 3.6 The draft Strategy outlines the following formula for success:  
*"Productivity + liveability = prosperity"*
- 3.7 Productivity enhances competitiveness of existing industry and businesses. Combined with efficient and productive state and local infrastructure and services, it can help in attracting new industry, businesses, skilled people and promote wealth generation.
- 3.8 Liveable cities offer a high quality of life and housing choice, and are socially inclusive, affordable, accessible, healthy and safe.
- 3.9 When a city is productive and liveable, local prosperity improves, including financial, economic and community prosperity. When a community has access to housing, jobs, services, business and investment support, life-long learning and lifestyle opportunities, people can thrive in all aspects of their lives.

**What are we doing to meet those outcomes?**

- 3.10 The draft Strategy outlines five focus areas for the next 30 years. These are:
- 3.10.1 Shaping a dynamic and complex local economy  
 Developing a more diversified and complex economy locally that promotes innovation, exports and business attraction.
- 3.10.2 Building workforce and business potential  
 Supporting our diverse community to be successful in business growth and self-sufficiency.
- 3.10.3 Developing productive and vibrant places  
 Delivering well-planned places for people to live, including thriving economic precincts and active local centres.
- 3.10.4 Housing a growing and diverse community  
 Ensuring that our community has a range of housing to meet their diverse needs that is in close proximity to jobs, transport, shops and services.
- 3.10.5 Embracing a sustainable future  
 Incorporating sustainable economies and urban environment into our planning for our future prosperity.

**What are the actions under these focus areas?**

- 3.11 The draft Strategy is supported by a 5-year action plan. This ensures that the document remains relevant and agile to short-term changes, whilst still planning towards long-term outcomes.

3.12 A summary of the action plan is as below:

Focus area	Summary of key actions
Shaping a dynamic and complex local economy	<ul style="list-style-type: none"> <li>• Salisbury Global – an investment attraction program to develop new markets and increase export readiness.</li> <li>• Promoting business-to-business networks – using the Polaris Centre to increase scale of sharing of business opportunities, knowledge and innovation.</li> <li>• Encouraging innovation and technology adoption – helping businesses to innovate, stay competitive and network.</li> <li>• Building a visitor economy – developing a Visitor Economy Plan to capitalise on our natural assets, facilities and recent investments.</li> </ul>
Building workforce and business potential	<ul style="list-style-type: none"> <li>• Strengthening self-sufficiency – developing and delivering an Economic Futures Program, leveraging the Northern Futures Fund and delivering a Technology Hub in the Salisbury City Centre.</li> <li>• Facilitating entrepreneurial thinking – a new Polaris Entrepreneurship Program for young people and students linking to the Youth Action Plan; delivering start-up weekends and pre-accelerator programs.</li> <li>• Increasing access to business mentoring – enhancing the Polaris Business Fundamentals Program</li> <li>• Reskilling and upskilling our workforce – working with the education sector to promote micro-credentials, short courses and other business-connected learning opportunities.</li> </ul>
Developing productive and vibrant places	<ul style="list-style-type: none"> <li>• Facilitating growth of the North-Western Economic Corridor – facilitating Code Amendments and the orderly development and provision of infrastructure in the area.</li> <li>• Creating vibrant spaces – undertaking and supporting structure planning across activity centres and other key suburbs.</li> <li>• Supporting growth for a diverse economy – supporting the continued development at key industrial areas.</li> <li>• Dry Creek – planning for the area’s sustainable growth to accommodate a projected 15,000 dwellings.</li> </ul>



Housing a growing a diverse community	<ul style="list-style-type: none"> <li>• Enabling and facilitating housing choice – planning for diverse housing offerings in liveable neighbourhoods.</li> <li>• Innovative housing products – delivery of new housing products and remove barriers to facilitate development and leveraging opportunities within the development industry.</li> <li>• Delivering housing choice – delivering social and affordable housing options through council projects and other partnerships.</li> </ul>
Embracing a low carbon future	<ul style="list-style-type: none"> <li>• Planning for an Eco Industrial Precinct west of Port Wakefield Road.</li> <li>• Advancing a complex and circular economy – promoting green energy and circular economy opportunities.</li> <li>• Sustainability in the City of Salisbury – building on the Council's initiatives such as Salisbury Water and the Northern Adelaide Waste Management Authority.</li> </ul>

### **What are the next steps?**

- 3.13 Elected Members were introduced to the draft Strategy at a CEO Briefing on 5 May 2025.
- 3.14 Through the Policy and Planning Committee (this report), the draft Strategy is then formally presented to Council for approval to be refined and finalised.
- 3.15 The documents will then be finalised in June, for Council's consideration and approval in July 2025.

### **How will the strategy be promoted?**

- 3.16 A communications framework to support the launch of the draft Strategy and an updated economic development focused brand and website, replacing [Invest in Salisbury](#), are being developed.
- 3.17 The launch will be focused on an event planned for August 2025, in conjunction with the Polaris Centre's 25-year anniversary. All key external stakeholders, including those to be consulted during the engagement phase, will be invited to the event.
- 3.18 The website will outline a digital representation of the draft Strategy; and will strongly position the CoS as a place to live, work, play, do business and invest, supported by a robust plan that promotes productivity and liveability to achieve local prosperity and will be further developed as the plan evolves.
- 3.19 Other communications for the launch will include a media release, video, FAQs and talking points. Ongoing communications will be established including EDMs, social media and targeted factsheets.

**4. FINANCIAL OVERVIEW**

- 4.1 The draft Strategy builds on the significant work that is already being undertaken across Council.
- 4.2 The implementation of the draft Strategy and action plan is supported by the following budget bids in the draft Annual Business Plan 2025/26:
  - 4.2.1 Economic development initiatives – \$110,000
  - 4.2.2 City growth planning – \$500,000.

**5. CONCLUSION**

- 5.1 The draft Strategy and associated action plan have been prepared for Council's consideration, for it to be refined and finalised over the next few months.
- 5.2 A launch of the draft Strategy, supported by a refreshed brand and website, will be undertaken at the Polaris Centre's 25-year anniversary in August 2025.
- 5.3 The draft action plan is supported by budget bids in the Annual Business Plan.



# Shaping Salisbury Strategy

An economic and spatial plan for the future prosperity of Salisbury

DRAFT

---

(08) 8406 8222  
city@salisbury.sa.gov.au  
salisbury.sa.gov.au

34 Church Street  
Salisbury SA 5108



## Contents

From the Mayor.....	3
Executive Summary .....	4
Strategic Context .....	6
The global and national context.....	6
The regional context.....	7
Business and workforce .....	8
Housing stress.....	9
Climate change and sustainability .....	11
Our Salisbury – What is our response?.....	12
1. Shaping a Dynamic and Complex Local Economy.....	13
2. Building Workforce and Business Potential.....	14
3. Developing Productive and Vibrant Places .....	15
4. Housing a Growing and Diverse Community.....	15
5. Embracing a Sustainable Future .....	16
Measuring success.....	16

## From the Mayor

---

(TBC)

Signature

Gillian Aldridge OAM  
Mayor



## Executive Summary

The City of Salisbury sits at the heart of South Australia's future population and industry growth. With its close proximity to key infrastructure—including the port, train network, airport, and CBD—Salisbury has long been recognised as South Australia's powerhouse for defence, manufacturing, logistics, and food industries. Contributing nearly \$10 billion to the state's economy and home to almost 10,000 businesses—including leading defence primes and a vibrant community of entrepreneurs—and employing 65,000 workers, Salisbury plays a pivotal role in driving the state's prosperity.

At the international level, political instability, military conflicts, pandemics, and the threat of a global trade war are reshaping thinking around national capability and sovereignty. At the same time, we are witnessing the rapid acceleration of technologies, including artificial intelligence, which is set to fundamentally transform how we live and work. In addition, global skills shortages are becoming an increasingly pressing challenge. Meanwhile, capital is flowing at unprecedented levels toward the green economy, driven by growing investor demand for sustainable investments, the need for clean energy infrastructure, and the urgency of addressing climate change.

As national sovereignty, the localisation of supply chains, and the transition to a more complex and low-carbon economy gain momentum, Salisbury is exceptionally well positioned to harness both public and private investment in support of this national agenda.

The region is a gateway to renewable energy generation and processing of critical minerals required for the transition to a low carbon economy. Land west of Port Wakefield Road has strategic assets and locational advantages that provide an opportunity for initiatives like an eco-industrial precinct that would attract innovative industries to co-locate, utilise renewable energy and infrastructure and support industrial symbiosis within the circular economy.

The Greater Adelaide Regional Plan (GARP) sets ambitious growth targets, with 2050—only 25 years away—as its horizon. For the City of Salisbury, accommodating an additional 30,000 homes, approximately 70,000 new residents, significant industrial expansion, and the associated hard and soft infrastructure will be a major challenge—but it is a challenge the City is well positioned to meet.

Aligned with the City Plan 2040, the Shaping Salisbury Strategy serves as a key roadmap, outlining the City's ambitions and the actions required to secure Salisbury's future. The rationale is clear: by increasing productivity and enhancing liveability, we can secure the long-term prosperity of Salisbury.

To achieve this, the strategy focuses on five key areas:

- Shaping a more dynamic and complex local economy

- Building workforce and business potential
- Developing productive and vibrant places
- Housing a growing and diverse community
- Embracing a low carbon future

Our aim is to empower individuals, businesses, and the wider community to thrive in a period of rapid change; develop the infrastructure, services and workforce that support them; and transform Salisbury's industrial and housing mix, services, and amenities to foster a more sustainable economy and a vibrant, inclusive, and liveable urban environment.

The City of Salisbury is firmly committed to working in partnership with government, industry, and the community to deliver on this ambitious agenda. Ultimately, this work is about people and place—about making Salisbury an even better city to live, work, and thrive.

## Strategic Context

### The global and national context

Globally, we are seeing significant change and tensions at political, economic, and social levels.

The COVID pandemic and the potential for repeat events has undermined global supply chains and confidence in global trade. Further uncertainty has been created by political polarisation and tensions in many countries; war in Ukraine and the Middle East; a slowing economy in China; a new leader in the United States with an uncertain and tough trade and tariff approach; and significant skills and labour shortages across the developed world.

In Australia, shrinking manufacturing capability, combined with the uncertainty around global supply chains; a severe shortage of skilled workers; lack of sufficient and affordable housing; a challenging and currently costly energy transition; diminishing productivity and declining economic complexity; and faltering social cohesion; require coordinated responses from all levels of government to ensure sustainable economic growth, environmental stewardship, social equity and to maintain or improve standards of living.

The transition to a low-carbon energy system, combined with global supply chains disruptions due to military conflicts and political instability, has placed significant cost pressures on business and households. While this has affected investment decisions and work planning, it has also created new opportunities for innovation and transformation. Most national corporations are reviewing the way they operate and demonstrating how they are implementing more sustainable practices including more circular supply and production approaches and reducing their environmental footprint and resource use, with an aim to slow climate change and live within planetary boundaries. This has also been accelerated by mandatory ESG reporting on climate-related financial information initiated in January 2025. However, most small and medium businesses are still in the early stages of this transition, working to identify how best to embark on their own sustainability journeys.

Automation, artificial intelligence, and other technological advancements are rapidly transforming workplaces, business models, and investment priorities across Australia, creating both opportunities and disruptions. The accelerating pace of change is challenging businesses to keep up, often requiring fundamental shifts in how work is organised and delivered. The Productivity Commission's five-yearly

review of Australia's productivity performance made this urgency clear: growth over the last full decade was the slowest in 60 years. To reverse this trend, applying new technologies and fostering a culture of innovation will be critical to boosting productivity and sustaining economic growth. At the same time, to ensure Australia remains competitive and its workforce resilient and productive, there will be an urgent need to prioritise reskilling, upskilling, and lifelong learning—with a particular emphasis on adaptability, digital literacy, and stronger collaboration between industry, government, and the education sector.

Housing challenges are expected to persist for some time, driven by increasing demand from population growth including from migration, and insufficient supply exacerbated by a lack of available qualified tradespeople, significant decline in building industry productivity, and a lack of government investment in social housing over many years.

Further, there has been widespread impact from cost-of-living pressures, including rising housing, food and business costs. Reserve Bank efforts to slow the economy and control inflation have taken considerable time to have an impact, with the first reduction in official interest rates since 2020 occurring in February 2025.

Australia also has not been able to find universal support on resolving some social issues, most particularly reconciliation with First Nations people. For its part, the Council recognises the need to do more to support Indigenous members of our community to access education opportunities and develop economic independence.

### The regional context

In South Australia, while we have a number of challenges there also is a deal of optimism.

CommSec has consistently been rating Adelaide as a top performer in Australia over the last five years and the Business Council of Australia ranks us as the best State to do business in the country due to lower payroll taxes, lower property charges and fewer mandatory business licenses.

However, while the labour market has performed strongly with historical low unemployment, SA wages remain 10% below the national average – an advantage from a business cost point of view, but a disadvantage in terms of living standards.

Mining and agriculture remain the backbone of the SA economy along with expanding government-led investment in areas such as health and administration.



Defence is a growing contributor to our economy, mainly drawing funding from national government defence spending with further growth predicted due to the opportunity presented by the AUKUS agreement and investment in the nuclear submarine program.

Over many years, there has been a major contraction in manufacturing's contribution to GDP though it is still an important contributor to the State's economy and in particular to the Northern Adelaide region.

Employment land availability is a key issue. The City of Salisbury and the north more generally have been identified as having about 95 per cent of greater Adelaide's prospective employment land sites available, much of it requiring rezoning and infrastructure support to be development ready.

The South Australian government has recently launched the Greater Adelaide Regional Plan (GARP). The plan will require us to plan for some 70,000 new residents by 2050, with Dry Creek now housing up to 35,000 people. They will need places to work, live and play.

### Business and workforce

The City's strategic location as a logistics and industrial hub served by major freight transport options has positioned it as the centre of South Australian's economy.

Local businesses such as Codan, Haigh's, RM Williams, Bickfords and The Yogurt Shop are some examples of enterprises taking Salisbury to the world. We also are the Australian base for major global defence businesses including SAAB Australia, BAE Systems, Kongsberg, and Raytheon. But we need to increase the number of businesses that aspire to grow if we want to build a more robust economy, that is resilient and provides opportunities.

The City is home to three of the 22 designated SA Innovation Places – Technology Park, the university campus at Mawson Lakes, and the southern part of the Edinburgh Defence Precinct where Defence Science and Technology Group is located. But despite their presence, adoption of new technologies, in particular in small and medium businesses, has remained low.

Exports in defence and manufacturing have increased from \$3.6bn to \$4.9bn and combined with health care have been the top employers in the region over the past decade. Persistent productivity challenges across these industries continue to limit their ability to deliver long-term wage growth, thereby constraining improvements in living standards.

Training a new generation of skilled workers will be a major challenge, particularly in the context of intensifying global competition for talent. While attracting workers from overseas can help address some short-term gaps, it is not a long-term solution on its

own. This makes it critical to strengthen domestic training pipelines, invest in education and apprenticeships, and create clear pathways for workers to develop the skills needed in a rapidly evolving economy.

The Australian Apprenticeships Priority List identifies about 110 occupations where there is an acute shortage. Of significant concern given the Federal Government target to build 1.2 million homes in the next five years, the housing sector needs to increase apprenticeships while also reversing a massive decline in productivity. Apart from the urgent need to increase the number of people undertaking (and completing) apprenticeships and traineeships, we will also need to develop new and different skills as we seek to encourage a more complex economy, which means we have a significant task ahead to train or re-train for new industries and technologies. The Geografia AI Job Exposure Index lists Salisbury workers as the most vulnerable to implementation of AI in metropolitan Adelaide due to the structure of our economy, which is concentrated in manufacturing, defence, and logistics.

While improving, the State data shows the local workforce lags in educational terms, with 58.6 per cent of resident workers (All industries) in the City of Salisbury having post-secondary qualifications, compared with 65.8 per cent for South Australia.

There are opportunities to grow the number of people undertaking post-secondary qualifications particularly with the creation of Adelaide University which has a Mawson Lakes campus and a strong base of industry connection.

We see opportunities for employees and businesses to quickly build new skills and capability via micro credentials, particularly in the technology/AI space.

Showing an appetite for learning, many in the area have taken the opportunity to enrol in free TAFE courses offered by the government and which are important stepping stones to work and career development.

### Housing stress

Australia is facing a national housing challenge driven by insufficient supply to meet growing demand for both rentals and homeownership. This is further compounded by a shortage of affordable and social housing, unprecedented increases in house prices and rents, long planning lead times, and extended construction durations—exacerbated by low industry productivity and skills shortages. Adding to this, the current housing stock often lacks the diversity needed to meet the needs of a diverse population.

To meet the Federal Government's target of 1.2 million new homes by mid-2029, national housing approvals would need to average 20,000 per month. However, since the start of the 2024–2025 financial year, Australia has averaged only around 14,800 new homes per month. Australian Bureau of Statistics data also highlights South



Australia's slow progress, with the state averaging just 11,777 new dwellings constructed annually since 2003.

Despite lower housing costs compared to other areas, Salisbury residents face higher mortgage and rental stress than the broader Greater Adelaide region. In the 12 months to June 2024, only 7 per cent of all housing sales in Salisbury were considered affordable for low-income households.

The South Australian Government has acknowledged many of these challenges in the recently launched Greater Adelaide Regional Plan (GARP), which anticipates that Salisbury will be a focus for industrial expansion and population growth of more than 70,000 people over the next 25 years. The GARP sets housing targets and identifies Local Infill Investigation Areas for each council area. For Salisbury, the plan encourages higher-density developments in and around activity centres, along frequent public transport routes, and in areas where housing stock is aging. The intent is to focus infill development on locations that appeal to those who may not need a large backyard or a car—for example, areas within walking distance of irrigated parks and playgrounds.

Under the GARP, councils are expected to develop a local housing strategy within two years to determine how they will meet their infill targets and explore the appropriate types and levels of density in their designated areas.

In parallel, the South Australian Government has introduced a Housing Roadmap with key objectives including:

- Fast-tracked land rezoning
- A faster planning approval process
- Strategic land releases for development
- A \$1.2 billion investment in new water and sewage infrastructure
- Expanded training places and apprenticeships
- A reinvigorated SA Housing Trust
- Financial support and tax exemptions for home buyers and renters

The building industry also has an important role in improving housing outcomes through innovation in design and construction. For example, not every household needs a three-bedroom home—particularly as single-person households now make up about 30 per cent of Australian households. Many older residents may also be more willing to downsize if the right housing options are available and if incentives are aligned while disincentives are removed.

Finally, addressing Australia's housing crisis will require a rethink of how new dwellings are built. Innovative solutions like prefabricated construction and 3D printing offer significant potential to improve industry productivity, reduce waste, and deliver faster, higher-quality housing outcomes.

## Climate change and sustainability

The shift to a low-carbon and more sustainable economy will affect all sectors of business and the community, and it must be a central consideration in planning for our future prosperity. For decades, climate scientists have warned not only of gradual global warming but also of the increased frequency and severity of extreme weather events. While global temperature averages continue to rise, it is the intensification of extreme weather that is driving some of the most immediate and predictable impacts of climate change.

In its Vulnerability to Extreme Heat report released in December 2024, The Australia Institute ranked Salisbury as the only metropolitan area among the ten most vulnerable to extreme heat in South Australia. Meanwhile, the South Australian Environment Protection Authority (EPA) has reported that between 2011 and 2022, the world's population grew from seven to eight billion, driving an estimated annual demand of 100 billion tonnes of raw materials. This level of resource use is unsustainable and calls for urgent action to improve sustainability across all sectors, including the development of a more circular economy that aims to reduce material consumption and waste.

Global markets are already placing increasing pressure on suppliers to adopt more sustainable manufacturing practices. Encouragingly, some local businesses are emerging as leaders in this space and can help guide those at the start of their sustainability journey.

With its strategic location and convenient access to major transport links and hubs, the Salisbury region is well positioned as a gateway to renewable energy generation and the processing of critical minerals essential for the transition to a low-carbon economy. The region's role in delivering value-added products is crucial for increasing economic complexity and decarbonising existing industries.

Land west of Port Wakefield Road offers strategic assets and locational advantages, presenting a unique opportunity to develop an eco-industrial precinct that can attract innovative industries, harness green energy, and foster industrial symbiosis within a circular economy framework. Salisbury is already well regarded for its leadership in water management and recycling, and the Council is eager to support an expanding base of businesses committed to low-carbon and sustainability principles.

In addition, the Council is keen to explore opportunities to develop more diverse and sustainable housing options that address the complex challenges currently facing the housing market.

## Our Salisbury – What is our response?

This Strategy aims to improve local prosperity by increasing productivity and enhancing liveability over a 25- to 30-year horizon.

We are deeply committed to shaping our city in a way that not only meets the growth objectives of our State, but also places productivity, liveability, and—most importantly—prosperity at the centre of our efforts and outcomes.

But what do we mean by productivity, liveability, and prosperity?

### **Increasing productivity:**

Productivity measures how efficiently we produce goods and services (outputs) relative to the inputs used—such as labour, capital, energy, and other resources. Improving productivity boosts the competitiveness of existing industries and businesses. When combined with efficient and well-planned State and local infrastructure and services, it can help attract new industries, businesses, and skilled workers, ultimately driving wealth generation.

### **Enhancing liveability:**

A liveable city is one where people enjoy a safe, inclusive, and well-designed environment that supports active, independent living and fosters strong community connections. Liveable cities offer high quality of life and housing choice, employment opportunities, and are socially inclusive, affordable, accessible, healthy, and safe.

### **Growing prosperity:**

Prosperity is about creating an environment where individuals can reach their full potential. It means building a community with access to housing, services, jobs, business and investment support, lifelong learning, and lifestyle opportunities—allowing people to thrive across all aspects of their lives in a way that is both socially and environmentally sustainable.

Our approach is informed by national and State strategies and actions, including the creation of the National Reconstruction Fund Corporation with its seven priority areas; the Greater Adelaide Regional Plan (GARP); South Australian Economic Statement; and the Better Housing Future plan and Housing Roadmap, to name some.

The City of Salisbury has several strategies already in place reflecting the issues facing our community. These include our City Plan 2040, an Affordable Housing and Implementation Plan, Sustainability Strategy, and our Thrive Strategy which outlines the way Council supports the health and wellbeing of our community.

This Shaping Salisbury Strategy focuses on economic and planning responses to many of the matters discussed in this document. Other strategies, including an



integrated transport plan and place activation strategy will be prepared on the basis of the issues and growth ambitions discussed in this document.

Salisbury has many advantages that need to be acknowledged and which we can build on to support existing and new residents and industry wanting to take advantage of the shifts in government and private investment in greater Adelaide.

- Transport is well-connected north to south and we have significant available industrial land close to road, rail, and port freight options.
- The City has relatively affordable housing compared with other areas of greater Adelaide particularly given its proximity to the Adelaide CBD.
- We have a comparatively younger workforce (median age 36 compared with 39 State-wide) that makes up about 10 per cent of the State's workforce and which has a higher proportion of trade qualifications, but lower level of university attained qualifications than the general population.
- We already are the home of prime national defence contractors and have the opportunity to expand contracting supporting the proposed AUKUS submarine work; and there are plans to significantly expand defence-related operations at Greater Edinburgh Parks, part of which is located within the boundary of the City of Salisbury.
- The City has a strong SME community and effective business development programs delivered through the Polaris Business Centre.
- We can tap into the local campus of the new Adelaide University with a focus on industry alliances and modern education delivery.
- We can tap into the potential of a diverse and growing population.
- We have an innovative Council that has experience in delivering affordable residential property developments.
- We have an innovative and skilled Council workforce committed to planning and developing a progressive, sustainable, and connected community.

To harness these opportunities, we have identified five focus areas for future action:

### 1. Shaping a Dynamic and Complex Local Economy

This focuses on how we develop a more diversified and complex economy by growing existing enterprises and attracting new businesses to the City; growing innovation and building exports beyond City boundaries; and how we support our businesses to adopt emerging technologies.

Key action areas to respond are:

- **Leveraging regional and overseas connection** – a new program called 'Salisbury Global' will focus on investment attraction, development of new

markets, and export readiness for existing and new businesses to increase the economic complexity of our region.

- **Promoting business to business (B2B) connections** – a refocus of the Polaris Business Centre networking program to develop new opportunities within and beyond the City boundaries – including sharing of business opportunities; creating scale; and sharing knowledge and innovation.
- **Building a visitor economy** - the City of Salisbury has a significant economic opportunity to build a visitor economy based on existing and new facilities, vibrant activity centres (including the \$200 million redevelopment of Salisbury City Centre) and natural amenities of high value (i.e. Little Para Reserve and St Kilda and its mangrove environment).
- **Encouraging innovation and technology adoption** - many of the basics are in place including innovation places such as Technology Park and the opportunity presented by the establishment of a new Adelaide University as well as the potential adoption of automation and AI to improve quality and productivity.

## 2. Building Workforce and Business Potential

This area focuses on human capital: how we support our diverse community to get the maximum benefits from and support economic growth and investment; and how we strengthen self-sufficiency and adaptability in our people to ensure longer term success. Our response has four key action areas:

- **Strengthening self-sufficiency** – career development and employment pathways, structured work experience, and raising the awareness of career opportunities through immersive technologies.
- **Facilitating entrepreneurial thinking** – a new Polaris Entrepreneurship Program that facilitates an entrepreneurial ecosystem in the City of Salisbury including programs for young people and students that inspire entrepreneurial and business pathways.
- **Increasing access to business mentoring** – enhancement of the Polaris Business Fundamentals Program and new programs supporting development of businesses from start-up through growth, including Accelerator programs delivered through the Polaris Business Development Centre.
- **Reskilling and upskilling our workforce** – promotion of micro credentials and short courses; and co-ordination with TAFE and the new Adelaide University Mawson Lakes campus to develop locally-relevant and business connected learning opportunities. Particularly targeting disadvantage communities.

### 3. Developing Productive and Vibrant Places

This focus area is about ensuring we have land available for new developments; that our economic precincts function well; and that our centres are active and provide for the needs of our local community and visitors. Our key areas of response:

- **Facilitating growth of the North-West Economic Corridor** – Code Amendments (including Council-led Code Amendments), and infrastructure investigations to respond to the urgent demand for new industrial and commercial land and providing areas for defence, innovation and circular economy growth and investment.
- **Create vibrant spaces** – continue delivery of the Salisbury City Centre redevelopment. Conducting structure planning for Ingle Farm, and the currently untapped village of St Kilda, to provide increased opportunities (shopping, services, entertainment) for the local community and attracting more visitors. Leveraging the Elizabeth Regional Centre proposal (expansion to the west in City of Salisbury land).
- **Supporting growth for a diverse economy** – ensuring our current industrial and commercial areas remain productive including the next stage development of Technology Park, Mawson Lakes City Centre, and Parafield Airport (continuing a focus on Defence, advanced manufacturing, food manufacturing, logistics and warehousing).
- **Dry Creek** – the planning of a new suburb housing 35,000 people with a quality activity centre and potentially modelling coordinated planning and fast-to-market construction of a contemporary urban community of up to 35,000 people at Dry Creek that ensures long term resilience and sustainability.

### 4. Housing a Growing and Diverse Community

How we ensure liveability, and a range of housing is available to meet the diverse needs of our community, including proximity to public transport, shops, and services.

- **Enabling and facilitating housing choice** – developing a Housing Strategy to provide detailed planning for a variety of housing offerings to meet our diverse community needs, and sustainable and liveable neighbourhoods with a focus on infill housing with greater density in walkable distance to centres, parks, and public transport.
- **Innovative housing products** – delivery of new housing products that meet needs of the changing demographic as people move through their life; and leveraging opportunities to speed time to market including through planning and construction innovation and productivity improvement. Removing barriers to facilitate innovative housing development. E.g. Walkleys, Salisbury City Centre.



- **Delivering housing choice**– continue delivery of social and affordable housing options for those that are unable to secure housing through Council-initiated strategic development projects and partnerships with other not-for-profit organisations, and advocate for expanded and improved Housing Trust offering. E.g. Salisbury North, Salisbury City Centre.

## 5. Embracing a Low Carbon Future

The shift to a more sustainable economy and urban environment will impact all sectors of business and communities and must be considered in planning for our future prosperity.

- **Planning for an Eco-Industrial Precinct** – planning for and developing an Eco-Industrial Precinct located west of Pt Wakefield Road; maximising investment potential as investors look for green and more sustainable opportunities.
- **Advancing a Complex and Green Economy** - promoting benefits of circular economy models across industries, including energy-efficient and innovative housing products; showcasing opportunities emerging from the energy transition; and raising awareness of Environmental, Social, and Governance (ESG) principles and current and future reporting requirements.
- **Sustainability in the City of Salisbury** – building on City initiatives including Salisbury Water and Northern Adelaide Waste Management Authority; supporting development of strategies to reduce Council carbon impact and build more circular economy opportunities; ensuring natural environment protection and biodiversity.

Each focus area considers the environmental, social, and economic factors discussed in the Context and provides strategic direction over the next 30 years, with the shorter-term actions being more defined and longer-term directions requiring additional strategic considerations and planning. The longer-term directions will be reviewed to adapt to the changing world we are in.

The shorter-term directions that require action in the next five years are in the 'Our City Shaping 2025-2030 Action Plan.'

## Measuring success

Success of the delivery of the strategy will be monitored by considering:

- Increased local workforce and business growth
- Expanded housing choice and affordability
- Improved community wellbeing and satisfaction
- Enhanced sustainability and green investment attraction

34 Church Street Salisbury SA 5108  
(08) 8406 8222  
[city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)  
[salisbury.sa.gov.au](http://salisbury.sa.gov.au)







# SHAPING SALISBURY STRATEGY

DRAFT ACTION PLAN 2025-2030

Our City Shaping 2025-2030 Action Plan				
Pillar	No.	Principle / Parent action	Implementation actions	Project Timeframe
1. Shaping a Dynamic and Complex Local Economy	1.1	Leveraging regional and overseas connections	<b>Salisbury Global Program</b> <ul style="list-style-type: none"> <li>- Deliver a bespoke Investment Attraction Plan</li> <li>- Develop and deliver an Export Ready program</li> <li>- Showcase services and programs available to link up businesses with new markets</li> <li>- Business Friendly Agenda - One stop shop for businesses</li> <li>- Leverage International Relations - Sister/Friendly Cities / Business missions</li> <li>- Establishment of a Landing Pad to support businesses opening in Salisbury.</li> </ul>	Short term (1-2 years)
	1.2	Promoting business to business (B2B) connections	<b>Connect Salisbury Program</b> <ul style="list-style-type: none"> <li>- Refocus and expansion of networking events - Women in Business / NEL / Polaris</li> <li>- Lead and support conferences and seminars - AI Summit / SIMPAC / SABDM / Smart Cities Council</li> <li>- Organise new 'CEO Roundtables' with key businesses in our region</li> <li>- Develop a new Polaris Alumni Network</li> <li>- Celebrate Salisbury businesses by organising a Business Excellence Awards ceremony.</li> </ul>	Short term (1-2 years)
	1.3	Building a visitor economy	<b>Visitor Economy Action Plan</b> <ul style="list-style-type: none"> <li>- Develop a new action plan to attract new experiences for visitors to the northern region</li> <li>- Partner with businesses and community organisations to improve the visitor experience in our activity centres and mainstreets.</li> <li>- Explore opportunities to further develop the visitor experience at St Kilda.</li> </ul>	Medium term (3-5 years)

Our City Shaping 2025-2030 Action Plan				
Pillar	No.	Principle / Parent action	Implementation actions	Project Timeframe
2. Building Workforce and Business Potential	1.4	Encouraging innovation and technology adoption	<b>Mawson Innovation Program</b> <ul style="list-style-type: none"> <li>- Partner with key external partners in academia and the private sector to improve engagement and help our business community to innovate, stay competitive and be more market ready.</li> <li>- Facilitate interactions and connections on both sides to pave the way to joint research projects, market validation and market entry for products and services. This will include the exploration of developing a research and innovation centre in collaboration with industry and academia.</li> <li>- Deliver a series of events to increase the awareness of AI by showcasing real examples of AI application in SMEs.</li> <li>- Partner with industry, academia and educational institutions to develop a program to increase technological capabilities in our SMEs.</li> </ul>	Medium term (3-5 years)
	2.1	Strengthening self-sufficiency	<b>Economic Futures Program</b> <ul style="list-style-type: none"> <li>- Develop career exploration programs and job ready programs. Partner to deliver apprenticeships/cadetships/internships/volunteering opportunities, business open days, employer/jobseeker speed matching sessions and job fairs.</li> <li>- Explore establishment of a Tech-hub in Salisbury to increase awareness of STEMM/STEAM careers. (to deliver this program we will be looking for partners in the private sector and the state government)</li> <li>- Support delivery of the Youth Action Plan to increase educational engagement and support education and employment pathways.</li> </ul>	Short term (1-2 years)



Our City Shaping 2025-2030 Action Plan				
Pillar	No.	Principle / Parent action	Implementation actions	Project Timeframe
	2.2	Facilitating entrepreneurial thinking	<b>Polaris Entrepreneurship Program (The PEP)</b> <ul style="list-style-type: none"> <li>- Develop and launch The Polaris Entrepreneurship Program providing inspiring and informative entrepreneurial presentations and workshops that encourage participants to transform their ideas, concepts, inventions, innovations and hobbies into a startup or new business. <ul style="list-style-type: none"> <li>a. Idea2Income Workshop</li> <li>b. Entrepreneurship - Make Awesome Happen Workshop</li> <li>c. YEP! - Youth Entrepreneurs Program</li> </ul> </li> <li>- Develop The Starter's Block (Polaris Pre-Accelerator - Pilot) to support entrepreneurs develop their idea into a Minimum Viable Product (MVP).</li> <li>- Deliver Startup focus events in Northern Adelaide e.g. Startup Weekend.</li> <li>- Explore establishment of a Polaris Seed Fund.</li> </ul>	Short term (1-2 years)
	2.3	Increasing access to business mentoring	<b>Business Fundamentals Program</b> <ul style="list-style-type: none"> <li>- Deliver the Polaris Business Fundamentals Program to increase access to business mentoring to local businesses. This includes business fundamentals workshops, one-to-one mentoring programs and business consultations.</li> </ul>	Ongoing
	2.4	Reskilling and upskilling our workforce	<b>Skilling Salisbury</b> <ul style="list-style-type: none"> <li>- Develop a Skilling Salisbury program to support delivery of micro credentials and short courses to develop local learning opportunities.</li> <li>- Review and refocus the Economic Growth Grants to maximise its reach and outcome.</li> </ul>	Short term (1-2 years)

Our City Shaping 2025-2030 Action Plan				
Pillar	No.	Principle / Parent action	Implementation actions	Project Timeframe
3. Developing Productive and Vibrant Places	3.1	Facilitating growth of the North-West Economic Corridor	<b>Council Code Amendment</b> - Facilitate developer ready land for employment uses by preparing a Council Code Amendment for Land West of Port Wakefield Road and infrastructure solutions. <b>GEP Structure Plan</b> - Deliver strategic employment land west at Port Wakefield Road and at Greater Edinburgh Parks by collaborating with the State Government, Playford Council and landowners to develop infrastructure solutions and complete private code amendments.	Short term (1-2 years)
	3.2	Create vibrant spaces	<b>Salisbury City Centre and surrounds</b> - Continue redevelopment of the Salisbury City Centre by facilitating private investment in the area. - Continue to revitalise the Salisbury City Centre by investigating the surrounding areas for infill housing and attracting active and public transport use through attractive and safe connections, consider ways that Council owned land and community centres can be used for maximum community benefit, including the Little Para River trail. - Work with key partners to identify opportunities for strengthening the place brand of the Salisbury City Centre.	Short term (1-2 years)
			<b>Ingle Farm Centre and surrounds</b> - Prepare a Structure Plan to revitalise and restructure the urban form, to increase mixed-use higher density outcomes and increase accessibility. - Following on from the Structure Plan initiate a Code Amendment to change the zoning to reflect the Structure Plan outcomes.	Medium term (3-5 years)

Our City Shaping 2025-2030 Action Plan				
Pillar	No.	Principle / Parent action	Implementation actions	Project Timeframe
	3.3	Supporting growth for a diverse economy	<b>St Kilda and surrounds</b> - Explore opportunities for St Kilda to develop into an environmental research and eco-tourism hub that supports the conservation, research and education endeavour associated with the International Bird Sanctuary, Mangroves, Salt lake rehabilitation, Dolphin Sanctuary and Kaurna Culture.	Medium term (3-5 years)
			<b>Elizabeth Regional Centre</b> - Leverage potential expansion and further development of the Elizabeth Regional Centre to the west of the railway line.	Medium term (3-5 years)
			<b>Employment Lands Review</b> - Collaborate with Renewal SA in preparing additional employment land at Edinburgh North and Technology Park. - Review employment zones that have not been zoned correctly to reflect their current characteristics. Consider alternative employment zones to ensure that have a productive future.	Medium term (3-5 years)
			<b>Parafield Airport</b> - Collaborate with the State Government and Parafield Airport in relation to increasing development and growth occurring within Parafield Airport, and their subsequent impacts on surrounding road networks, especially on Kings Road and Elder Smith Road.	Ongoing
			<b>Activity Centres</b> - Undertake a review of local activity centres to ascertain their viability and future, which would inform development proposals in these areas.	Medium term (3-5 years)

Our City Shaping 2025-2030 Action Plan				
Pillar	No.	Principle / Parent action	Implementation actions	Project Timeframe
4. Housing a Growing and Diverse Community	3.4	Dry Creek	<b>Dry Creek</b> - Partner with the State Government and private sector to realise the sustainable development of the Dry Creek salt fields and support detailed investigations including: <ul style="list-style-type: none"> <li>• Long-term economic outcomes for Council, private sectors and the community, including net zero goals</li> <li>• Climate resilient and adaptive development that is biodiverse</li> <li>• Future social needs of a diverse community that will be inclusive, connected and active.</li> </ul>	Long term (5+ years)
			<b>Globe Derby Park</b> - Prepare an Urban Growth Strategy for Globe Derby Park to investigate the opportunities to transition into a new urban form that provide connections and continuity with the development of Dry Creek and surrounding communities.	Medium term (3-5 years)
	4.1	Enabling and facilitating housing choice	<b>Housing Strategy</b> - Prepare a Housing Strategy to investigate the infill yield from areas identified for infill through GARP and areas close to centres and public transport, including infrastructure constraints and opportunities and consider rezoning options.	Short term (1-2 years)
			<b>Residential Code Amendments</b> - Facilitate a code amendment/s for residential areas surrounding strategic large land parcels in the council area to facilitate greater diversity of housing products and increased density associated with being closer to shops and services.	Medium term (3-5 years)

Our City Shaping 2025-2030 Action Plan				
Pillar	No.	Principle / Parent action	Implementation actions	Project Timeframe
	4.2	Innovative housing products	<ul style="list-style-type: none"> <li>- Explore opportunities to speed time to market of projects, including through planning and construction innovation.</li> <li>- Promote a diversity of housing products through Council's strategic development projects e.g. showcasing the attractiveness of 1-2 bedroom dwelling apartments in locations such as Salisbury City Centre.</li> <li>- Partner with industry to investigate sustainable housing products, and housing 'missing middle' housing types (including aged care and retirement homes) that will meet the needs of our diverse community.</li> <li>- Consider ways that make the costs of building cheaper and living costs cheaper and the role that Council can play in addressing these issues.</li> </ul>	Short term (1-2 years)
	4.3	Delivering housing choice	- Continue delivery of new housing products that meet needs of our local community.	Ongoing
			- Through the Strategic Land Review process, seek partnerships with housing providers to develop Council surplus land for the purposes of housing for homeless and vulnerable people.	Long term (5+ years)
			- Prepare a feasibility package that will assist housing providers for affordable and supportive housing to invest in the Council area.	Long term (5+ years)
5. Embracing a Low Carbon Future	5.1	Planning for an Eco-Industrial Precinct	<b>Eco-Industrial Precinct</b> <ul style="list-style-type: none"> <li>- In collaboration with the City of Playford, industry and government, plan and develop an eco-industrial precinct across the area west of Port Wakefield Road. This could include structure planning, code amendments, development of new governance frameworks and investment attraction initiatives.</li> </ul>	Long term (5+ years)



Our City Shaping 2025-2030 Action Plan				
Pillar	No.	Principle / Parent action	Implementation actions	Project Timeframe
	5.2	Advancing a complex and green economy	<b>Low Carbon Future</b> - Partner with industry to deliver events and workshops to: raise the awareness on opportunities and challenges in the transition to a low carbon economy; promoting benefits of circular economy models across industries; explore energy-efficient and innovative housing products; and raise awareness of Environmental, Social, and Governance (ESG) principles and current and future reporting requirements	Ongoing
	5.3	Sustainability in the City of Salisbury	- Embed sustainability principles and consider climate change adaptation in strategic planning, structure planning and code amendments to protect the community from the impacts of climate change, including heat; protect and enhance our natural environment, including fauna and flora; and ensure that design includes renewable energy options, recycled water and circular economy initiatives.	Ongoing
			- Prepare a communications plan to raise awareness with the community regarding housing and living sustainably that also minimises the impact of climate change, including costs of energy and providing cooling environments.	Short term (1-2 years)
			- Build the business community's capacity to be more environmentally sustainable through collaboration and partnerships with the Committee for Adelaide (SA Zero), Northern Economic Leaders, Sustainable Buildings Network and other partners.	Short term (1-2 years)
DATA & INSIGHTS		Spendmapp ID products AI CRM Australia Business Register	- Subscribe to external databases and platforms, such as the ID Consulting tool and Spendmapp, to assist in the monitoring of population, housing and economic changes. - Analyse data and provide insights to key internal and external stakeholders.	Ongoing
		Spatial Information	- Develop Council's GIS to provide a one stop shop for up-to-date information and projects. Provide access to data for the community.	Ongoing



Our City Shaping 2025-2030 Action Plan				
Pillar	No.	Principle / Parent action	Implementation actions	Project Timeframe
MARKETING & COMMS		Investment Prospectus New Invest Salisbury brand/campaign - Website, advertising, social media	<ul style="list-style-type: none"> <li>- Develop and deliver a marketing campaign to promote and showcase the City of Salisbury as a place to live, work, play, do business and invest.</li> <li>- Develop and deliver a communications plan to support delivery of the strategy.</li> </ul>	Ongoing
EVENTS & NETWORKING		Events coordination and support	<ul style="list-style-type: none"> <li>- Facilitate and coordinate events to support delivery of the strategy.</li> </ul>	Ongoing

34 Church Street Salisbury SA 5108  
(08) 8406 8222  
[city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)  
[salisbury.sa.gov.au](http://salisbury.sa.gov.au)





ITEM	1.2.1		
	POLICY AND PLANNING COMMITTEE		
DATE	19 May 2025		
PREV REFS	Council	GB1	21/10/2024
	Council	0.0	16/12/2024
	ESATS	ESATS4	08/07/2024
HEADING	State Government Strategies - For Information		
AUTHORS	Daryl Tian, Senior Strategic Planner, City Development Kynan Mann, Senior Policy Planner, City Development		
CITY PLAN LINKS	3.2 Our city’s growth is well planned and supported by the integrated delivery of infrastructure		
SUMMARY	In March 2025, the State Government released a series of strategies that outline the State’s vision over the next 5-30 years. These are the Greater Adelaide Regional Plan, Transport Strategy, State Infrastructure Strategy and Urban Greening Strategy. This report summarises these strategies for Elected Members’ information and awareness.		

RECOMMENDATION

That Council:

- 1. Notes the information as contained in this report (Item 1.2.1, Policy and Planning Committee, 19 May 2025).

ATTACHMENTS

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

- 1. Summary of State Government Strategies

1. BACKGROUND

- 1.1 On 17 March 2025, the Premier provided an update on South Australia’s economic outlook through the ‘State of the State’ address.
- 1.2 On the same day, the State Government released the following finalised documents:
  - 1.2.1 Greater Adelaide Regional Plan (30-year horizon, Department for Housing and Urban Development)
  - 1.2.2 Transport Strategy (30-year horizon, Department for Infrastructure and Transport)
  - 1.2.3 State Infrastructure Strategy (20-year horizon, Infrastructure SA).

- 1.3 The State Government also released the Urban Greening Strategy (5-year horizon, Green Adelaide) the following day.
- 1.4 The City of Salisbury had previously provided feedback on the Greater Adelaide Regional Plan, Transport Strategy and Urban Greening Strategy, when they were in draft form and underwent public consultation.
- 1.5 No feedback was provided on the State Infrastructure Strategy.
- 1.6 This report summarises Council's feedback against the finalised Greater Adelaide Regional Plan, Transport Strategy and Urban Greening Strategy; and provides a summary on the State Infrastructure Strategy.

## **2. EXTERNAL CONSULTATION / COMMUNICATION**

- 2.1 Nil.

## **3. DISCUSSION**

- 3.1 The four strategies reference and relate to each other in many ways, demonstrating a collaborative approach from the State Government to address sustainable growth across the Northern Adelaide region and South Australia.
- 3.2 A summary of the strategies against Council's feedback can be found in Attachment 1 of this report.
- 3.3 The Administration is actively progressing various City of Salisbury strategies and plans that respond to, or are in alignment with these State Government strategies, in addition to aligning with the City Plan 2040.
- 3.4 This also includes being active members of various external working groups that address relevant matters across urban planning, transport planning and environmental planning sectors.
- 3.5 Examples of these projects and strategies in development include:
  - 3.5.1 Integrated Transport Plan – to improve movement across our city.
  - 3.5.2 Housing Strategy – to consider the wide spectrum of housing types and in response to housing targets set by the Greater Adelaide Regional Plan.
  - 3.5.3 Shaping Salisbury Strategy – to holistically address economic development and land use planning across the city.
  - 3.5.4 Tree Management Strategy, Biodiversity Management Plan and Open Space Strategy – to address investment in open space, biodiversity management and urban greening, and will consider the strategic direction in the Urban Greening Strategy.
  - 3.5.5 Climate Change Adaptation Action Plan and Emissions Reduction Action Plan – to become more climate resilient and carbon responsible.
  - 3.5.6 Progression on various Code Amendments in areas west of Port Wakefield Road.
  - 3.5.7 Exploration of the feasibility of an Eco-Industrial Precinct.

- 3.6 The Administration will continue to collaborate and seek partnerships with various external agencies and State Government departments on achieving the City of Salisbury's vision and supporting the State Government's agendas.

#### **4. FINANCIAL OVERVIEW**

- 4.1 There are no direct financial implications as a result of these State Government strategies.
- 4.2 The City of Salisbury's projects and strategies are funded through the Council's Annual Business Plan process.
- 4.3 The Administration will seek out and apply for grant funding associated with implementing projects, programs and initiatives in response to these State Government strategies, as they emerge.

#### **5. CONCLUSION**

- 5.1 This report provides a summary of four key State Government strategies that have been recently released, for Elected Members' information and awareness.
- 5.2 The City of Salisbury will continue to collaborate with the State Government to collectively achieve greater outcomes for the city and northern Adelaide region.





# Summary of State Government Strategies

April 2025



## Purpose

This document summarises the following recently released State Government strategies:

- Greater Adelaide Regional Plan (Page 3)
- Transport Strategy (Page 15)
- State Infrastructure Strategy (Page 22)
- Urban Greening Strategy (Page 26).

The Greater Adelaide Regional Plan offers a detailed and spatial view for future urban planning, whilst the other three strategies are high-level and do not go into detail on where actions will be implemented.



## Greater Adelaide Regional Plan

The City of Salisbury submitted its feedback to the draft Greater Adelaide Regional Plan in October 2024.

[\[Council minutes\]](#)

Topic	City of Salisbury feedback	Strategy response
<b>Theme 1: People, housing and liveability</b>		
<b>More housing in the right places</b>	Supportive of Elizabeth City Centre State Strategic Infill Investigation Area	An action has been identified to prepare a master plan for the urban renewal of the Elizabeth Regional Centre, including investigation into future infrastructure requirements and investment delivery models. This work will then be incorporated into the GARP shaping the form that code amendments take as the centre is further developed. The investigations will be undertaken by the Department for Housing and Urban Development (DHUD) and is anticipated to be completed by March 2027.
	Supportive of local infill investigation areas and preparation of a local housing strategy	Long-term strategic objectives have been identified for local infill planning undertaken by local governments. The key themes of the objectives are: <ul style="list-style-type: none"> <li>- Identification of suitable locations for additional housing opportunities that support a diverse range of housing, that meets evolving needs and housing supply targets.</li> <li>- Located and designed to create walkable neighbourhoods.</li> <li>- Changes to the urban form are appropriate and support complementary infrastructure and public realm improvements.</li> <li>- Infrastructure requirements are accurately assessed, and any deficiencies are planned for and with coordinated funding mechanisms.</li> </ul>
	Inclusion of additional local infill investigation areas	None of the five amendments recommended by CoS to the local infill investigation areas have been included in the final version.



<b>Liveable, accessible and inclusive communities</b>	Supportive of Dry Creek urban growth area delivering 10,000 dwellings	<p>Opportunity to deliver more than 10,000 homes in the Dry Creek area in the medium to long-term has been confirmed within the final version of the Plan.</p> <p>Note that the State Government has announced 15,000 homes for Dry Creek but this amendment has not been reflected in the Plan.</p>
	Greater emphasis needed on the delivery of social housing, adaptable housing and housing for young people	<p>In areas with a high proportion of public housing, the government will lead the planning, coordination and delivery of neighbourhood urban renewal, often in partnership with the private sector. These urban renewal areas include locations with higher concentrations of aged public housing, providing opportunities to establish a new mix of private, affordable and public housing. New infrastructure including open space, improved public realm and social infrastructure provision will also be considered in the planning of these renewal areas. Success will require government coordination of land and improved outcomes at higher densities. The Plan also seeks to remove or reduce planning policy barriers for the provision of social housing and services for a wide range of diverse and vulnerable groups. DHUD have initiated a code amendment that seeks broaden the application of the affordable housing overlay and alter development policies to support the delivery of affordable and social housing. This work is anticipated to be completed by March 2026.</p>
	Elizabeth City Centre State Strategic Infill Investigation Area must include linkages to Elizabeth City Centre and existing and proposed employment lands	<p>Linkages between Elizabeth City Centre and surrounding Strategic Infill Investigations Areas/ employment lands. However, the final version of the GARP has identified the opportunities presented by significant land holdings in the area in proximity to the centre and rail line. The development of an Elizabeth Central master plan is anticipated to address CoS's questions regarding linkages.</p>
	Dry Creek be identified as a key opportunity to provide sustainable and contemporary urban forms	<p>Dry Creek forms one of the State Significant Infill Areas. The plan has identified that State Significant Infill areas will seek to create:</p> <ul style="list-style-type: none"> <li>- Walkable, connected neighbourhoods that reduced car dependency.</li> <li>- Facilitate integrated mixed-use precincts.</li> <li>- Maximise opportunities for new higher density housing along transit corridors.</li> </ul> <p>It is considered that additional focus on the topic could have been addressed in the final version of the plan.</p>

	Support for connecting people to nature and places, creating open spaces for everyone, and increasing climate resilience	The plan focuses on the role of the Greater Adelaide Open Space System which includes green spaces, greenways and public spaces. The intention being to create a system of open space that results in providing a diverse range of high quality open spaces and public places within walking distance of all neighbourhoods. Areas with low open space provision, low tree canopy, or where biodiversity corridors can be created, will be prioritised.
	High quality open space adjacent to high density living is imperative	The plan includes objectives addressed to its themes of Significant Infill Areas and areas of Urban Renewal that identify the need for high quality open space to be delivered within these sites, or that they are to be located adjacent areas already containing high-quality open space, or can be renewed in such a manner.
	Additional strategic direction should be provided regarding open space hierarchy and service levels, including a review of open space contribution scheme	No discussion has been made regarding the development of an open space hierarchy within the plan. Investigation of new governance and funding models (including investment from the Open Space Fund) have been identified to establish and enhance regional open space and public places, in conjunction with state and local partnerships.
	Neighbourhoods need to accommodate for a range of community supporting land uses that addresses the broadening diversity of our population	The plan has not addressed CoS's feedback on the matter in all neighbourhood contexts. Rather, it seeks to address the matter in areas of State Significant Infill or Local Infill Investigation Areas.

### Theme 2: Productive economy

<b>A strong economy built on a smarter,</b>	Supportive of the North-West Economic Corridor for future employment lands	Whilst not directly referenced, the final version of the Plan includes a number of objectives and actions that will facilitate the development of the North-West Economic Corridor
---	--	--



<b>cleaner future</b>	Supportive of the designation of Greater Edinburgh Parks as a National Employment Cluster	Greater Edinburgh Parks has been retained within the National Employment Cluster.
	Expansion of National Employment Cluster to include land to the west of Port Wakefield Road	The National Employment Cluster has been expanded to reflect the additional areas west of Port Wakefield Road as recommended by CoS.
	Removal of Dry Creek urban growth area from Strategic Resource Areas	The Plan still identifies the Dry Creek State Significant Infill Area as a Strategic Resources Area.
	Spatial amendments to zoned and future employment growth areas	Responses to CoS's recommendations to the spatial application of other employment areas within the Plan include: <ul style="list-style-type: none"> <li>- Determining to not include Globe Derby Park employment growth area within the Prime Industrial Employment Precinct or Future Employment Areas.</li> <li>- The removal of the Prime Industrial Employment Precinct from the land along Brown Terrace, Salisbury.</li> <li>- The removal of the land on the northern side of Frost and Clayson Road in proximity to the Main North Road intersection, from the Prime Industrial Precinct.</li> <li>- No expansion to the Mawson Lakes State Innovation Place.</li> </ul>
	Spatial amendments to existing tourism mapping and identification of St Kilda as a regionally significant eco-tourism destination	The final version of the plan has not included St Kilda as a regionally significant eco-tourism destination and has only identified key existing tourism locations. Some spatial amendments have occurred with the inclusion of the Adelaide Dolphin Sanctuary, Adelaide International Bird Sanctuary — Winaityinaityi Pangkara, St Kilda Adventure Playground, Marina and Mangrove Trail. However the St Kilda Tramway Museum was not included. Key tourist destinations within CoS's open space network were also not identified within the Plan.
	Spatial amendments to primary industry mapping	None of CoS recommended amendments to the Primary Industry Mapping were included in the final version of the Plan.

	Supportive of providing land supply for waste and resource recovery infrastructure however mapping should include future opportunities	No mapping was included to identify future opportunities relating to waste and resource recovery infrastructure.
<b>Theme 3: Natural resources, environment and landscapes</b>		
<b>A greener, wilder and more climate resilient environment</b>	Coastal areas mapping be extended to include land that will be impacted by coastal processes and hazards over the 100 years	Mapping layers have been included to identify potential for long term coastal inundation. However, no data is identified in the Plan relating to the coastal areas of CoS. The Department of Environment and Water has been assigned actions to complete two code amendments by March 2028. These code amendments will seek to update coastal processes and hazard mapping, as well as update coastal flooding policies and required finished ground and floor levels for buildings in coastal areas. This work is anticipated to extend to the coastal areas of CoS.
	Strengthen importance of role of open spaces in biodiversity, hazard management, greening and cooling	<p>A number of actions have been identified within the Plan to address these matters and are listed below:</p> <ul style="list-style-type: none"> <li>- Code amendment undertaken by DHUD by March 2027 to finalise tree protection policies and promote design innovation to retain large trees.</li> <li>- Investigation to be undertaken by Green Adelaide by March 2028 to identify differential tree canopy cover sub-targets for differing land-use and landscape types.</li> <li>- Investigation to be undertaken by Green Adelaide by March 2030 to identify appropriate urban heat spatial mapping and policy response options.</li> <li>- Guideline developed by DHUD by March 2030 for application of regenerative approaches to planning.</li> <li>- Guideline developed by Green Adelaide by March 2030 for delivering biodiversity outcomes.</li> </ul>

		<ul style="list-style-type: none"> <li>- Guideline developed by DEW by March 2027 for practitioners navigating developments that interact with both the Planning, Development and Infrastructure Act 2016 and the Native Vegetation Act 1991.</li> </ul>
Transport corridors supplemented with extensive landscaping and integrated with Local Government open space systems		The Plan identifies the use of “greenways” as a means of achieving a network of corridors that link people and fauna to open spaces and greenspaces. They also link important natural systems, such as watercourses and biodiversity corridors to improve flora and fauna habitats. No specific guidance has been identified on what these greenways will look like, but it is likely to be addressed in the actions listed above.
Inclusion of Dry Creek as a greenway between Mawson Lakes and Globe Derby Park		Greenway mapping has been amended to include portion of Dry Creek that runs from Mawson Lakes to Globe Derby Park.
Supportive of focus on urban greening and biodiversity		Focus on urban greening and biodiversity has been maintained with multiple actions identified to be undertaken by DHUD, DEW and Green Adelaide.
Concerns held with regard to meeting tree canopy targets		Further investigations to be undertaken on application of tree canopy targets to be applied in different circumstances.
Supportive of biodiversity mapping investigation		Retained within final plan. Action to be undertaken by DEW by March 2028 to undertake an amendment to the GARP to incorporate updated biodiversity and habitat mapping that provides clear guidance on which areas need protection and which areas may be appropriate for development.
Further emphasis on alternate ways to optimize water security that is local and cost effective		No discussion included within the final plan relating to local and cost effective water security.

	Consideration of Ecologically Sustainable Development principles	Will be addressed by the following actions: <ul style="list-style-type: none"> <li>- Guideline developed by DHUD by March 2030 for application of regenerative approaches to planning.</li> <li>- Guideline developed by Green Adelaide by March 2030 for delivering biodiversity outcomes.</li> </ul>
	Employment lands need to be appropriately serviced to maximise low carbon and circular economy outcomes	Not addressed within the Plan.

#### Theme 4: Transport and infrastructure

<b>An integrated and connected region</b>	Identification of future rapid mass transit of people and freight through corridors to service growing residential and job clusters in the north	Mass transit investigations areas have been identified for corridors in established areas, as well as future growth areas. CoS has been identified with two mass transit investigation areas, one being the Dry Creek growth area, and the second comprising a corridor in proximity to Main North Road and Bridge Road. The Northern Connector and Northern Expressway have been identified as a proposed High Productivity Vehicle Network, which also aligns with a potential Greater Adelaide Freight Bypass to direct heavy vehicles away from residential areas and instead through well serviced corridors through employment lands.
	Identification of improvements to east-west connections to facilitate increasing traffic volumes	No improvements have been identified for east-west connections within the Plan.
	Supportive of actions relating to the State Transport Strategy	The Plan identifies many linkages with the State Transport Strategy and has included an action identifying that the Department for Infrastructure and Transport to complete the Public Transport Strategy by March 2027.



	Supportive of recognition for future provision of key infrastructure and Future Infrastructure Corridors and Reserves investigations	Action has been included with the final Plan that DHUD undertakes a code amendment to introduce infrastructure reserves to preserve land required to facilitate future delivery by March 2027.
	Supportive of focus on delivering coordinated, orderly and funded infrastructure	Strong focus throughout the Plan on coordinated delivery of infrastructure and use of mechanisms to address infrastructure funding.
	Supportive of Social Infrastructure Benchmarking and Thresholds with appropriate resourcing supporting rapid population growth areas.	Action included within the final Plan that DHUD establishes social infrastructure benchmarks by March 2026.

#### Theme 5: Implementation and delivery

<b>Coordinated delivery of land use and infrastructure planning</b>	Support for GEP structure planning	Action included in final Plan identifying that DHUD prepares a structure for Greater Edinburgh Parks, including identification and costing of infrastructure to initiate an infrastructure scheme and facilitate code amendments by March 2027.
	Areas west of Port Wakefield Road included in GEP structure planning	It is not clear from the final Plan whether the areas west of Port Wakefield Road are included in the GEP structure planning. However, DHUD has agreed to include it within the structure planning.
	Incorporating the City of Salisbury into the infrastructure planning for northern Adelaide	The level of involvement of the CoS into infrastructure planning throughout the north has not been identified within the Plan.

Support for Dry Creek structure planning	No action has been included for the delivery of a structure plan for the Dry Creek growth area within the final Plan. This is despite a DHUD CEO led Code Amendment been initiated in December 2024 which includes the preparation of a Structure Plan. DHUD have been communicating that the Code Amendment will go to consultation later this year.
Supportive of co-location of shared social infrastructure facilities	Limited discussion of co-location of community facilities and other social infrastructure. Discussion on opportunities is primarily focused around the new northern park lands within the final Plan.
Greater emphasis on soft infrastructure needed	No expansion on soft infrastructure has been included within the final Plan.
Supportive of inclusion of targets, 5 year implementation plan, a coordination and delivery framework and infrastructure charges to improve decision making and implementation	An implementation plan with five year rolling actions has been retained within the final Plan. Strong focus retained on the coordination and delivery of state significant growth and regeneration areas, as well as providing clear governance and reporting frameworks that strengthen relationship between urban growth and infrastructure planning frameworks. A clear set of benchmarks and triggers will be established and maintained to identify the type and timing of infrastructure required to support growth and inform investment decisions.
Infrastructure charges needs to be transparent and proportionate with separate considerations for residential and employment	<p>7 Long term strategic objectives have been developed regarding the infrastructure charging and are summarised as follows:</p> <ul style="list-style-type: none"> <li>- Transparent and proportionate contribution frameworks that can be costed into projects up-front.</li> <li>- Fit for purpose infrastructure funding mechanisms.</li> <li>- Analyse cost benefits prior to land release or rezoning.</li> <li>- Development models for third party infrastructure delivery.</li> <li>- Investigate new fixed charges for basic infrastructure.</li> <li>- Utilisation of structure planning for initiation of infrastructure schemes.</li> <li>- Establish pilot infrastructure schemes and their use to establish development charges for infill and regeneration areas.</li> </ul>

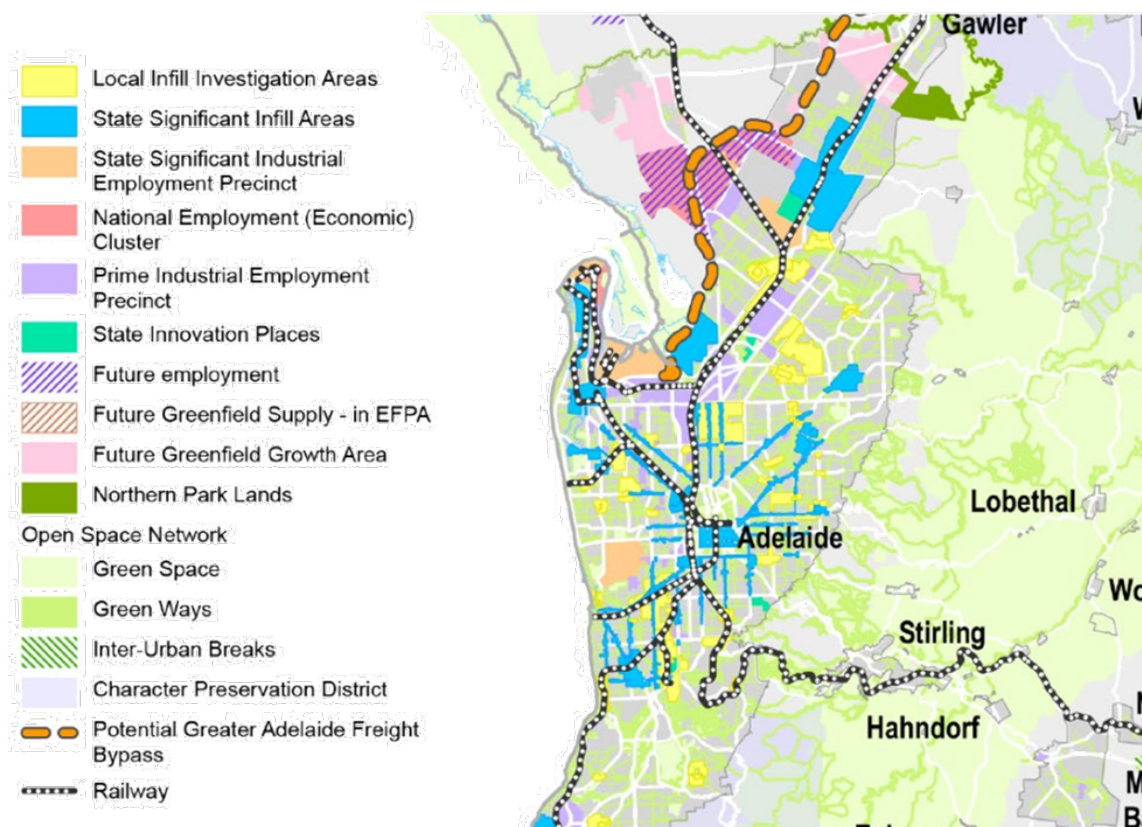
### General Comments



Alignment of Greater Adelaide Planning subregions with Local Government areas	Greater Adelaide Planning subregions have not been altered so as to retain alignment with Australian Bureau of Statistics geography.
Inconsistent application of spatial layers	Substantial work has occurred to tidy up inconsistencies in the application of spatial layers, however some still remain.
Lack of visionary mapping for topics outside of housing and employment	Has not been addressed within the final version of the Plan.
Interface between digital and physical copies of the plan	Improved fluency between digital and physical copies of the plan has occurred.
Recommend the insertion of a glossary to define terms. It is further recommended that terms are used consistently throughout	Improvements in consistency of language have been identified. While a glossary has not been included, a list of acronyms and abbreviations has been included.
Data informing the plan and explanation of the data needs to be made easily accessible	Technical guide and list of references made within the final Plan has been provided. However, underlying data is yet to be made easily accessible.

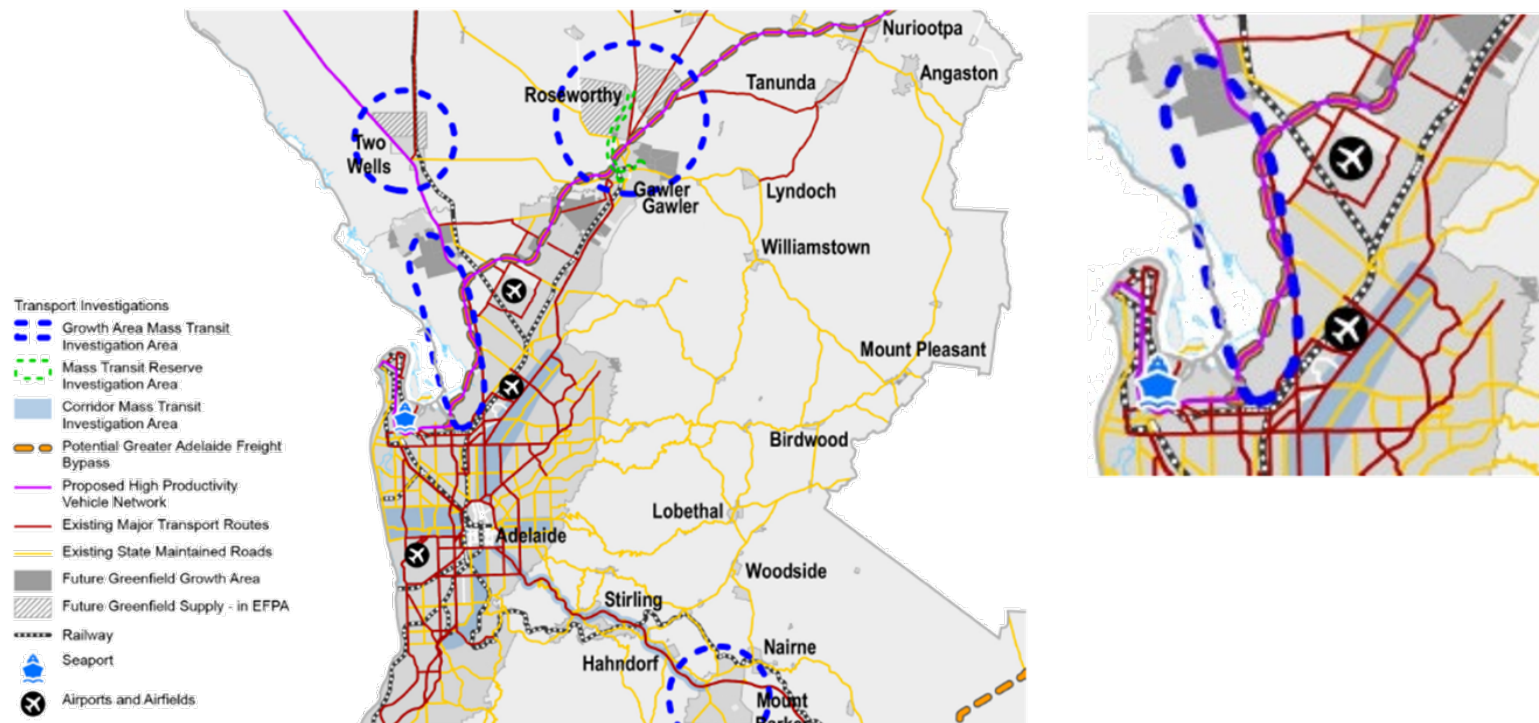
Map extract from the Greater Adelaide Regional Plan, showing the following residential and employment hierarchies in the City of Salisbury area, including the following key areas:

- National Employment Cluster (employment) in St Kilda, Waterloo Corner and Greater Edinburgh Parks
- State Significant Infill Area (residential) in Dry Creek and Elizabeth.



Map extract from the Greater Adelaide Regional Plan, showing the following transport investigations in the City of Salisbury area, including the following key areas:

- Growth Area Mass Transit Investigation Area — areas west of Port Wakefield Road
- Corridor Mass Transit Investigation Area — areas along Main North Road and Bridge Road
- Potential Greater Adelaide Freight Bypass — along the Northern Connector.



## Transport Strategy

The City of Salisbury submitted its feedback to the draft Transport Strategy in December 2024.

[\[Council minutes\]](#)

Topic	City of Salisbury feedback	Strategy response
<b>Theme 1: Connectivity and accessibility</b>		
Public transport	Prioritising public transport in the Transport Strategy	The strategy outlines the importance of public transport throughout the document. A sub-strategy, the Public Transport Strategy is in development. It is anticipated that this may outline in further detail public transport implementation across the state.
	Increasing frequency and permeability in the western/northern areas of the City of Salisbury, including a passenger spur line	<p>The strategy outlines the following actions:</p> <p><i>P2.1 Invest in the transport system to accommodate housing growth demands.</i></p> <p><i>P2.2 Support housing growth with public and active transport.</i></p> <p>It is worth noting that the GARP has identified mass transit investigation areas for future greenfield growth areas in the north-western areas of Adelaide, such as to Virginia and Two Wells.</p>
	Improving integration between bus and rail services	<p>The strategy outlines the following actions:</p> <p><i>C1. Delivering an integrated multimodal system.</i></p> <p><i>C1.1 Provide an integrated 'one network' transport system that supports improved transport choice for people.</i></p>



		<i>C1.2 Integrate emerging transport choices.</i>
	Diversifying payment methods	The strategy recognises emerging digital payment methods as a key trend to which it needs to respond. A key consideration is to use the 'Mobility as a Service' model, which streamlines journeys and payments through personalization and customization to suit people's travel needs and lifestyles.
	Upgrading the Mawson Lakes Interchange	These site-specific actions have not been outlined in the strategy. However, the strategy recognises the role of well-connected, safe, smooth transfers at interchanges that make travel more convenient and comfortable for all users. Improving accessibility to interchanges is also recognised.
	Upgrading the Salisbury Interchange	
	Identifying future rapid mass transit corridors	<p>Whilst the strategy does not identify any future rapid mass transit corridors, it is anticipated that future sub-strategies will align to the GARP, which has already identified two investigation areas:</p> <ul style="list-style-type: none"> <li>- Areas west of Port Wakefield Road, incorporating St Kilda, Bolivar, Waterloo Corner and Dry Creek (mode of transport unknown); and</li> <li>- Areas along Main North Road and Bridge Road, stretching from Pooraka/Walkley Heights to Salisbury Heights (a bus rapid transit corridor).</li> </ul>
Road network	Investing in east-west connections	<p>Specific road corridors have not been outlined in the strategy. However, it outlines the following actions:</p> <p><i>P3.2 Improve travel time and reduce variability along strategic road corridors.</i></p> <p><i>P3.3 Continue to promote initiatives that improve productivity along the freight supply chain.</i></p> <p>It can be reasonably expected that the <a href="#">Northern Adelaide Transport Study</a> (NART) will inform subsequent detailed sub-strategies. The NART has identified the following planning studies:</p> <ul style="list-style-type: none"> <li>- Kings Road corridor, including a level crossing removal</li> <li>- Park Terrace level crossing removal</li> </ul>

		- Elder Smith Road widening.
	Duplicating Heaslip Road and interchange	This site-specific action has not been outlined in the strategy. However, it outlines the following actions: <i>C3.1 Support current and future freight needs through improved infrastructure, regulation and policy.</i> <i>P1.2 Improve transport options to major precincts and employment hubs.</i>
	Completing Main North Road Corridor Study	The Main North Road Corridor Study was conducted and completed in 2021. It is unclear however how the study has influenced the Transport Strategy or any other State Government transport planning documents.
	Implementing Mawson Lakes Road Management Plan	Whilst not in the strategy, the Mawson Lakes Road Management Plan is picked up in the NART as a planning study area. Next steps for this study remain unclear.
	Implementing grade separation at Park Terrace and Kings Road	See 'Investing in east-west connections' above.  As a point of interest, the Federal Government recently committed \$125 million in its 2025-26 budget to fund the level crossing removal at Curtis Road in Munno Para.
	Considering a separate freight-rail corridor along the Northern Connector	It is unclear if this is in consideration or not. It was not outlined in one of the already completed sub-strategies, the <a href="#">Freight and Supply Chain Strategy</a> .
	Duplicating Elder Smith Road	See 'Investing in east-west connections' above.  It is worth noting that the GARP has identified the Parafield Airport area as a 'prime industrial employment precinct', which has a focus on supporting strategic traditional industry and freight/logistics activities.



		This justifies further investment towards Elder Smith Road (and Kings Road) and its increasing role in connecting Parafield Airport to the rest of the state.
<b>Theme 2: Safety</b>		
Public transport safety	Improving safety at main public transport interchanges	<p>Safety is identified as key trend that affects people's choice in using public transport, including perceptions of safety at stations and interchanges.</p> <p>The strategy outlines the following actions:</p> <p><i>S2 Ensuring people are safe and confident when travelling.</i></p> <p><i>S2.1 Promote safe behaviours.</i></p> <p><i>S2.2 Improve public transport safety so the community feels safe and secure when travelling at any time of day or night.</i></p>
Road safety	Improving safety of arterial road network	<p>The strategy stresses that road safety will continue to be a priority and needing to do more to prioritise safety across the whole transport system, including on arterial roads.</p> <p>The strategy outlines the following actions:</p> <p><i>S1 Providing a safe transport system, working towards zero lives lost.</i></p> <p><i>S1.1 Improve safety across the transport system.</i></p> <p><i>S1.2 Enhance the safety of our road networks, working towards zero lives lost.</i></p> <p><i>S1.3 Minimise conflicts between freight and other transport users.</i></p>
<b>Theme 3: Prosperity</b>		
Freight	Protecting and enhancing freight networks on Main North Road and west of Port Wakefield Road	<p>This site-specific action has not been outlined in the strategy.</p> <p>However, it outlines the following actions:</p> <p><i>C3.1 Support current and future freight needs through improved infrastructure, regulation and policy.</i></p> <p><i>P1.2 Improve transport options to major precincts and employment hubs.</i></p>

	Exploring changing of land ownership of emerging freight corridors	This is not anticipated in the strategy.
	Constructing a full interchange at Waterloo Corner / Northern Connector	This site-specific action has not been outlined in the strategy. However, it outlines the following actions: <i>C3.1 Support current and future freight needs through improved infrastructure, regulation and policy.</i> <i>P1.2 Improve transport options to major precincts and employment hubs.</i>
	Identifying freight corridors to protect and enhance	See above.
Roles of activity centres and transport	Providing enhanced transport options at Salisbury and Elizabeth City Centres	This site-specific action has not been outlined in the strategy. However, it outlines the following actions: <i>P1.2 Improve transport options to major precincts and employment hubs.</i> <i>P2.1 Invest in the transport system to accommodate housing growth demands.</i> <i>P2.2 Support housing growth with public and active transport.</i>
	Providing enhanced transport options at Ingle Farm, Mawson Lakes and Salisbury Downs City Centres	See above.
<b>Theme 4: Liveability</b>		
Transport disadvantage	Providing inclusive active transport modes including completing the Gawler Greenway	The strategy picks up inclusivity and active transport through the following actions: <i>L2 Supporting inclusive travel for all.</i> <i>L1.2 Enable healthy transport choices that enhance wellbeing.</i> <i>L2.2 Address transport inequality.</i>

	Improving public transport permeability, especially to allow for cross-regional movements	<p><i>L2.3 Improve wayfinding and disability access for all mobility needs.</i></p> <p>There is also a recognition that alternative modes of transport, such as micro-mobility, taxis and rideshares are ways that people move around.</p> <p>There is also mention of needing to provide more choices for underserved areas, however this does not specifically call out regions needing attention.</p>
	Planning and future-proofing Dry Creek	<p>Whilst the strategy does not identify any future rapid mass transit corridors, it is anticipated that future sub-strategies will align to the GARP, which identifies Dry Creek and areas west of Port Wakefield Road as an investigation area for mass rapid transport.</p>

### Theme 5: Sustainability and resilience

Sustainability	Supporting integrated design prioritising active and public transport options	<p>The strategy recognises that active transport infrastructure needs to connect to key transport interchanges to further allow for more successful multimodal transport systems. It also has a focus on healthy lifestyles through the following action:</p> <p><i>L1.2 Enable healthy transport choices that enhance wellbeing.</i></p>
	Embedding biodiversity corridors for ecological preservation	<p>The strategy outlines the following action, which includes increasing tree canopy and other green infrastructure (including biodiversity) improvement projects:</p> <p><i>L1.3 Improve amenity outcomes when delivery transport infrastructure projects.</i></p>
	Engaging with the public on green initiatives for greater success and adoption	<p>This is not outlined in the strategy as a focus.</p>

### General comments

-	Coordinating and funding and timely delivery of infrastructure	A detailed implementation plan is under development, that will include: <ul style="list-style-type: none"> <li>- <i>“Key initiatives already underway and those planned for the future</i></li> <li>- <i>The principles and frameworks that will guide decision-making and ensure consistent delivery</i></li> <li>- <i>A monitoring and evaluation framework to track progress, ensure accountability, and adapt to changing conditions.”</i></li> </ul>
	Having transparent and proportionate infrastructure charging that is fit-for-purpose	This is not outlined in the strategy as a focus.
	Noting the City of Salisbury’s population growth in 30 years in consideration of climate change affecting the way we move around	Population growth is identified as a key trend, with transport options needing to adapt and service this growth to connect to employment opportunities, new housing areas, city centres and emerging industries. Climate change and needing to transition to sustainable alternatives are also focus areas: <i>R1 Transitioning the transport system towards net zero.</i> <i>R1.2 Support a shift to lower-emissions transport, reducing reliance on private vehicles.</i> <i>R1.3 Use low-emission technologies and minimise emissions when delivering transport infrastructure.</i> <i>R2 Providing a resilient transport system that adapts to change.</i> <i>R2.1 Strengthen the transport system’s resilience against major weather events and disruptions.</i> <i>R2.2 Consider climate change impacts in all key decisions that affect the transport system.</i>
	Empowering community members with transport choices	The strategy outlines the following actions: <i>C1.1 Provide an integrated ‘one network’ transport system that supports improved transport choice for people.</i> <i>C1.2 Integrate emerging transport choices.</i>

## State Infrastructure Strategy

The City of Salisbury did not provide feedback on the draft State Infrastructure Strategy.  
A summary of the document is listed instead.

Topic	Strategy summary	Implication to the City of Salisbury
<b>Outcome 1. Paving the way to prosperity</b>		
Improving access to critical resources	<p>Investing in “common-user infrastructure” (meaning infrastructure designed and operated to be used by multiple parties) to improve access to minerals and natural resources.</p> <p>Proposing an Office of the Coordinator General through legislation to coordinate common user infrastructure.</p> <p>Prioritising the Northern Water project at the Upper Spender Gulf and Eyre Peninsula.</p>	Improvements to sites and extraction of critical resources, such as at the Upper Spencer Gulf and Port Bonython, may lead to downstream benefits and opportunities relating to the freight, transportation and export of minerals through the City of Salisbury’s freight network, as well as any future take up in manufacturing and related industries.
Improving access to renewable energy and decarbonisation	<p>Improving and developing policies and initiatives relating to the generation and transmission of energy in South Australia to stabilise supply and pricing of power.</p> <p>Preparing a roadmap towards reaching net zero and decarbonisation of energy sources, including short term</p>	<p>The City of Salisbury’s residents and businesses will benefit from the reducing of volatility of the power grid and related lowering or stabilisation of energy prices.</p> <p>A net zero outcome is uncertain at this stage due to the need to explore the commerciality of many initiatives.</p>



	gas investment for green iron/steel production until hydrogen is able to be commercially produced at scale.	
	Identifying carbon storage infrastructure in the Upper Spencer Gulf.	
Improving freight network	Identifying key freight corridors and investing in their improvement.	The City of Salisbury contain key road and rail freight networks through the council area that will benefit from enhancement and investment. Exact investment by the state remains unknown at this stage.  Actions as a result of the Lefevre Peninsula master plan may have implications to the City of Salisbury especially in relation to road, environmental and noise impacts.
	Improving intermodals to enable modern and efficient supply chains.	
	Completing a master plan and infrastructure study for the Lefevre Peninsula relating to the AUKUS program.	

### Outcome 2. Liveable today, flourishing tomorrow

Improving infrastructure sequencing for growth	Identifying “trigger measures” for future infrastructure requirements and associated costings, along with detailed investigations to help inform decisions for release of land.	This may inform Dry Creek and Greater Edinburgh Park’s infrastructure provision and sequencing.
	Reserving strategic infrastructure corridors and lands for future needs.	No specific infrastructure corridors have been identified.
Providing water supply	Establishing a governance model for water security through adaptive integrated water management.	Whilst water supply solutions are mostly targeted in green fields growth areas north of the City of Salisbury, downstream capacity issues such as at Greater Edinburgh Parks and Dry Creek will also need to be considered.
	Investing in water supply solutions to cater for growth in northern Adelaide.	
Investing in social infrastructure	Optimising demand for schools in established areas, including maximising capacity of existing schools.	As residential growth continues north of the City of Salisbury, so will the demand on existing education and



	Optimising health systems and service delivery models, including increasing access to home and community care, preventative health measures and using emerging technology to help expand access to medical services.	health systems. This will increase pressures on existing schools, hospitals and other social services.
Improving public and active transport	<p>Reviewing public and active transport networks to reduce reliance on private vehicle travel.</p> <p>Redesigning a strategic network, including preserving future mass transit corridors.</p> <p>Increasing capacity of the Adelaide Railway Station to help with growth north and south of Greater Adelaide.</p>	<p>The GARP has identified mass transit corridor investigation areas in the City of Salisbury, west of Port Wakefield Road and along Main North/Bridge Roads.</p> <p>If the Adelaide Railway Station's capacity is expanded, future rail to service northern Adelaide will benefit the City of Salisbury.</p>
Better funding mechanisms	<p>Identifying and implementing sustainable funding mechanisms for the provision of infrastructure to support growth areas and new developments.</p> <p>Acknowledgement that beneficiaries for new infrastructure need to fund for costs.</p>	A consistent and set funding mechanism will greatly assist in equitable costing agreements in growth areas in the City of Salisbury.

### Outcome 3. Shaping a sustainable future

Reducing carbon emissions and being climate conscious	<p>Acknowledgement that buildings and infrastructure-related projects contribute to the state's greenhouse gas emissions, and lack of consistency in consideration of emissions and mitigation across projects and asset life cycles.</p> <p>Developing an SA infrastructure decarbonisation policy to manage emissions across the asset life cycle.</p>	<p>Consideration of emissions reduction and mitigation will indirectly contribute to the reduction of the City of Salisbury's overall carbon emissions.</p> <p>A consistent reporting framework for sustainability standards and performance will help with any City of Salisbury businesses or parties needing to disclose emissions projections, targets and performances.</p>
---	--	--

	<p>Developing an infrastructure sustainability framework to provide guidance on sustainability standards and reporting across all stages of the infrastructure life cycle.</p> <p>Updating business case requirements to ensure that environmental and cultural values are accounted for in project life cycles and decision making.</p> <p>Investing in existing gas infrastructure including using hydrogen blends to transition to net zero.</p>	<p>Consideration of the environment, biodiversity and nature in infrastructure projects can provide greater protection to important biodiversity corridors and sensitive cultural areas.</p> <p>Continued investment in gas may mean that new residential developments continue to utilise gas instead of fully switching to electricity as a power source.</p>
Improving electric vehicle take-up	Preparing a state-level electric vehicle charging plan.	Investment in state-wide electric vehicle infrastructure can increase consumer confidence in the network and convince higher take-up of electric vehicles in the community.
Investing in waste to energy	Considering the role of waste to energy as a viable energy option, to increase the energy system's stability and recover energy by-products as usable substances for a circular economy.	This will align to the City of Salisbury's Landfill Alternative Project and Eco-Industrial Precinct agendas.

#### Outcome 4. Elevating impact

Improving infrastructure investments	<p>Developing a consistent and whole-of-government approach to asset management, budget processes, decision making and delivery models.</p> <p>Publishing a consolidated forward infrastructure investment pipeline that accounts of all departments across the state government.</p>	<p>Understanding the South Australian government's investment and future planning will assist the City of Salisbury to align our agendas to the State's, to ensure greater consistency, maximise partnership and funding opportunities, and align timing and sequencing of projects.</p>
--------------------------------------	---	--

# Urban Greening Strategy

The City of Salisbury submitted its feedback to the draft Urban Greening Strategy in July 2024. [\[Council minutes\]](#)  
The feedback was not broken down specifically to the priority areas as set out in the strategy.

Topic	City of Salisbury feedback	Strategy response
Priority Area 1: Cooler, greener and healthier development		
Improving policy and legislation	No feedback	The strategy addresses the following: <ul style="list-style-type: none"><li>- Strengthening tree protecting legislation, including offset schemes and monitoring.</li><li>- Strengthening urban tree canopy targets in the GARP to align with the strategy.</li></ul>
Greening outcomes in developments	No feedback	The strategy addresses the following: <ul style="list-style-type: none"><li>- Enhancing the Planning and Design Code to allow for greening outcomes in residential and commercial developments.</li><li>- Developing educational campaigns, guidelines, incentives and research trials for greening initiatives and innovative design solutions.</li></ul>
Priority Area 2: Government leading by example		
Integrating blue and green infrastructure	Welcoming partnership projects for the city's coastlines.	The strategy addresses urban greening and water sensitive urban design on state government land beyond the coastline, including in transport infrastructure upgrades, social infrastructure and land releases. Whilst the coastline is not explicitly mentioned, it may be captured as "other government land" for government projects.
	Needing improved partnerships to address a cohesive approach for the	The strategy also addresses the following:

	ongoing management of the coastline.	<ul style="list-style-type: none"> <li>- Delivering flagship green and blue infrastructure projects, including alternative design approaches to incorporate urban greening within utilities/infrastructure</li> <li>- Identifying and implementing solutions to barriers to such projects, including legislative barriers and permitted species lists.</li> </ul>
Valuing green infrastructure appropriately	<p>Needing dedicated budget and resources to fund maintain green infrastructure in the short and long term.</p> <p>Acknowledging that the state government needs to lead by example in urban greening of land that it owns, instead of putting the emphasis on local government alone.</p>	<p>The strategy acknowledges that dedicated budget is a challenge to urban greening, however does not address how this can be managed.</p> <p>It also emphasises the role of local government in showing leadership in its own projects, trailing new ideas and driving innovation in the land that it manages.</p> <p>In addition, the strategy addresses the following:</p> <ul style="list-style-type: none"> <li>- Determining and applying a standard methodology for the economic valuation to green infrastructure including trees, including through research, policy and demonstration projects</li> <li>- Accounting for trees as appreciating assets and including green infrastructure into public asset management systems.</li> </ul> <p>A standardisation of the economic value of trees and green infrastructure will help to inform decision making and project management in the City of Salisbury, including helping to build business cases for grant funding or partnership opportunities with the state and federal governments.</p> <p>New state-led research and trails in relation to public greening will help local governments achieve more cost-effective, financially sustainable and scientifically backed design solutions for greening and cooling on council-managed land.</p> <p>It is also worth noting that the Department for Infrastructure and Transport has a Green Infrastructure Commitment which focuses on delivering improved greening outcomes on department-managed land and projects.</p>



### Priority Area 3: Building nature back in

Increasing biodiversity across projects	No feedback	<p>The strategy addresses the following:</p> <ul style="list-style-type: none"> <li>- Investigating planning policy levers to facilitate biodiversity in developments.</li> <li>- Developing programs, incentives and education in relation to increasing biodiversity across all land uses.</li> <li>- Spatially mapping biodiverse areas within the GARP and Planning and Design Code for protection.</li> </ul> <p>The above actions can greatly assist local governments in understanding and appreciating biodiverse corridors and areas, and have better conversations with developers on incorporating biodiversity sensitive urban design within developments.</p>
---	-------------	--

### Priority Area 4: Future-proofing our urban forest

Increasing knowledge	No feedback	<p>The strategy addresses the following:</p> <ul style="list-style-type: none"> <li>- Developing guidance for climate-resilient species, including research and trials for climate-appropriate trees.</li> <li>- Investigating ways to increase provision of local endemic and climate-resilient plant and seed at scale, including growing capacities of nursery, arboriculture and horticulture industries.</li> <li>- Scaling up integrated water management.</li> </ul> <p>Guidance on improved species and genetic diversity of trees and plants appropriate to their locations will support local governments in providing a more resilient ecosystem for them to thrive.</p>
Improving urban forest resilience	No feedback	<p>The strategy addresses the following:</p> <ul style="list-style-type: none"> <li>- Identifying and mitigating threats such as pests and diseases.</li> </ul>

		<ul style="list-style-type: none"> <li>- Modelling future water demands, acknowledging that increased water demand due to climate change and population growth will require trade-offs and innovative solutions.</li> </ul> <p>Salisbury Water plays an important role in recycled water provision to help the survival and healthy growth of an urban forest for the northern Adelaide region.</p>
--	--	---

### Priority Area 5: Improving green equity

	<p>Needing to cater to the additional needs of sections of our community with greater disadvantage and lower SEIFA score.</p>	<p>The strategy acknowledges the inequality of open space and tree canopy provision due to a whole range of reasons, such as land use, historical/colonial history, differences in soil and rainfall, and vegetation typologies.</p> <p>It also acknowledges the need to target areas with vulnerable communities, low socio-economic status, high rates of unemployment, ageing and disadvantaged populations.</p>
Improving greenery in areas of disadvantage	<p>Using the proposed prioritisation tool and associated grant funding to provide for these areas.</p>	<p>Actions include:</p> <ul style="list-style-type: none"> <li>- Developing a spatial greening prioritisation tool, which will help with grant programs and decision making.</li> <li>- Integrating urban heat mapping into the planning system with an appropriate policy response.</li> <li>- Identifying and mapping greening investment opportunities along active transport routes, river corridors and stormwater channels.</li> <li>- Preparing an open space strategy to identify priority areas.</li> <li>- Identifying design and engineering research solutions for trees.</li> </ul>
Improving funding mechanisms	<p>Needing funding and resources towards actions in the strategy to assist council, including funding and resourcing associated with ongoing maintenance.</p> <p>Needing transparency around the allocation of funds relating to the</p>	<p>There is no indication on how or when the strategy's actions will be implemented or funded, however the strategy does outline that councils will be invited to:</p> <ul style="list-style-type: none"> <li>- Partner on shared urban greening projects</li> <li>- Participate in relevant technical working groups and resource sharing</li> <li>- Showcase and share learnings on urban greening initiatives</li> </ul>



	Planning and Design Fund/Open Space Grants program, including equitable distribution of grants	<ul style="list-style-type: none"> <li>- Work with Green Adelaide to investigate appropriate differential sub-targets for land that council own, manage and influence.</li> </ul> <p>Green Adelaide will be setting up a “collaborative process for co-investment” that seeks partners to investment and contribute towards the actions of the strategy. New funding mechanisms may be explored for the delivery of urban greening.</p> <p>It is known that the strategy is a five-year plan till 2030. No further funding mechanisms or timelines are outlined, beyond what is already the status quo:</p> <ul style="list-style-type: none"> <li>- Co-investment by partners, which can include councils’ co-contribution towards actions and greening projects.</li> <li>- Existing funding mechanisms and grant programs, such as the Cooler, Greener, Wilder Grants (Green Adelaide) and Planning and Development Fund (Department of Housing and Urban Development).</li> </ul>
--	--	---

#### Priority Area 6: Scaling up impact by working together

Improving cross-sector collaboration	No feedback	<p>The strategy addresses the following:</p> <ul style="list-style-type: none"> <li>- Developing and implementing a cross-sector collaboration approach to coordinate, co-invest and measure impacts of urban greening.</li> <li>- Investigating funding mechanisms to implement and expand urban greening.</li> </ul>
Sharing information	No feedback	<p>The strategy addresses the following:</p> <ul style="list-style-type: none"> <li>- Developing a centralised hub of knowledge for government and community, including research plans, building relationships and increasing capacity.</li> </ul>
Working with First Nations	No feedback	<p>The strategy addresses the following:</p> <ul style="list-style-type: none"> <li>- Working with the Kurna Yerta Aboriginal Corporation and other Kurna groups to identify opportunities for partnerships.</li> </ul>

#### General comments in relation to Performance Indicators and Targets

Target of 30% canopy cover	Council is unlikely to achieve 30% canopy cover, with little ability to impact an increase of 20% (to 15.5% cover) by 2029.	The 30% target remains in the strategy. However, the strategy outlines that Green Adelaide will work with councils to investigate differential sub-targets for different land uses and landscape types, and whether any land uses should be excluded. This would be beneficial for the City of Salisbury given that there are many areas within the council that are owned by the state and federal governments, including two airports.
Monitoring and reporting	Agreeing to on 3-5 year monitoring and reporting timeframe, but preferably 3-4 years apart.	The strategy maintains the monitoring and reporting on urban greening changes to be at least every 5 years.
Data	Obtaining and incorporate data including analysis support.	Whilst not explicitly stated, the strategy does commit to collaboration with all government and non-government stakeholders on data sharing and leveraging limited resources.

34 Church Street Salisbury SA 5108

(08) 8406 8222

[city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)

[salisbury.sa.gov.au](http://salisbury.sa.gov.au)



**INFORMATION  
ONLY  
ITEM**

1.2.2

**POLICY AND PLANNING COMMITTEE****DATE**

19 May 2025

**HEADING**

Royal Commission into Domestic, Family and Sexual Violence

**AUTHOR**

Ryno Scholtz, Social Policy Planner, Community Development

**CITY PLAN LINKS**

1.2 Our community is physically and mentally healthy and connected  
 1.4 Our city is attractive and safe  
 4.2 Our council is a great place to work

**SUMMARY**

This information report provides an update regarding the Royal Commission into Domestic, Family and Sexual Violence.

**RECOMMENDATION**That Council:

1. Notes the report.

**ATTACHMENTS**

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

1. The Royal Commission into Domestic Family and Sexual Violence the journey so far
2. Royal Commission into domestic family and sexual violence terms of reference

**1. BACKGROUND**

1.1 At its meeting on 18 December 2023, it was resolved that Council:

- 1.1.1 *Writes to the Premier to congratulate the Government on announcing its Royal Commission into Domestic, Family and Sexual Violence.*
- 1.1.2 *Offers Council facilities be made available free of charge to the Commission for the purposes of community engagement.*
- 1.1.3 *Consider the recommendations of the Royal Commission and requests the administration to bring back a report for information regarding opportunities arising from the Royal Commission recommendations.*

*Resolution Number  
0569/2023*

## 2. EXTERNAL CONSULTATION / COMMUNICATION

2.1 Nil.

## 3. DISCUSSION

- 3.1 In Australia, it is estimated that 23% of all women experience violence perpetrated by an intimate partner at some stage during their lifetime<sup>1</sup>. On 1 July 2024, the South Australian government launched the Royal Commission into Family, Domestic and Sexual violence (the Commission) in response to this scourge.
- 3.2 The Commission has made significant progress since its inception in July 2024, which includes:
- 3.2.1 The publishing of the “first issues” paper (including terms of reference)<sup>2</sup>.
  - 3.2.2 The gathering of information through extensive public hearings and consultations, including regional visits to areas such as Ceduna, APY Lands, Coober Pedy, and Alice Springs, including the “share with us” survey response tool, where victims of family, domestic and sexual violence could share their experiences. These sessions have been crucial in gathering insights from victim-survivors, sector representatives, experts, and community members.
  - 3.2.3 The formation of an expert advisory group which includes representatives from relevant sectors and community groups, that will allow the Commission to test ideas and canvas for advice<sup>3</sup>.
  - 3.2.4 The publication of an informative progress report, “The journey so far”, containing an overview of commission progress between July- and November 2024<sup>4</sup> (key themes to be discussed in 3.3 below).
- 3.3 Although the final comprehensive report is due on 1 July 2025, progress reports highlight key findings<sup>5</sup>:
- 3.3.1 **Prevention and Early Intervention:** Widespread educational programs are needed to address the underlying social drivers of domestic, family, and sexual violence. This includes promoting respectful relationships and gender equality from a young age, as well as the focus on subsistence related (drug and alcohol) precursors to violence.

<sup>1</sup> [Intimate partner violence - Australian Institute of Health and Welfare](#)

<sup>2</sup> [Royal Commission into Domestic, Family and Sexual Violence launches with first issues paper | Royal Commission into Domestic, Family and Sexual Violence](#)

<sup>3</sup> [Royal-Commission-DFSV-Advisory-Group-Terms-of-Reference.pdf](#)

<sup>4</sup> [Public-Paper-The-Journey-So-Far.pdf](#)

<sup>5</sup> [Royal Commission into Domestic, Family and Sexual Violence | Royal Commission into Domestic, Family and Sexual Violence](#)

- 3.3.2 **Improved Support Services:** It is necessary to enhance the availability and accessibility of support services for victim-survivors, including crisis accommodation, legal assistance, and counseling. These support services should be culturally sensitive for marginalised population groups (such as culturally and linguistically diverse- and first nations victims).
- 3.3.3 **Coordination and Integration:** Improvement of coordination and integration of services across government and community sectors is necessary to ensure a more seamless and effective response to domestic, family, and sexual violence.
- 3.3.4 **Focus on Aboriginal Communities:** There is a need for the development of culturally appropriate programs and services that are specifically designed to meet the needs of Aboriginal communities, recognising their unique experiences and perspectives.
- 3.3.5 **Data Collection and Research:** The establishment of a comprehensive data collection and research framework is necessary to better understand the prevalence and impact of domestic, family, and sexual violence, and to inform policy and practice.
- 3.3.6 **Legislative Reforms:** The introduction of legislative reform is needed to strengthen protections for victim-survivors and hold perpetrators accountable. This includes reviewing and amending existing laws to ensure they are effective and responsive to the needs of those affected.
- 3.3.7 **Healing and Recovery:** A significant focus should also be placed on healing and recovery, with the Commission hearing from 24 witnesses over four days to shape key themes and recommendations, from a victim perspective.
- 3.4 The expectation is that the Commission will provide a comprehensive report after 1 July 2025, which will align findings to the five key domains of the National Plan to End Gender Based Violence<sup>6</sup> which include:
  - 3.4.1 **Prevention** – stopping it before it starts by changing underlying social drivers of violence, and addressing the attitudes and systems that drive violence against women and children.
  - 3.4.2 **Early intervention** – identifying and supporting individuals who are at high risk of experiencing or perpetrating violence and to prevent it from reoccurring.
  - 3.4.3 **Response** – providing services and supports to help victim-survivors experiencing violence. This includes crisis support, police intervention and a trauma-informed justice system that will hold people who use violence to account.

<sup>6</sup> [National Plan to End Gender Based Violence | Department of Social Services](#)



- 3.4.4 **Recovery and healing** – helping to reduce the risk of re-traumatisation by supporting victim-survivors as they recover from their trauma. This includes the physical, mental, emotional, and economic impacts of violence.
- 3.4.5 **Coordination** –how government agencies, non-government organisations and communities can better integrate and coordinate efforts across the spectrum of prevention, intervention, response, and recovery.
- 3.5 Gleaning from the available Commission feedback, prevention-, early intervention- and recovery themes provide the most effective opportunities for council to make a meaningful difference to victims. Shared spaces such as the community hubs and centres provide ideal safe places for victims to gather information and seek guidance.
- 3.6 Another key learning has been the significant barrier to victims reporting abuse. The domestic, family, and sexual violence (DFSV) crisis helpline received approximately 35 000 calls in 2024<sup>7</sup>, with a further 30%(estimate) of all calls going unanswered.
- 3.7 With a prominent footprint within the community, councils are often expected to bridge this gap in community services. With the existing library social worker- and youth mental health program (headspace), the City of Salisbury is already in fortuitous position to explore how these programs can assist community members experiencing family, domestic and sexual violence.
- 3.8 The final commission report will aim to provide more detailed data and expert advice on future interventions. The administration will continue to study these findings and report back to Council on these learnings and opportunities in due course.

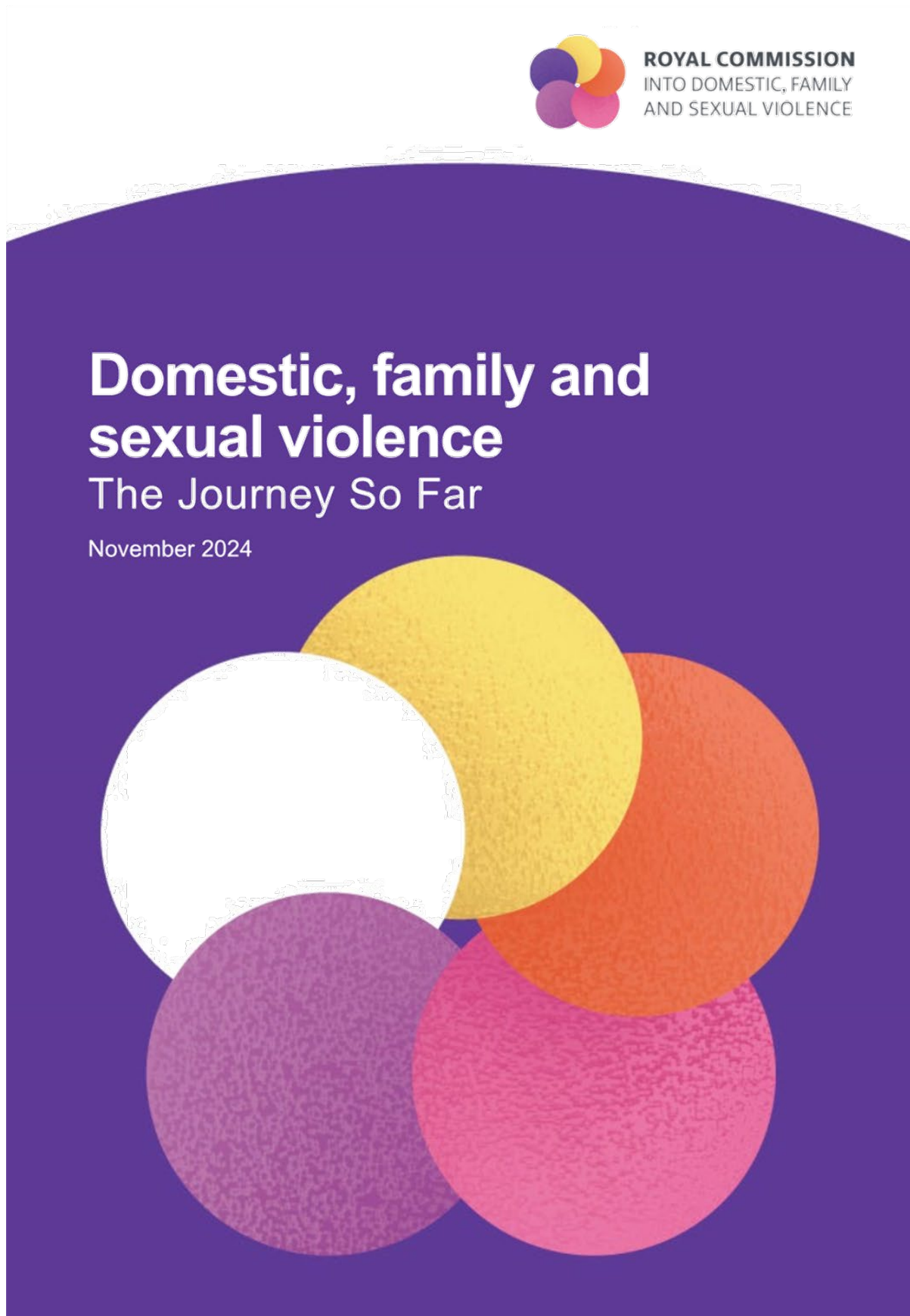
#### 4. FINANCIAL OVERVIEW

- 4.1 Nil

#### 5. CONCLUSION

- 5.1 This for-information report aims to provide an update regarding the Royal Commissions into Family, Domestic and Sexual Violence, that was established on 1 July 2024. The final Commission report will be made available after 1 July 2025, after which the administration will provide further information regarding the findings, learnings, and recommendations.

<sup>7</sup> [Royal Commission into Domestic, Family and Sexual Violence hears 30 per cent of calls to state's crisis centre go unanswered - ABC News](#)



## Acknowledgement of Country

The Royal Commission into Domestic, Family and Sexual Violence (the Commission) acknowledges the traditional countries and Nations throughout South Australia on which the Commission will conduct this inquiry.

The Commission acknowledges all Aboriginal people across South Australia who are the Traditional Custodians of the land and waters and of the oldest continuous living culture on Earth. We pay our respects to Elders past, present and emerging.

The Commission acknowledges and honours the work of Aboriginal people to end domestic, family and sexual violence. The Commission will work in genuine, formal partnership with Aboriginal people and will listen to the advice and expertise of Aboriginal people, their communities and their organisations.

### A note on language

The Commission uses the term 'Aboriginal' to refer to people who identify as Aboriginal, Torres Strait Islander, or both Aboriginal and Torres Strait Islander.

## Acknowledgement of people with lived experience

The Commission is indebted to the victim survivors of domestic, family and sexual violence in South Australia who have shown great courage and strength in sharing their lived experiences and expertise with us.

The Commission pays its respects to all those whose lives have been tragically cut short because of domestic, family and sexual violence, along with the loved ones who have been left behind.

The Commission recognises the enormity of the task before it and the importance of designing a system that is informed by the unique perspectives of people with lived experience.

## Table of Contents

<b>Acknowledgement of Country .....</b>	<b>2</b>
<b>Acknowledgement of people with lived experience.....</b>	<b>2</b>
<b>Introduction .....</b>	<b>4</b>
<b>What we have heard.....</b>	<b>6</b>
Key themes and gaps .....	7
<b>What we have learned.....</b>	<b>15</b>
<b>Where to find help.....</b>	<b>17</b>

## Introduction

The Royal Commission into Domestic, Family and Sexual Violence (the Commission) commenced on 1 July 2024.

The Commission has been tasked with identifying how the domestic, family and sexual violence systems in South Australia can be improved across the spectrum of prevention, early intervention, response and recovery and healing, so that these systems better meet the need of those who use them and work within them. The focus has been, and will continue to be, on system design and operation. The Commission is not investigating particular incidents of domestic, family and sexual violence.

On commencement, the Commission published an Issues Paper seeking initial responses to 15 questions across the Commission's terms of reference. Written submissions in response to the Issues Paper were sought by 16 August 2024. All other written submissions were sought by 27 September 2024.

Between July and November 2024, the Commission undertook a significant program of sector engagement and consultation in both metropolitan and regional locations. This 'listening phase' was designed to ensure that the Commission would hear from the South Australians who work within the many different parts of the domestic, family and sexual violence systems, and from South Australians who have experienced domestic, family and sexual violence. The Commission has undertaken more than 80 of these listening sessions, with more scheduled before the end of 2024.

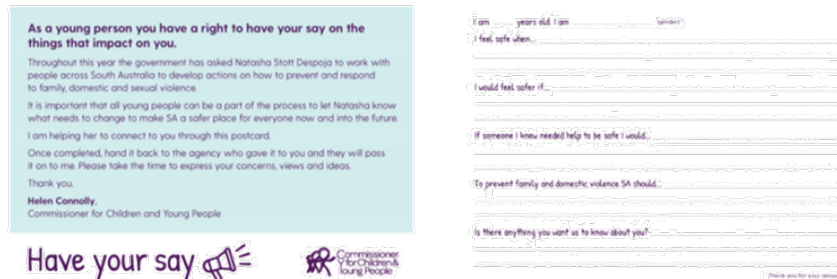
The listening phase has also included the release of the Commission's Share With Us online consultation. Share With Us provides another way for people with lived experience, or people supporting people with lived experience, to share advice and information with the Commission about the domestic, family and sexual violence systems in South Australia. Share With Us asks a series of questions and allows people to provide any other information they may wish to share with the Commission by leaving an audio or written message. Share With Us is open until 5pm Tuesday, 10 December 2024.

The Commission's key focus during the listening phase has been ensuring that the diversity of victim survivor experiences of domestic, family and sexual violence are heard. This has included ensuring that the experiences of children and young people, who must be recognised as victim survivors in their own right, are heard.

The experiences of children and young people have been sought in a variety of ways. In November the Commission met with more than a hundred year 7 to 12 students from South Australian public, independent and Catholic schools at a student summit on creating safety for all in South Australia. The students were invited to advise the Commissioner on the issues the Commission should focus on to make life safer for young people, and how the Commission can most effectively deliver change.



The Commission has partnered with the Commissioner for Children and Young People to distribute postcards to services working with children and young people so that children and young people can share their views with the Commission, and has engaged Dr Kate Fitz-Gibbon to conduct a research project with South Australian children and young people to inform the work of the Commission.



From the outset of the Commission, the Commissioner undertook to work in genuine, formal partnership with Aboriginal people. This commitment has led to the establishment of the Commission's Aboriginal Partnership Committee. The members of the Aboriginal Partnership Committee are:

- Commissioner Natasha Stott Despoja AO
- Scott Wilson, Lead Convenor SAACCON
- Olive Bennell, Chief Executive Officer, Nunga Mi:Minar Northern Regional Aboriginal Domestic and Family Violence Service
- Tosha Sambo, Deputy Chief Executive Officer, Family Violence Legal Service (SA)
- Kim Eldridge, Executive Director, Royal Commission

Nerida Saunders, Executive Director, Aboriginal Affairs and Reconciliation, has also joined the Aboriginal Partnership Committee as an independent facilitator.

The Partnership Agreement tasks the Aboriginal Partnership Committee with developing recommendations about service delivery to Aboriginal people and within Aboriginal communities.

A dedicated Advisory Group has also been established to support and provide advice to the Commission. The members of the Advisory Group are:

- Arman Abrahamzadeh OAM
- Rosie Batty AO
- Alastair McEwin AM
- Dr Anu Mundkur
- Vicky Welgraven AM

A constant source of input and connections throughout the listening phase has been from the specialist domestic, family and sexual violence services operating in Adelaide and across the regional and remote areas of South Australia. The Commission acknowledges those who lead and work within these crucial services. These services



are often delivering supports and programs well outside the scope of what the services are funded to do, simply because they understand the needs of their communities and work hard to meet those needs. The Commission is undertaking a specific consultation with the non-government organisations delivering services within the domestic, family and sexual violence systems to better understand the way in which this sector is funded and staffed.

The next phase of the Commission will focus on public hearings. Hearings will be used by the Commission to obtain evidence relating to specific topics or themes. They will be held to define or clarify issues, to test ideas or draw out information, or to highlight areas of focus for the Commission's inquiry.

This purpose of this paper is to outline the work completed so far. This paper will set out the key themes that have emerged from the information the Commission has received but does not seek in any way to pre-empt what might be heard during the public hearings or any recommendations that might be made by the Commission in its report.

## What we have heard

The Commission is immensely grateful to each and every individual, group and organisation that has taken the time to engage with the Commission over the last few months, either through written submissions, in person at listening sessions, or through Share With Us online.

Many of the stories shared with the Commission have been heartbreaking and confronting. The courage it takes to share these stories is acknowledged and appreciated. Without the strength of the people who have been willing to share their advice, expertise and stories with us, the Commission would not be able to undertake the important work of developing recommendations about what needs to change.

The response to the call for submissions, and the engagement with Share With Us to date, has been significant. The Commission has received over 350 submissions, with 160 being from organisations or government agencies, and the remainder from individuals. The submissions represent a diversity of experiences, including from Aboriginal people, culturally and linguistically diverse communities, LGBTQIA+ communities, people with a disability, people living in regional and remote communities, older people, young people, experts, service providers and leaders in the domestic, family and sexual violence sector. More than 550 responses to Share With Us have been received to date.

As noted in the introduction, over the last four and a half months the Commission has held more than 80 listening sessions over hundreds of hours with a range of individuals, groups and organisations across South Australia. Some of these sessions have taken place in metropolitan Adelaide and its surrounding suburbs, with many

others in regional locations. To date, the Commission has undertaken listening sessions in Port Augusta, Port Pirie, Kangaroo Island, Mount Gambier and Port Lincoln. Further regional visits will take place in 2025.

The Commission has spoken with specialist domestic, family and sexual violence services, LGBTQIA+ community members and services, Aboriginal people and Aboriginal Community Controlled Organisations, migrant and refugee services and communities, homelessness services, disability and aged care service providers and advocates, child and family services, drug and alcohol services, health services, social workers, students, men and women in custody, services supporting men and women leaving custody, people who have used violence, police, lawyers, community justice centres, judges and magistrates, Members of Parliament, South Australian Commissioners, academics, schools, government agencies, Ministerial Councils and local government.

These sessions have provided valuable insights and information about the domestic, family and sexual violence systems in South Australia and the gaps that exist.

## Key themes and gaps

### Drivers and contributors of domestic, family and sexual violence

Submissions identified a diversity of drivers of and contributors to domestic, family and sexual violence. The Commission has considered all submissions received and has identified a number of prevailing themes.

Harmful patriarchal norms are a driver of violence in society. The gendered nature of domestic, family and sexual violence must be understood when considering how best to respond to and prevent domestic, family and sexual violence. The evidence continues to clearly show that domestic, family and sexual violence is overwhelmingly perpetrated by males, and that women and children make up the vast majority of the people experiencing this violence.

The Commission acknowledges the many existing policy frameworks which recognise gender inequality as the primary driver of domestic, family and sexual violence. The Commission has been advised through the submissions and written submissions that gender may not always be the most significant factor given the complex and intersectional context in which domestic, family and sexual violence occurs. While gender remains central to understanding domestic, family and sexual violence, the Commission has heard that the gendered nature of this violence should not be considered in isolation from a range of other social, political and economic factors.

The Commission has heard that a one-dimensional approach to understanding this violence can sometimes not take into account the complex way in which drivers and contributors overlap and intersect with gendered violence, in all its forms. This is integral to ensuring that all vulnerable cohorts and communities are included in the design of policy frameworks and in service delivery.

Adverse experiences in childhood, including exposure to family and sexual violence, neglect and other traumatic events, have been identified by submissions and during listening sessions as strongly correlated with adult experiences of domestic, family and sexual violence. Adverse experiences in childhood can also lead to higher rates of mental health issues, addiction and other maladaptive coping mechanisms in adults, all of which have been identified as co-contributors to domestic, family and sexual violence.

The Commission has heard that people with a disability are at a significantly higher risk of experiencing domestic, family and sexual violence. Children with disability are twice as likely to be exposed to domestic and family violence, and violence is particularly prevalent for women with psychosocial or intellectual disabilities. Mental health disorders can also lead to higher rates of adults using or experiencing violence. Older people are also experiencing significant rates of domestic, family and sexual violence, including violence perpetrated by their adult children.

Alcohol and drug misuse can increase the frequency and severity of domestic, family and sexual violence. Alcohol and methamphetamines were raised with the Commission as substances of particular concern in the domestic, family and sexual violence context, due to the connection between those substances and aggressive and violent behaviour.

Poverty, economic stress and housing insecurity also contribute to, and compound, the occurrence and impact of domestic, family and sexual violence. These stressors were spoken about in several lived experience submissions. People with lived experience also told us that substance and gambling addictions can lead to or exacerbate the economic abuse of victim survivors, which is then connected with the poverty and housing insecurity they experienced. Submissions also told us that financial and housing insecurity present significant barriers to preventing, escaping and recovering from violence, and that overcrowding due to limited housing availability is contributing to the rates of domestic, family and sexual violence.

The Commission has been told that the effects of colonisation and the subsequent intergenerational traumas inflicted on Aboriginal people and their communities are the key drivers of violence against Aboriginal people. The Commission has heard from Aboriginal people and community controlled organisations that the causes of and contributors to violence in their communities are complex, and that applying a gendered lens remains imperative to understanding and responding to this violence. Causes and contributors raised with the Commission include historical and ongoing colonial violence, systemic and ongoing racism, discrimination, poverty, housing overcrowding, mental health issues and substance misuse.

Racism and discrimination were also identified as drivers of domestic, family and sexual violence in culturally and linguistically diverse (CALD) communities. Submissions told us that other domestic, family and sexual violence drivers specific to CALD communities include pre-migration trauma, resettlement stress and the major



disruption to traditional gender identities and roles which can arise once people settle into Australian society and communities.

Homophobia and bigotry are key drivers of violence perpetrated against LGBTQIA+ communities. The Commission understands that LGBTQIA+ communities experience domestic, family and sexual violence at the same or greater rates as heterosexual and cisgender people. This fact is crucial to understanding that an overly binary understanding of domestic, family and sexual violence can render LGBTQIA+ communities invisible within domestic, family and sexual violence systems.

People living in regional and remote settings experience additional challenges when attempting to access the services and supports that are crucial to preventing, responding to, or recovering from domestic, family and sexual violence. The Commission has received overwhelming input about the barriers faced by people living in regional and remote settings, along with the additional challenges associated with the social intricacies of living in a small community.

### **Prevention and Early Intervention**

A consistent theme in submissions was that domestic, family and sexual violence systems in South Australia are almost entirely focused on crisis response, high risk incidents and homelessness. The Commission has heard that frontline services (both government and non-government) are overstretched and under-resourced. The funding that non-government services receive is often provided on a short-term basis, tied to restrictive performance indicators and determined by narrow eligibility criteria. As a result, opportunities for prevention and early intervention are often missed. These missed opportunities lead to an ever-increasing need for a crisis response. South Australia must find a way to break this cycle.

The Commission has received many calls for the development of well-resourced and evidence-based prevention and early intervention programs, including specific and targeted initiatives for vulnerable communities.

Respectful relationships education and curricula on sexual health and consent in schools are considered by many to be a key component of primary prevention against domestic, family and sexual violence. Submissions to the Commission spoke positively of respectful relationships and sexual health education, and advocated for the curriculum to be expanded, with equitable and consistent access to effective and evidence-based programs across all education sites in South Australia. Many submissions to the Commission also advocated for there to be more community education efforts regarding all forms of domestic, family and sexual violence, especially non-physical abuse and coercive control behaviours.

A common theme from people with lived experience of domestic, family and sexual violence was that family members, workplaces, and communities were not always aware that non-physical behaviour could be a type of violence. These submissions told the Commission that the focus on individual acts of physical violence prevented the victim survivor from recognising that they were experiencing violence and that the

person using that form of violence was unable (or unwilling) to accept that their behaviour was a form of abuse. This lack of understanding across the community leads to missed opportunities for prevention and early intervention. Submissions also re-affirmed the need for culturally safe and community designed prevention initiatives specifically for Aboriginal communities, CALD communities and LGBTQIA+ communities.

Submissions from people with lived experience also spoke about not knowing that the person who used violence against them had a history of domestic, family and sexual violence perpetration against other people, and how having that knowledge at the outset may have prevented them from being subjected to the violence. Many submissions mentioned the Domestic Violence Disclosure Scheme, with accounts of how useful it is to people with lived experience of violence and how it can operate as a highly effective early intervention tool.

Submissions from people with lived experience indicated that recovery can be a form of targeted prevention. The receipt of ongoing support for victim survivors is crucial to ensuring all victim survivors can lead safe, fulfilled lives free from any future experiences of domestic, family and sexual violence. Professionals advocating for more therapeutic interventions for children and young people made compelling arguments that more support in early life is critical to breaking the cycle of violence, along with associated mental health complications, addiction and disadvantage later in life.

Submissions from the domestic, family and sexual violence sector reinforced the need for better data collection, analysis and reporting. This included broad support for continuing to improve information sharing across the sector and across government. Some suggested that South Australia's Information Sharing Guidelines be legislated, to strengthen their use and foster more confidence in proactive information sharing. Others recommended a technological solution for information sharing and referrals across the sector, to improve victim survivor experiences and visibility, and to prevent them from having to regularly re-tell their story. Many reiterated the need for more ongoing research and evaluation to ensure that domestic, family and sexual violence responses are effective. Domestic, family and sexual violence service providers also advocated for more structure, governance and coordination of prevention efforts in South Australia.

A common theme in submissions and during listening sessions was the need for better access to evidence-based and effective behaviour change programs for people at risk of using, or currently using, violence. The Commission has heard that South Australia's current domestic, family and sexual violence system is not sufficiently focused on people who use violence, and that there are very few programs and supports available for people who want to change their behaviour and address the underlying issues driving and exacerbating that behaviour. There is overwhelming support for programs and interventions capable of addressing these underlying issues, such as alcohol or drug counselling and mental health support or trauma counselling. Submissions have referred to the need to develop culturally safe programs for



particular communities, both in terms of program content and in the way in which the program is delivered. Other submissions have asked the Commission to consider diversion options and restorative justice programs for people who use violence.

The Commission has heard that multi-agency coordination remains key to domestic, family and sexual violence service responses. Submissions referred to the Multi-Agency Protection Service and Family Safety Framework as examples of existing multi-agency approaches in South Australia, noting the restricted focus of these approaches on high risk domestic and family violence incidents only.

The opportunities presented by multi-agency co-located hubs were another area of focus in submissions. There are two models of multi-agency co-locations emerging in South Australia, being a 'closed door model' focusing on integrated service delivery for referred clients, and an 'open door model' providing a soft entry point for victim survivors to access services and support. The Commission has heard broad support for the expansion of these models to offer place-based and co-located services.

The role of universal services in early intervention and prevention was a further theme in submissions. Healthcare professionals were often identified as having the capacity to play a key role in early intervention and in providing early referrals to specialist services. Trauma-informed domestic, family and sexual violence training to equip healthcare providers with the skills to identify and respond effectively to domestic, family and sexual violence has received broad support.

The Commission has received submissions from many different community and volunteer groups established throughout South Australia which highlight the excellent work these largely volunteer-run organisations are engaging in, such as programs in schools, walks for respect, bystander training and community education. These submissions advocated for recognition of the role that community and volunteer groups could play in the prevention and early intervention of domestic, family and sexual violence, including unlocking a volunteer workforce in local communities, and working alongside local governments.

The need for more supports and early intervention mechanisms specifically for children and young people experiencing domestic, family and sexual violence was a consistent theme in submissions. The lack of interventions for adolescents using violence was also identified as a significant gap in service delivery. This gap is meaningful considering that many families do not want a police or justice response to adolescents using violence.

### Response

A common theme in submissions was the need to place victim survivor agency and choice at the centre of domestic, family and sexual violence responses, whilst also developing ways to keep the person using violence in view and accountable.



Agency and choice will often operate in tension with safety and risk. This issue was referenced in many of the submissions and was a constant source of discussion during listening sessions. The theme emerging from those discussions was the need for trust. The domestic, family and sexual violence systems must allow for the development of trusted relationships between the person experiencing violence and the people providing the services within those systems. A lack of mutual trust, whether because of historical barriers or because of a poor experience with one or more services, leads to poor outcomes and poor experiences of the domestic, family and sexual violence systems.

The tension between agency and safety is starkly apparent at the intersection between domestic, family and sexual violence and the child protection system. The Commission has repeatedly heard that a significant barrier to seeking and accessing help with domestic, family and sexual violence is the mandatory reporting of child protection concerns. Women caring for children often balance their own safety with the possibility that their children may be removed if they disclose they are experiencing violence. The Commission has been told that the child protection system can hold women who are experiencing violence more accountable for their children's safety than the men responsible for using violence. Aboriginal families are disproportionately affected by child removal, compounding the already significant barriers Aboriginal people face when considering whether to seek help in relation to their experiences with domestic, family and sexual violence.

The need for a renewed focus on the person using violence was identified by many submissions and listening session participants, alongside an acknowledgment of the lack of available services to meet this need. Submissions called for approaches which identify appropriate interventions and programs for the person using violence, while also ensuring the person using the violence is held accountable through the justice system or alternative diversion mechanisms.

Equitable access to response services for people living in regional and remote settings was also identified as a pressing need. The response systems available in a regional and remote location are often more limited, and take longer, than those in metropolitan Adelaide. Another theme that arose from submissions is the notion that the domestic, family and sexual violence response systems may be inadvertently structured around the idea of one particular type of victim, namely a white, cisgender, heterosexual woman, who speaks fluent English and is able to meet the needs of services in terms of appointment keeping, form completing and information sharing. Submissions have identified that the vast majority of domestic, family and sexual violence services in South Australia are women's only services and services delivered by faith-based organisations. Submissions suggested that this has led to a system which is less accessible for LGBTQIA+ communities, CALD communities, Aboriginal people, people with disability, children and young people and male victim survivors.

The Commission's terms of reference clearly articulate the need to recognise children and young people as victims of domestic, family and sexual violence in their own right. This has been emphasised in many written submissions and during listening sessions.

South Australia's crisis response model for domestic, family and sexual violence has historically focused on the adult victim survivor, with children and young people considered as witnesses and accompanying children rather than victims in their own right. There are recent examples of new programs addressing the particular needs of children and young people, but these appear to remain time-limited and geographically restricted due to funding constraints. Submissions reminded the Commission that children and young people have limited access to safety services and the justice system without a guardian's permission, which leaves them extremely vulnerable to family violence.

Another emerging theme is the constant perpetuation of systems abuse. The systems most often mentioned in submissions and during listening sessions included the family law system, child support system, and insurance and banking systems. Without doubt, the family law system is described as the single biggest enabler of systems abuse, with many people telling the Commission of the way in which the family law system leaves victim survivors unsafe and financially disadvantaged.

Submissions with lived experience presented a diversity of views on South Australia Police. Some victim survivors referred to excellent and affirming interactions, while others had very poor experiences. Common themes were the challenges associated with reporting domestic, family and sexual violence to police when the police officer, victim survivor and perpetrator lived in the same community, the lack of suitable infrastructure to connect victims with support or to take statements, and a lack of consistent and timely communication from police prosecutors about ongoing intervention order matters and criminal prosecutions. The critical importance of the first interaction with police was often mentioned, with a negative interaction often resulting in the victim survivor losing confidence in the response system and, in some cases, a negative interaction leading to a perpetuation of the trauma already suffered. Many submissions did, however, speak highly about South Australia Police's child and family violence investigators. The need for ongoing, high quality and evidence-based police training featured in many submissions.

Accounts set out in submissions and during listening sessions about the justice system were less varied, in that they were largely negative. Victim survivors spoke of long delays, victim blaming, re-traumatising court processes, unsafe bail agreements and inadequate sentencing. Victim survivors have told the Commission that they are often not informed of critical changes to bail and custody arrangements. Some submissions advocated for structural changes to the criminal justice system, such as independent legal representation for victims or the creation of a "justice navigator" role. Others referred to the need for mandatory training for lawyers and judicial officers.

Linked to this issue are the submissions the Commission has received about intervention orders. The Commission has been told that intervention orders are often failing to adequately protect victim survivors. Intervention orders can be difficult to access through police without clear evidence of a physical assault, and expensive to obtain privately. Breaches of intervention orders are not always responded to effectively, can be difficult to prove, and charges that do progress to court often result



in inadequate sentences. The Commission has also heard that the tension between state and federal court jurisdictions has led to an apparent reluctance to include children and young people as protected persons on intervention orders, thereby entirely undermining the purpose of an intervention order as a critical safety tool for those at risk of experiencing domestic, family and sexual violence.

Housing and crisis accommodation was another prevalent theme in submissions to the Commission. Submissions on housing almost unanimously agreed on the urgent need for more crisis and transitional accommodation, including a desperate need for more housing in regional and remote settings. Existing crisis options are not fit for purpose for the diversity of victims of domestic, family and sexual violence due to the ongoing use of hotels and motels. Other submissions advocated for more accommodation options for people who use violence to allow victim survivors and their children to stay in the family home, respite housing for victim survivors who do not want to leave their relationship or family, cooling off and sobering up accommodation options for people who use violence, and more funding for programs that improve the security of homes.

### **Recovery and Healing**

Submissions that spoke about recovery and healing identified that for many victim survivors, it can take years, decades or even a lifetime to recover from domestic, family and sexual violence. Leaving a violent relationship or family does not always end domestic, family and sexual violence; people who use violence sometimes continue their behaviour for years, especially when litigation about child custody arrangements is used as a form of ongoing systems abuse.

Service providers have reaffirmed the need for there to be a capacity to walk alongside victim survivors, and to access wrap around services in a way which extends well beyond an immediate crisis response. Victim survivors should not need to continually re-tell their story to each separate service provider to get the support that they need. Improving referrals between specialist services requires a less fragmented and more coordinated domestic, family and sexual violence sector. Suggestions to achieve this have included improved information sharing mechanisms, better integrated responses and a technological database and referral system.

Many submissions stressed the need for ongoing access to well trained, trauma-informed therapeutic supports for people who have experienced domestic, family and sexual violence. This also includes the need for therapeutic interventions for children and young people, as well as people who use violence, recognising that many people who use violence are themselves victim survivors of domestic, family and sexual violence or childhood trauma. Both victim survivors and people who used violence spoke to the benefits of peer support groups.

Access to transitional and long-term housing, economic participation and financial security are significant contributors to healing and recovery. Escaping violence payments and financial counselling and advocacy have been identified as good

examples of this, however many noted the difficulty in accessing these supports. Secure housing and work can also act as prevention tools, shielding victim survivors from having to return to domestic, family and sexual violence relationships, and allowing them to build resilience and independence.

## What we have learned

Alongside the call for submissions, the listening sessions, and the release of Share With Us, the Commission has undertaken a significant program of work including an examination of the current systems in South Australia, a desktop review of the evidence base across Australia and overseas, including past and current inquiries, projects and academic articles, data and documentation requests, meetings with relevant government agencies and organisations in South Australia and interstate, as well as overseas, and various site visits. Much of this work will be ongoing as the Commission continues its inquiries.

For example, the Commission has:

- Reviewed the reports and recommendations of the Victorian Royal Commission into Family Violence and the Queensland Women's Safety and Justice Taskforce, and the responses of the Victorian and Queensland Governments to those reports.
- Reviewed the National Plan to End Violence Against Women and Children 2022-2032 and the National Agreement on Closing the Gap.
- Reviewed recent work by Law Reform Commissions in New South Wales, Victoria and Western Australia as well as work undertaken by Parliamentary Committees in various jurisdictions.
- Considered the findings of the Rapid Review of Prevention Approaches, the Missing and Murdered First Nations Women and Children Report, the First Yearly Report of the Domestic, Family and Sexual Violence Commission and the Report of the South Australian Commissioner for Aboriginal Children and Young People.
- Considered the work of current inquiries including the Australian Law Reform Commission inquiry into Criminal Justice Responses to Sexual Assault and the inquiry into South Australian Housing Availability by the Economic and Finance Committee of the South Australian Parliament.
- Observed sittings of the Family Violence Court in the Magistrates Court.
- Observed domestic, family and sexual violence training at the South Australian Police Academy.
- Observed a session of the Abuse Prevention Program Reset2Respect, which supports men to develop respectful relationships and to understand the impact violence and abuse has on others.
- Reviewed relevant national and state funding arrangements.

- Reviewed relevant literature, including on the causes and drivers of domestic, family and sexual violence, the impacts of domestic, family and sexual violence on children and young people, the sector workforce, housing and homelessness, risk assessment tools, vulnerable cohorts, people who use violence, and technology facilitated abuse.
- Requested data relating to occurrences of domestic, family and sexual violence in South Australia, evaluations of South Australian programs and services, sentencing remarks and coronial inquests.
- Reviewed relevant South Australian, interstate and overseas legislation, frameworks and policies.



## Where to find help

This paper references domestic, family and sexual violence. If you or someone you know has experienced this, there are support services that can help.

1800 800 098 (24 hours) | [South Australian Domestic Violence Crisis Line](#) | A statewide service offering assistance to women experiencing domestic violence in South Australia by providing information, counselling and safe accommodation options.

1300 766 491 (24 hours) | [Men's Referral Service](#) | A men's family violence telephone counselling, information and referral service. It provides support and referrals for men, people seeking information on behalf of their male partners, friends or family members and workers in a range of agencies seeking assistance for their clients who are men.

1800 817 421 (24 hours) | [Yarrow Place](#) | Yarrow Place Rape and Sexual Assault Service is an inclusive service, including medical and counselling services, for anyone in South Australia who has been sexually assaulted.

1800 737 732 (24 hours) | [1800RESPECT](#) | National sexual assault, domestic and family violence counselling service, available 24/7.

(08) 8377 7822 | [KWY Aboriginal and Torres Strait Islander Family Services](#) | KWY provide group services and support in domestic and family violence, child protection, youth work, kinship care, disability, mentoring, Aboriginal education outcomes and perpetrator intervention.

(08) 8367 6474 or 1800 003 038 | Nunga Mi:Minar provides support for Aboriginal and Torres Strait Islander women and their children escaping family violence by providing an immediate safety response, accommodation and material assistance, advice, information and advocacy.

1300 366 424 | [Legal Services Commission](#) | Free legal advice and support to all South Australians. They also operate the Women's Domestic Violence Court Assistance Services, which supports women to apply for, vary or revoke and intervention order.

In an emergency, please call 000.



**ROYAL COMMISSION**  
INTO DOMESTIC, FAMILY  
AND SEXUAL VIOLENCE

[www.royalcommissiondfsv.sa.gov.au](http://www.royalcommissiondfsv.sa.gov.au)



HER EXCELLENCY THE HONOURABLE FRANCES JENNIFER ADAMSON, Companion of the Order of Australia, Governor in and over the State of South Australia:

TO

NATASHA JESSICA STOTT DESPOJA AO

**Greeting:**

I, the Governor, with the advice and consent of the Executive Council and under the *Royal Commissions Act 1917*, DO HEREBY APPOINT YOU to be a Commissioner and require and authorise you to inquire into:

- a. How South Australia can facilitate widespread change in the underlying social drivers of domestic, family and sexual violence by addressing the attitudes and systems that drive all forms of domestic, family and sexual violence, and particularly violence against women and children, to stop it before it starts (**prevention**).
- b. How South Australia can improve effective early intervention through identification and support of individuals who are at high risk of experiencing or perpetrating domestic, family and sexual violence and preventing the reoccurrence of such violence (**early intervention**).
- c. How South Australia can ensure best practice response to family, domestic and sexual violence in South Australia through the provision of services and supports, such as crisis support, health services, police intervention and a trauma-informed justice system that will hold people who use violence to account, to intervene in and address existing violence, and support victim-survivors experiencing violence (**response**).
- d. How South Australia can embed an approach that supports recovery and healing within South Australia through reducing the risk of re-traumatisation, and supporting victim-survivors of family, domestic and sexual violence (including children) to be safe and healthy to be able to recover from trauma and the physical, mental, emotional, and economic impacts of violence (**recovery and healing**).

- e. How government agencies, non-government organisations and communities can better integrate and coordinate efforts across the spectrum of prevention, early intervention, response and recovery, including through whole of system approaches and information and data sharing systems.

AND I direct you to make any recommendations arising out of your inquiry that you consider appropriate, including recommendations about policy, legislative, administrative or structural reforms to be made, having regard to the need for practical, immediate and/or medium-term actions, as well as a longer-term blueprint for ending family, domestic and sexual violence in South Australia.

AND, without limiting the scope of your inquiry or the scope of any recommendations arising out of your inquiry that you may consider appropriate, I direct you, for the purposes of your inquiry and recommendations, to have regard to the following matters:

- a. Recognising the rights of children as victim survivors of family, domestic and sexual violence
- b. Ensuring an approach that appropriately balances the views and experiences of victim survivors and perpetrators and includes the experience of children
- c. The lessons from implementing previous innovations in family, domestic and sexual violence response in South Australia, such as Multi Agency Protection Service
- d. The role of South Australia's social data assets in informing system design and monitoring
- e. The importance of workforce capacity in the sector
- f. Consideration of economic wellbeing, given the poverty that victim survivors often experience
- g. The provision of services across rural, regional, and remote South Australia
- h. The extensive work undertaken in other jurisdictions in relation to optimal system design to support family, domestic and sexual violence
- i. The views and experiences of:
  - Victim survivors and those with lived experience of family, domestic and sexual violence
  - First nations communities
  - Culturally and Linguistically Diverse communities
  - LGBTIQA+ community
  - People living with a disability
  - Children and young people
  - Older South Australians
  - People living in regional and remote communities



- Experts in family, domestic and sexual violence
- Service providers in family, domestic and sexual violence
- Leaders in the in family, domestic and sexual violence sector including advocates
- Medical professionals including mental health providers
- Police and legal sector, including those involved in court administration and victim support.

AND in undertaking this inquiry RECOGNISING the following matters:

- a. the unacceptable rate of family, domestic and sexual violence in South Australia with a strong focus on the rates of violence experienced by Aboriginal women and children and the over-representation of Aboriginal people in current service systems
- b. the complex causes of family, domestic and sexual violence, including gender inequality and community attitudes
- c. the profound impacts of family, domestic and sexual violence on victim survivors, including physical, psychological, economic and emotional consequences
- d. women and children experiencing intersectional barriers are more likely to experience family, domestic and sexual violence
- e. that the response to family, domestic and sexual violence is complex and will require coordination across government and the community, including courts, police, correctional services, legal services, housing, child protection and family services, schools, health and non-government organisations
- f. that preventing and responding to family, domestic and sexual violence is a shared responsibility across government, media, business, community organisations, communities, families and individuals
- g. that while anyone can be a victim of family, domestic and sexual violence, the overwhelming majority of victims are women and children
- h. that while anyone can perpetrate family, domestic and sexual violence and have violence perpetrated upon them, the overwhelming majority of perpetrators are men
- i. that men and positive male role models can be an important part of solutions to reduce and prevent family, domestic and sexual violence.

AND I:

1. Require you to begin your inquiry on 1 July 2024.
2. Require you to conduct your inquiry as you consider appropriate, having regard to adopting informal and flexible procedures where desirable.



3. Require you to make your inquiry as expeditiously as possible, without unnecessary cost or delay.
4. Require you to submit your final report by 1 July 2025. The provision of interim reports, and confidential reports with information not for public release, is at the discretion of the Commissioner.

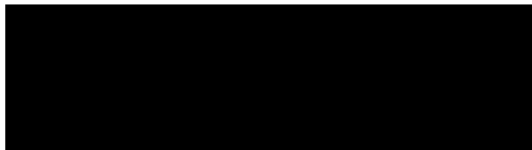
**GIVEN** under my hand and the Public Seal of South Australia, at Adelaide this 4<sup>th</sup> day of March 2024.

By command,



*Premier*

Recorded in Register of Commissions,  
Letters Patent, Etc., Vol. XXIX



*Clerk of Executive Council*

GOD SAVE THE KING!