



## **AGENDA**

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

**16 NOVEMBER 2020 AT 6:30 PM**

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

### **MEMBERS**

Cr C Buchanan (Chairman)  
Mayor G Aldridge  
Cr M Blackmore  
Cr L Braun  
Cr B Brug  
Cr A Duncan (Deputy Chairman)  
Cr K Grenfell  
Cr N Henningsen  
Cr D Hood  
Cr P Jensen  
Cr S Ouk  
Cr D Proleta  
Cr S Reardon  
Cr G Reynolds  
Cr J Woodman

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr J Devine  
General Manager Community and Org. Development, Ms G Page  
Manager Governance, Mr M Petrovski  
Risk and Governance Program Manager, Ms J Crook  
Governance Support Officer, Ms K Boyd

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**APOLOGIES**

**LEAVE OF ABSENCE**

**PRESENTATION OF MINUTES**

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 19 October 2020.

Presentation of the Minutes of the Confidential Policy and Planning Committee Meeting held on 19 October 2020.

**REPORTS**

*Administration*

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*Community Development*

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*Economic Development*

1.2.1 South Australia State Budget 2020-21 ..... 131

**OTHER BUSINESS**

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**CONFIDENTIAL ITEMS**

**1.10.1 Bridgestone Reserve Athletics Centre - Sponsorship Opportunities**

**Recommendation**

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) and (d)(i) and (d)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*

*- 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; and*

*- commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*

*- commercial information of a confidential nature (not being a trade secret) 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*

*- Information within the report could prejudice the commercial position of Council or the third party to the sponsorship agreement.*

*On that basis the public's interest is best served by not disclosing the **Bridgestone Reserve Athletics Centre - Sponsorship Opportunities** item and discussion at this point in time.*

3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

**CLOSE**





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

**19 OCTOBER 2020**

**MEMBERS PRESENT**

Cr C Buchanan (Chairman)  
Mayor G Aldridge  
Cr M Blackmore  
Cr L Braun  
Cr B Brug  
Cr A Duncan (Deputy Chairman)  
Cr K Grenfell  
Cr D Hood  
Cr P Jensen  
Cr S Ouk  
Cr D Proleta  
Cr S Reardon  
Cr G Reynolds  
Cr J Woodman

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr J Devine  
General Manager Community and Org. Development, Ms G Page  
Manager Governance, Mr M Petrovski  
Risk and Governance Program Manager, Ms J Crook  
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.34 pm.

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

**APOLOGIES**

An apology was received from Cr N Henningsen.

**LEAVE OF ABSENCE**

Nil

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## PRESENTATION OF MINUTES

Moved Cr P Jensen  
Seconded Mayor G Aldridge

The Minutes of the Policy and Planning Committee Meeting held on 21 September 2020, be taken as read and confirmed.

**CARRIED**

## REPORTS

### *Administration*

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

Moved Cr J Woodman  
Seconded Cr K Grenfell

1. The information be received.

**CARRIED**

### *Community Development*

#### **1.1.1 Recommendations of the Youth Council Sub Committee meeting held on Tuesday 13 October 2020**

Moved Cr M Blackmore  
Seconded Mayor G Aldridge

The information contained in the Youth Council Sub Committee of the meeting held on 13 October 2020 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**CARRIED**

#### **1.1.1-YC1 Future Reports for the Youth Council Sub Committee**

Moved Cr M Blackmore  
Seconded Mayor G Aldridge

1. The information be received.

**CARRIED**

**1.1.1-YC2 Youth Council Membership**

Moved Cr M Blackmore  
 Seconded Mayor G Aldridge

1. That the resignation of Somayeh Mirzaiei as a Youth Member on Salisbury Youth Council be received and accepted.

**CARRIED**

**1.1.1-YC3 Youth Council Projects Update**

Moved Cr M Blackmore  
 Seconded Mayor G Aldridge

1. That the information be received and noted.

**CARRIED**

**1.1.1-YC4 Youth Programs and Events Update October 2020**

Moved Cr M Blackmore  
 Seconded Mayor G Aldridge

1. That the information be received and noted.
2. Staff bring back a future report regarding barista training basics currently offered through Twelve25 and the report to include costings and potential additional subsidy.

**CARRIED**

**1.1.2 Recommendations of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 13 October 2020**

Moved Cr J Woodman  
 Seconded Cr K Grenfell

The information contained in the Strategic and International Partnerships Sub Committee of the meeting held on 13 October 2020 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**CARRIED**

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

Moved Cr J Woodman  
 Seconded Cr K Grenfell

1. The information be received.

**CARRIED**

**1.1.2-SIPSC2 Invitation - Endorsement of the 2020 Linyi International Cooperation and Exchange Meeting**

Moved Cr J Woodman  
 Seconded Cr K Grenfell

1. That the letter of invitation from the Linyi Municipal Government to the Mayor be noted.
2. That it be noted that the Mayor has accepted the invitation to film a video of congratulations to be played at the 2020 Linyi International Cooperation and Exchange Meeting on 18 October 2020.

**CARRIED**

**SIPSC-OB1 Support Letter to Mobara City Regarding COVID-19**

Moved Cr J Woodman  
 Seconded Cr K Grenfell

1. That staff investigate when the City of Salisbury last made contact with Mobara City and inform Sub-Committee Members.
2. That the Mayor Gillian Aldridge formally write to the Mayor of Mobara City expressing our ongoing support with regard to COVID-19, request an update on the situation in Mobara City and provide information on how the City of Salisbury is tackling the challenges of COVID-19.

**CARRIED**

**1.1.3 Homelessness Strategy Implementation and Homelessness Sector Reform Update**

Moved Cr C Buchanan  
 Seconded Cr A Duncan

1. That the information be received.
2. That Council staff work with Anglicare and Housing SA to amend the MOU to expand Council's assertive outreach service across all of the City of Salisbury.
3. The MOU with Victory Church also include homeless people from across the City of Salisbury and that Council assists with providing transport to the weekly engagement program.

**CARRIED**



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*Urban Development*

**1.3.1 Annual Report of the Council Assessment Panel for 2019/20**

Moved Cr G Reynolds

Seconded Cr L Braun

1. That the Annual Report of the Council Assessment Panel for 2019/20 be noted.

**CARRIED**

**OTHER BUSINESS**

Nil

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**CONFIDENTIAL ITEMS**

**1.10.1 Better North East Initiative**

Moved Cr K Grenfell  
Seconded Cr D Hood

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
  - *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*
  - *As this report makes reference to matters previously considered by Council in confidence, non disclosure of this matter at this time will protect information of a commercial nature the disclosure of which may jeopardise Council's commercial position or confer a commercial advantage on a third party with whom Council is conducting or proposing to conduct business*

*On that basis the public's interest is best served by not disclosing the **Better North East Initiative** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

**CARRIED**

The meeting moved into confidence at 6.49 pm.

The meeting moved out of confidence and closed at 6.52 pm.

CHAIRMAN.....

DATE.....

<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 November 2020
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 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**

1. The information be received.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

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

**2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Report authors and General Managers.
- 2.2 External
  - 2.2.1 Nil.

### 3. REPORT

3.1 The 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
19/12/2016 P&P-OB1	<p><b>RAAF AP-3C Tailfin for Purposes of Display</b></p> <p>That staff prepare a report working with Salisbury RSL to obtain an AP-3C Tailfin from RAAF for purposes of display within the Salisbury Council area, potentially as part of the Salisbury Oval Precinct upgrade.</p> <p><b>Due:</b> November 2020  <b>Deferred to:</b> February 2021  <b>Reason:</b> Staff are in the process of finalising design options.</p>	Julie Kushnir
28/05/2018 1.2.1	<p><b>Cities Power Partnership Program</b></p> <p>1. That Council re-consider becoming a partner of the Cities Power Partnership program once the City of Salisbury's Energy Management Plan has been finalised and endorsed during 2018/19.</p> <p><b>Due:</b> November 2020  <b>Deferred to:</b> June 2021  <b>Reason:</b> To align with Sustainability Strategy.</p>	Dameon Roy
24/06/2019 12.1	<p><b>Motion without Notice: Upgrades to Current Sporting Facilities</b></p> <p>That staff provide a report for costings for upgrades to our current major sporting centres, excluding Ingle Farm Recreation Centre, to support our community over the coming 40+ years.</p> <p><b>Due:</b> November 2020  <b>Deferred to:</b> December 2020  <b>Reason:</b> To allow time to consult with Ward Councillors prior to the comprehensive report being considered.</p>	Adam Trottman
26/08/2019 1.3.1	<p><b>Salisbury Community Hub - Project and Construction Progress Report</b></p> <p>2. That the hours of operation to Library Services is increased to provide for the period 8.30am to 9:30am Monday to Friday, with the increase in costs (approximately \$140k) funded through existing salary &amp; wages provision for 2019/20, and a report is brought back as part of the 2020/21 budget process to consider any future funding and service level changes.</p> <p><b>Due:</b> December 2020</p>	Jo Cooper

23/09/2019 1.5.1	<b>Heritage</b> 1. Subject to budget approval by Council, the General Manager City Development be authorised to engage a heritage expert to undertake a Local Heritage first stage study, a Thematic Heritage Framework, for the City of Salisbury area, and report back to Council on the findings. <b>Due:</b> February 2021	Peter Jansen
28/01/2020 MON7.2	<b>Motion on Notice: Drinking Fountain - Salisbury Civic Plaza/Community Hub</b> 4. Staff report back on the feasibility of aligning the Hub opening hours on both Saturday and Sunday to 9.30am to 3.30pm. <b>Due:</b> December 2020	Jo Cooper
23/03/2020 AC-OB1	<b>Strategic Review</b> 1. That a strategic review of the project management and contract management regarding the Salisbury Community Hub be performed. <b>Due:</b> December 2020	Terry Sutcliffe
27/04/2020 1.1.2	<b>Salisbury Community Hub - Update - Future Service Demands</b> 2. That administration provides an update report by December 2020 on the status of assessing any future service demands at the Salisbury Community Hub and implications. <b>Due:</b> December 2020	Hannah Walters
27/07/2020 1.1.1	<b>Community Safety Implementation Plan 2020/21</b> 3. Staff bring back a report with a draft annual plan for CCTV expansion program within 3 months of the conclusion of the portable CCTV trial. <b>Due:</b> March 2021	Julie Douglas
28/09/2020 1.1.1	<b>Street Libraries</b> 1. The Community led option for Street Libraries, as detailed in Paragraph 4.1 of this report (Policy and Planning Committee, 21 September 2020 Item No. 1.1.1) be endorsed and be re-evaluated in 12 months' time. <b>Due:</b> October 2021	Natalie Cooper
28/09/2020 MON2	<b>Motion on Notice: DPA for Places of Worship</b> 2. That a further report be provided to Council upon receipt of a response from the Minister for Planning and Local Government, and the Planning and Land Use Services Division in relation to next steps. <b>Due:</b> November 2020 <b>Deferred to:</b> January 2020 <b>Reason:</b> A report will provided once a response has been received from the State Government.	Peter Jansen / Greg Ratsch

26/10/2020 MON7.1	<b>Motion on Notice - Federal Budget - Kings and Waterloo Corner Roads, and Community Housing</b> 3. A report be prepared advising Council about how we can work with the Federal and State Government, and community housing providers to encourage investment in community housing via the National Housing Finance and Investment Corporation.	Terry Sutcliffe / Gail Page
<b>Due:</b>	April 2021	
26/10/2020 MON7.2	<b>Motion on Notice - Entrepreneurial Youth Programs</b> 1. That a report be provided to the Policy and Planning Committee by February 2021 outlining the existing entrepreneurial programs offered to the City of Salisbury's youth post COVID-19.	Gail Page
<b>Due:</b>	February 2021	

#### 4. CONCLUSION / PROPOSAL

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

#### CO-ORDINATION

Officer: Executive Group  
Date: 09/11/2020

<b>ITEM</b>	1.1.1  <b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 November 2020
<b>HEADING</b>	Council of Europe Intercultural Cities Index
<b>AUTHORS</b>	Vesna Haracic, Manager Community Health & Wellbeing, Community & Org. Development Myfanwy Mogford, Diversity & Inclusion Project Officer, Community & Org. Development
<b>CITY PLAN LINKS</b>	1.4 We are proud of our strengths, achievements and cultural diversity 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	City of Salisbury has completed the Council of Europe Intercultural Cities Index Questionnaire and received the final index score and report from Council of Europe and their panel of Intercultural Experts. This has been completed as an action of the Intercultural Strategic Plan and this report seeks to inform Council of the Intercultural Cities Index score and report.

#### **RECOMMENDATION**

1. The information in this report is received and noted.

#### **ATTACHMENTS**

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

1. City of Salisbury Council of Europe Intercultural Cities Network Index Report

#### **1. BACKGROUND**

- 1.1 An intercultural city is defined as a city which successfully integrates diverse cultures, encouraging the mixing and interaction between people of different nationalities, language, religions and beliefs.
- 1.2 The Intercultural Strategic Plan 2017-2027 which is endorsed by Council, states Direction 16: Boost Council's image as an intercultural organisation. The Intercultural Implementation Plan states action 15.2: undertake the Intercultural Cities Australian Standards and Index Questionnaire.
- 1.3 In 2019, Community Health and Wellbeing completed the Intercultural Cities Council (ICC) Questionnaire with the condition that the final Index Score and report would be reviewed by the Executive team and the Council prior to publication and formally joining the network.
- 1.4 City of Salisbury has now received the final report, inclusive of the Index Score.
- 1.5 City of Salisbury has been an Associate Member of the ICC Network and Australasian Network since 2018.

- 1.6 In 2020, City of Salisbury also committed to being a Welcoming Cities member. The Welcoming Cities Network is focused on supporting Australian local governments to support and welcome new arrivals to their city.
- 1.7 The ICC Network supports local governments to become an intercultural city, which whilst encompasses welcoming new residents, also considers long term support and inclusion for the resident beyond their arrival, as well as the intercultural competence of a local government's policies, built environment, services and programs, economic development, people & culture, education and cultural mediation.
- 1.8 A decision on becoming an Endorsed Member will be presented to the Executive team and the Council at a later date once more information is available including clarity around the governance structure for the Intercultural Cities Australasian Network.

## **2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Nil
- 2.2 External
  - 2.2.1 Council of Europe
  - 2.2.2 Intercultural Cities Australasian Network

## **3. REPORT**

- 3.1 On 5 August 2019, City of Salisbury submitted the Questionnaire to Council of Europe, following approval of answers by General Manager Community Development and Executive.
- 3.2 On 22 May 2020, Council of Europe returned the Draft Index Report prepared by Council of Europe Intercultural Cities Experts. Community Health and Wellbeing staff reviewed this report, and received the amended final report on 27 August 2020.
- 3.3 City of Salisbury received an aggregate intercultural city index of 77 out of 100 points, placing City of Salisbury in the top 23% of the 140+ Intercultural Cities at the time of completion (refer to attachment 1). This score was deduced by a panel of intercultural city index experts who analysed the Questionnaire answers in comparison to other cities with comparable population sizes of 100,000-200,000 people. Scoring is based on a snapshot of a City at the time of submission.
- 3.4 As this report was designed for a European context, where European local municipalities regulate education, migration and cultural mediation, City of Salisbury has also been scored on such indicators despite these areas being regulated by State or Federal bodies in Australia.
- 3.5 Notable achievements include City of Salisbury achieving a score of 100/100 for the following sections:
  - 3.5.1 Neighbourhoods
  - 3.5.2 Public services
  - 3.5.3 Public spaces



- 3.5.4 Welcoming newcomers
- 3.5.5 Education (this score is based on State schools within the City of Salisbury, and generally achieved due to zoning rules which when coupled with City of Salisbury’s culturally diverse demographic profile, results in schools being intercultural in nature which is largely more advanced than European cities).
- 3.6 Member cities have the option to renew their index at their discretion. Council of Europe recommends this be done approximately every three years to recognise applied learning and potentially raise their index score.
- 3.7 City of Salisbury is currently an Associate Member of the Council of Europe Intercultural City Network and Australasian Network. The Australasian Network has engaged a consultant to develop a governance framework to provide clarity around membership including fees, resourcing and benefits.
- 3.8 Once available, this information will be provided to Executive and the Council to help inform the City of Salisbury’s decision regarding full membership in the future. Refer to attachment 2 for draft governance options paper.
- 3.9 The Index Report will not be published on Council of Europe website whilst City of Salisbury is an Associate Member.

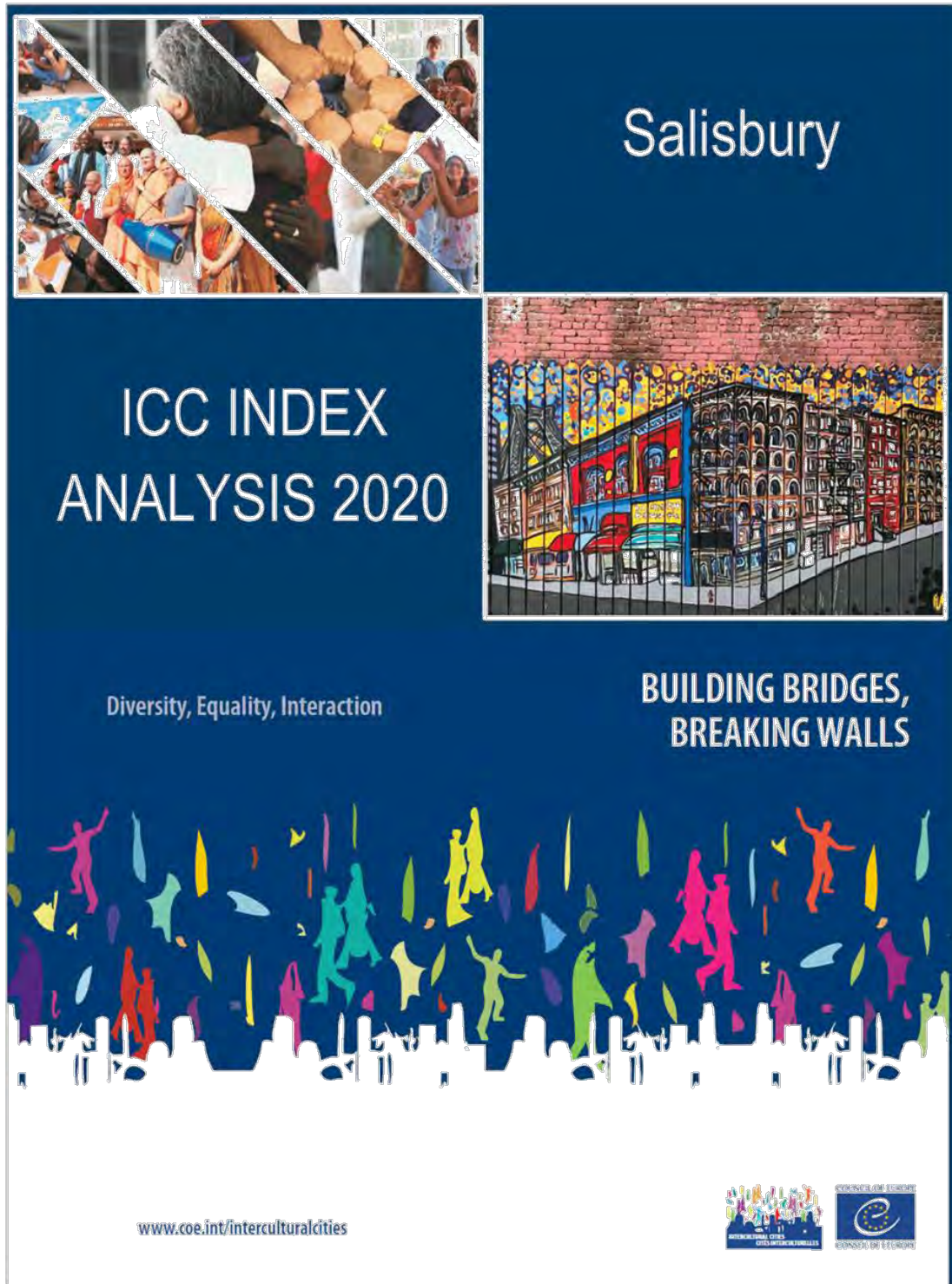
**4. CONCLUSION / PROPOSAL**

- 4.1 Community Health and Wellbeing Staff have received the final Intercultural Cities Index score of 77 and report.
- 4.2 City of Salisbury is currently an Associate Member to the Intercultural Cities Network. The decision to join as an Endorsed Member will be made at a later date once there is clarity around the governance structure.

**CO-ORDINATION**

Officer: GMCOD  
Date: 5/11/2020





Item 1.1.1 - Attachment 1 - City of Salisbury Council of Europe Intercultural Cities Network Index Report

CITY of SALISBURY  
INDEX ANALYSIS

Published on July 2020

Intercultural Cities Secretariat  
Council of Europe  
F-67075 Strasbourg Cedex  
France

[www.coe.int/interculturalcities](http://www.coe.int/interculturalcities)

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**INTRODUCTION**

Intercultural Cities is a Council of Europe flagship programme. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the programme are reviewing their governance, policies, discourse and practices from an intercultural point of view.

In the past, this review has taken the form of narrative reports and city profiles – a form which was rich in content and detail. However, narrative reports alone were relatively weak as tools to monitor and communicate progress. Thus, an “Intercultural City Index” has been designed as a benchmarking tool for the cities taking part in the programme as well as for future participants.

While this report is being written (April 2020) 140 cities embraced the ICC programme and approach, and 166 (including Salisbury) have analysed their intercultural policies using the Intercultural City Index. The respective reports can be found [here](#).

Among these cities, 32 cities (including Salisbury) have more than 100,000 and less than 200,000 inhabitants and 25 (including Salisbury) have more than 20% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for the City of Salisbury, Australia, in 2019, and provides related intercultural policy conclusions and recommendations.

**INTERCULTURAL CITY DEFINITION**

The intercultural city has people with different nationality, origin, language or religion/ belief. Political leaders and most citizens regard diversity positively, as a resource. The city actively combats discrimination and adapts its governance, institutions and services to the needs of a diverse population. The city has a strategy and tools to deal with diversity and cultural conflict and to enhance participation. It encourages greater mixing and interaction between diverse groups in the public spaces.

**METHODOLOGY**

The Intercultural City Index analysis is based on a questionnaire involving 86 questions (73 of which are mandatory) grouped in 12 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

These indicators comprise the following (including the two new indicators 11 and 12):

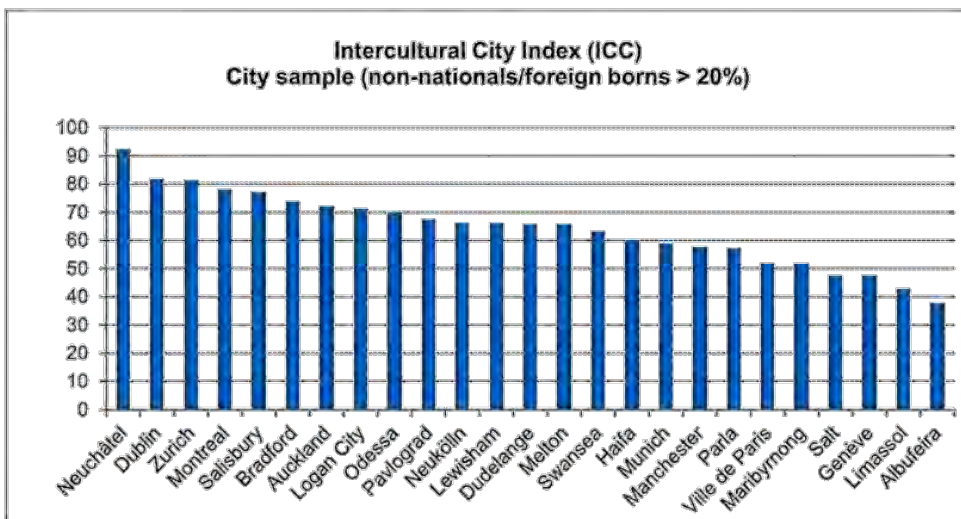
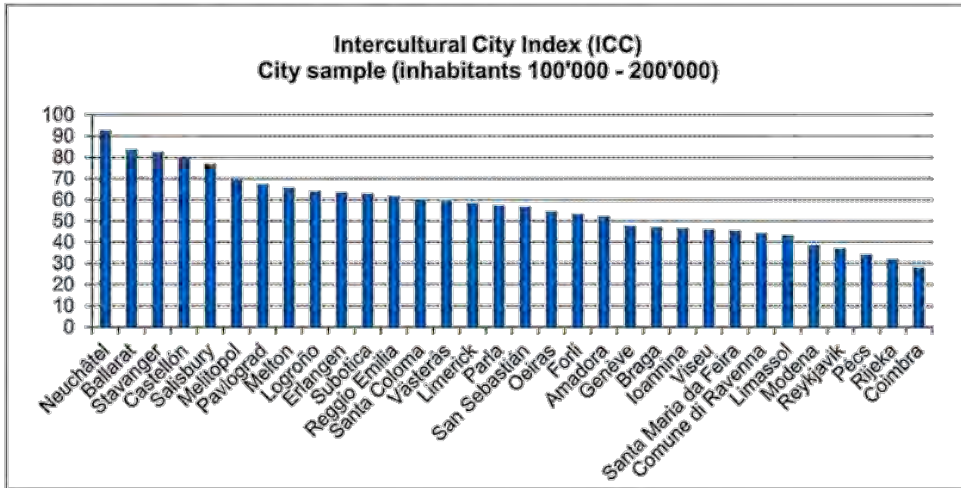
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming newcomer	
9. Leadership and citizenship	
10. Anti-discrimination	
11. Participation	
12. Interaction	

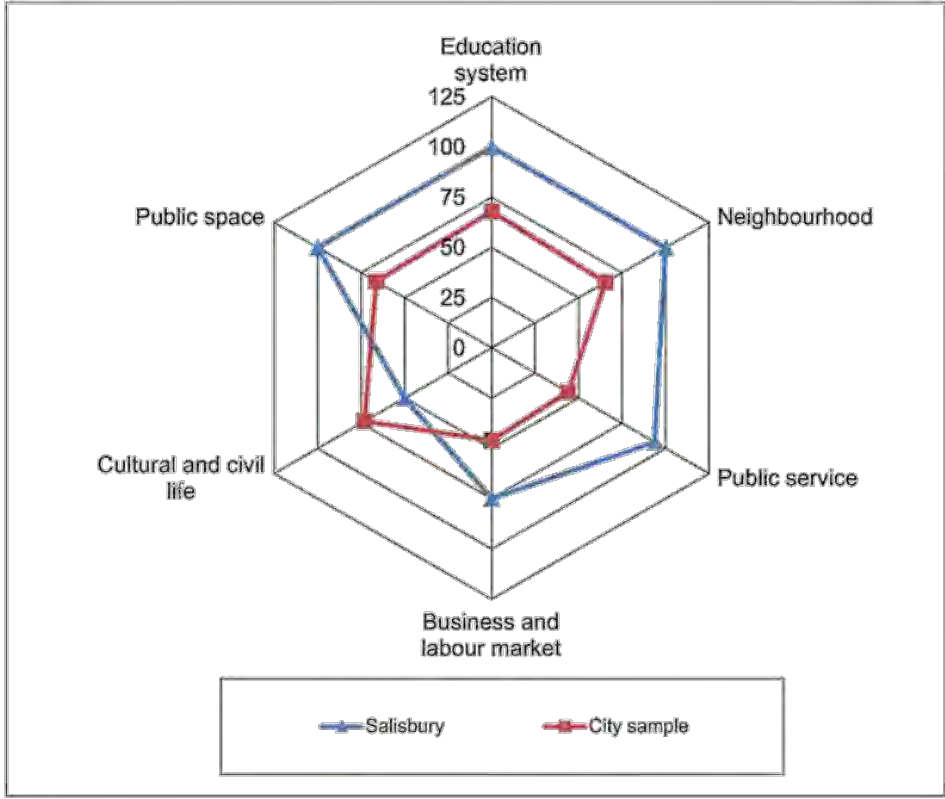
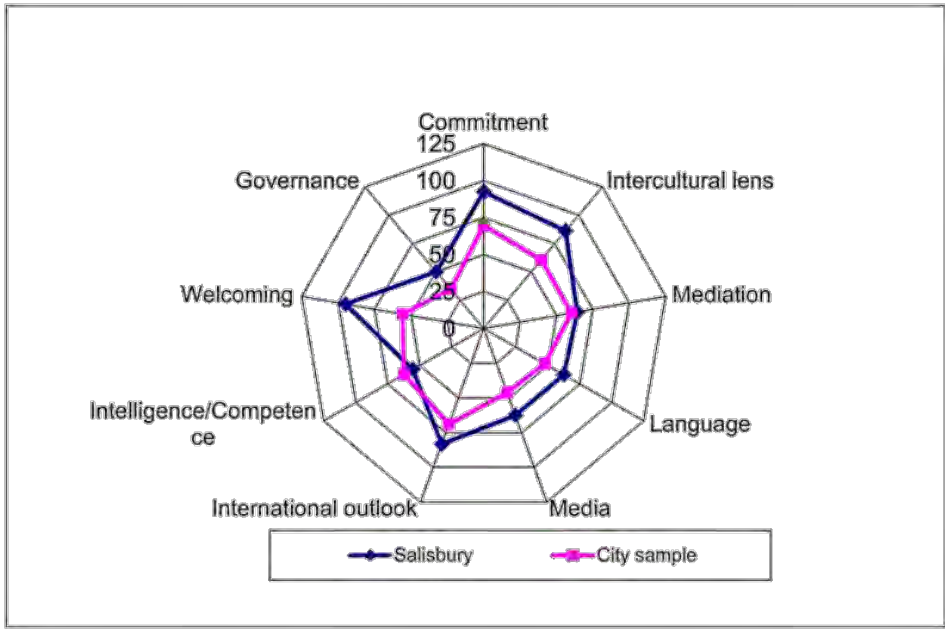
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development, type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach in urban policies and intended only as a tool for **benchmarking/benchlearning**, to motivate cities to learn from good practice.

Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size (below 100,000 inhabitants, between 100,000 and 200,000, between 200,000 and 500,000 and above 500,000 inhabitants) and the percentage of foreign-born residents (lower than 10 per cent, between 10 and 15 per cent, between 15 and 20 per cent and higher than 20 per cent). It is believed that this approach would allow for more valid and useful comparison, visual presentation and filtering of the results.

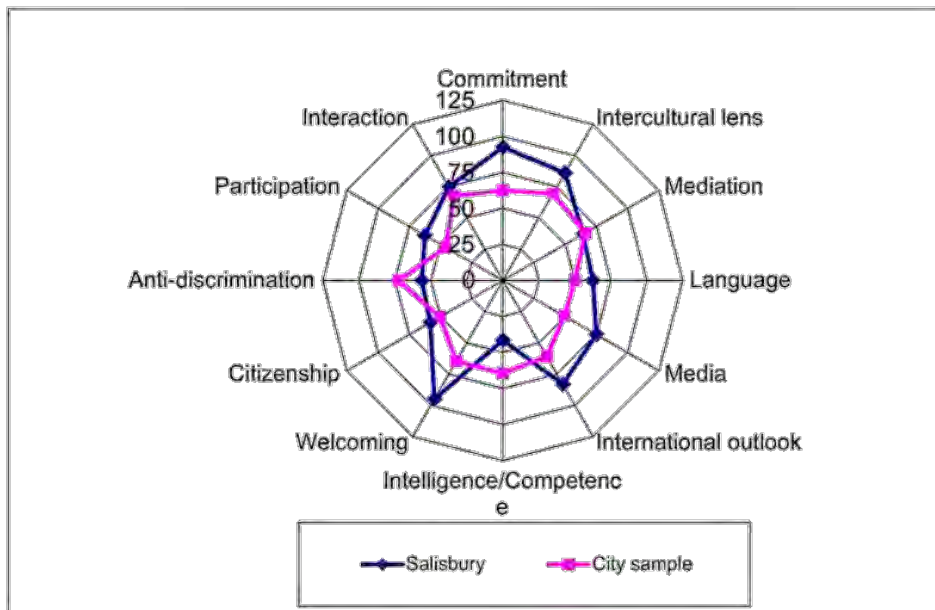
So far, 6 cities have used the index containing the new indicators in their evaluations, including Salisbury. Thus the city will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

According to the overall index results, *Salisbury* has an aggregate intercultural city index of 77 (out of 100 possible points). The details of this result will be explained below.









**CITY OF SALISBURY: AN OVERVIEW**

The City of Salisbury is located just north of Adelaide, the capital of South Australia. After its foundation in 1881, Salisbury has experienced an exponential population growth and in 2018 the City counted a total of 141,484 inhabitants producing a GRP of 45 863 €.

The Council of the City of Salisbury has issued a Managing Diversity Report in 2011, recommending actions “to improve diversity in all forms across the (Council) organisation”. Salisbury is increasingly also an area for settling large numbers of migrants from diverse cultural, language and faith backgrounds.

The Australian Bureau of Statistics (ABS) shows that 31% of the Salisbury residents were born overseas. 20% of them arrived in Australia between 2011 and 2016 as “new-arrivals”. In 2016, the majority of people born overseas were born in the United Kingdom (6.8%), followed by India (2.6%), Vietnam (2.6%), Afghanistan (1.6%), the Philippines (1.6), China (1.1%), Cambodia (2.2%), Italy (0.9%) and Bhutan (0.7%).

Approximately 2% of the Salisbury population identifies as the Aboriginal and/or Torres Strait Islander People<sup>1</sup>. They are the indigenous people associated with the Salisbury land. Many significant sites associated with the Kaurna people exist within the area and their presence continues to be reflected in many aspects of community life<sup>2</sup>.

Furthermore, there is no official data available on the percentage of refugees/asylum seekers in the City of Salisbury but, based on calculations, 10% of people born outside Australia who currently do not have Australian Citizenship have either permanent residency, working visas and/or refugee – asylum-seeker status.

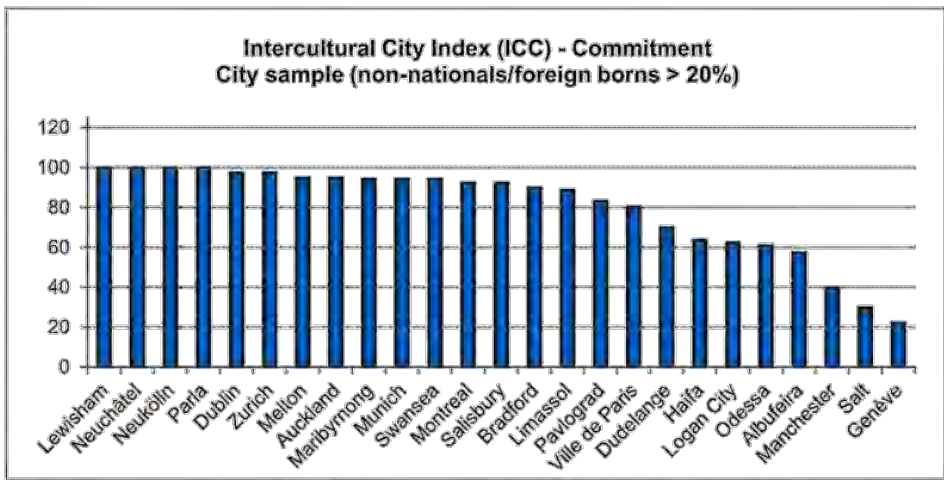
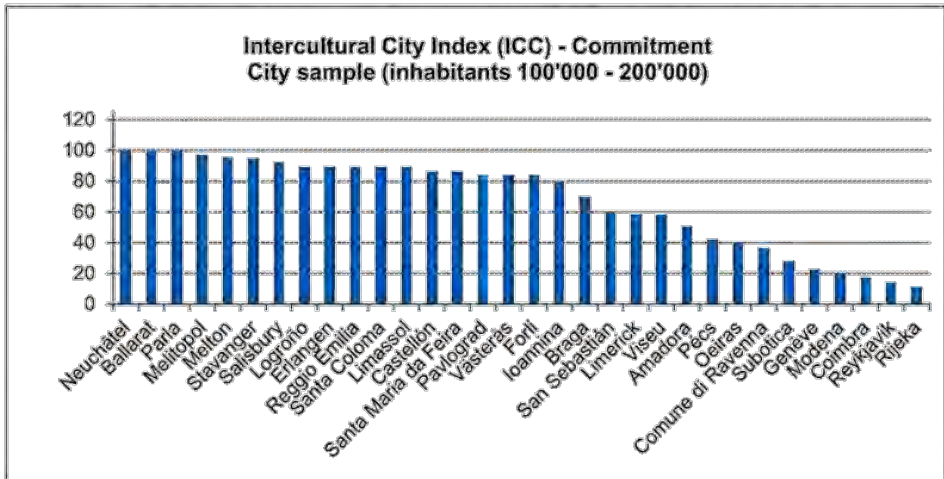
Societal issues requiring attention in Salisbury include racism towards the Islamic, refugee and LGBTQA communities. That is why the City of Salisbury has recently delivered forums and education seminars, including “Applied Islam Workshop”, “Racism from a Refugee Perspective”, “Intersectional Feminism” and an LGBTI forum.

<sup>1</sup> One of the Aboriginal peoples in Australia.  
<sup>2</sup> Information found in the [Salisbury’s Intercultural Strategic Plan 2017](#) (page 9)

**COMMITMENT**

For intercultural inclusion to occur, city authorities need to send out a clear and well-publicised message emphasising their commitment to intercultural principles, i.e. diversity, equality and interaction. Ideally, a majority of elected officials and senior policy officers will have a clear understanding of these core principles and their implications for policy-making. City authorities also need to initiate an institutional process to translate the principles of interculturality into concrete policies and actions. Most importantly, an intercultural city actively seeks to include residents of all nationalities, origins, languages, religions/beliefs, sexual orientations and age groups in the policy-making process. The authorities also highlight and nurture any intercultural practices that may already exist in the city.

Salisbury's score in the field of Commitment is 93, considerably higher than the city sample result of 70.



The city's commitment to the intercultural approach is demonstrated through the formal adoption of a public statement, such as the declaration of the Mayor of the City of Salisbury, Miss Gillian Aldrige<sup>3</sup> where she presents the Intercultural Strategic Plan 2017-2027. The adoption of the [Intercultural Strategic Plan 2017-2027](#) is

<sup>3</sup> Watch the declaration here : <http://www.salisbury.sa.gov.au/Live/Community/Intercultural>

a strong commitment from the authorities of Salisbury. Additionally, the official communication by the City make clear reference to the city's intercultural commitment.

The Intercultural Strategic Plan 2017-2027 is evaluated and updated every year through the Intercultural Strategic Implementation Plan. The report is prepared by the Division of Community health and Wellbeing of the Department of Community Development and reviewed by the Executive and Council annually. The review process is an opportunity to recommend updates or additions to the implementation plan, as well as amend the priorities assigned to each action. The majority of the actions implemented based on the Intercultural Strategic Plan are funded through the operating budget of the Community Development department, while other actions are either externally funded through State or Federal funding, or are categorised as "resources to be identified" (funded through partnerships and reallocation of internal existing budgets or new initiative bids). Furthermore, Salisbury has a dedicated body (the Diversity and Inclusion Project Officer) responsible for implementing the Intercultural Strategic Plan.

A great practice is the acknowledgement of local residents who have accomplished exceptional things to encourage interculturalism in the local community. Local community member success stories are frequently highlighted in magazines (Salisbury Aware, Salisbury Seniors Magazine).

Finally, The City of Salisbury has an [official webpage](#) where communication on the intercultural statement, strategy and action plan can be easily accessed.

#### Suggestions

The adoption of the Intercultural Strategic Plan 2017-2027, the Mayors video declaration and written communication combined with allocated budget are a great example for the Salisbury's commitment to achieve a more intercultural and inclusive city.

Today, information-sharing is crucial. An enrichment of the official intercultural webpage is suggested, specifically including the practical actions, programs and activities put in place by the City Council. In this regard, Berlin shows a good example on event communication where together with the integration representatives of each Berlin district, Neukölln co-manages [Berlin's Intercultural Calendar](#) which integrates the various holidays and fests celebrated in the city. Various religious/cultural celebrations are included, from Christmas and Thanksgiving, Saint Patrick's Day or Bastille Day to the Jewish holiday Sukkot, the Tamil Pongol festival or Ramadan. Additionally, important dates unrelated to a specific religion or ethnicity have a place there, whether it be the World Refugee Day, International Women's Day or the international LGBT celebration on Christopher Street Day. Further, the famous Berlin festival "Kameval der Kulturen" ("Carnival of Cultures") is noted as an important day.

Another good practice comes from Spain where the city of Sabadell highlights diversity as an advantage through media and campaigns. Sabadell has a [welcoming programme](#) and an associated communication campaign that includes images, posters, press releases and social networks. In addition, the communication department is instructed to highlight diversity as an advantage.

The city monitors local media and social networks to know how they represent migrants or minority groups. Indeed, when local media portray people with migrant/minority backgrounds through negative stereotypes, the communication department contacted the concerned media to explain the City Council's communication policy. Additionally, the city has carried out training sessions addressed to media to avoid negative stereotypes under the Anti-rumours Strategy "Sabadell Antirumors".

From time to time, public sessions on these topics are also organised. For instance, in 2017 the City Council organised a round-table in the public library to debate around the impact of the language used by the media, in this case at local level, on the stigmatisation of diversity. Directors of different local newspapers, a freelance photojournalist and a University professor participated.

**THE CITY THROUGH AN INTERCULTURAL LENS**

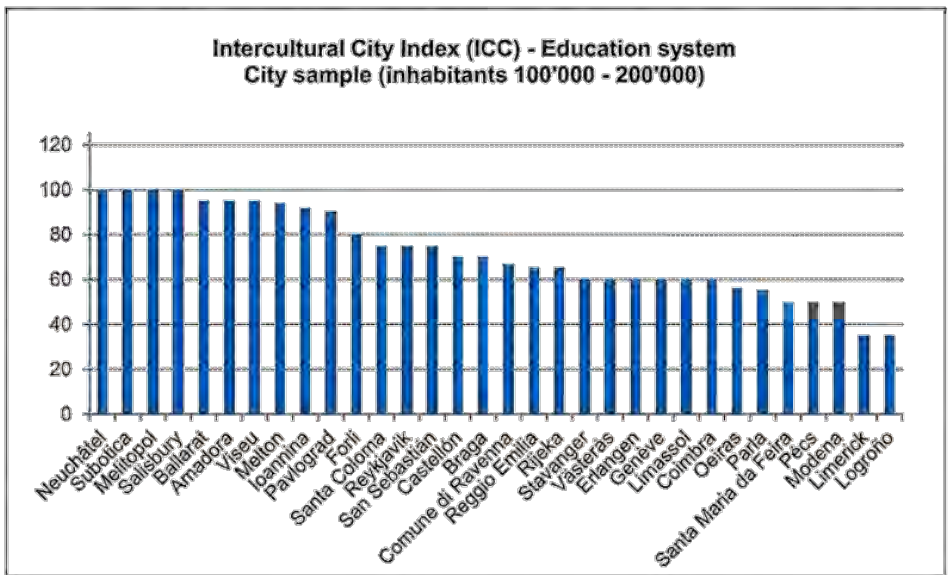
Although the formal functions cities and other local authorities assume vary considerably from one country to another, all cities have the primary responsibility for maintaining social cohesion and preserving the quality of life in the city. The policies designed to achieve these goals will therefore be re-conceived and re-configured in order to assure they provide adequate service to all residents regardless of their nationalities, origins, languages, religions/beliefs, sexual orientation and age group. This is most notably the case for policies concerning education, neighbourhoods, public services, business and the labour market, cultural and social life, and public space.

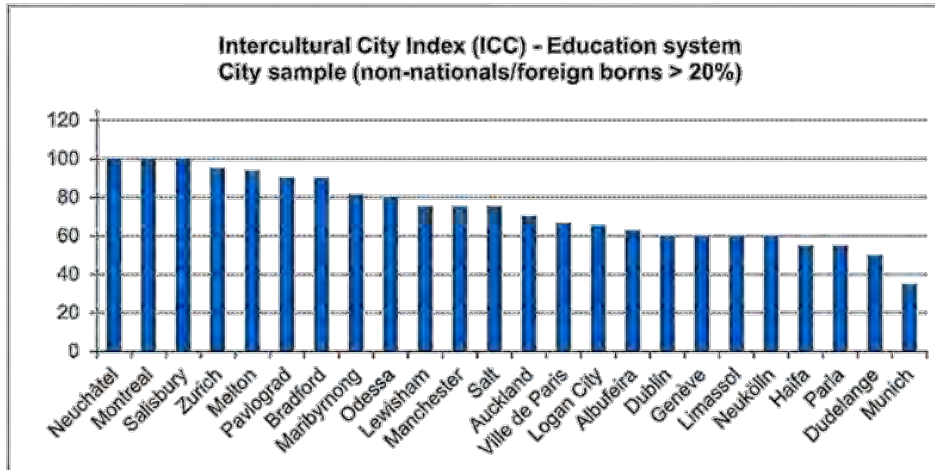
The overall rate of achievement of the urban policies of the Salisbury, assessed as a whole through an "intercultural lens" is higher to that of the model city: 86% of these objectives were achieved while the rate of achievement of the model city's engagement policy reaches 61%.

**EDUCATION**

*Formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. Schools therefore have a strong potential to reinforce or, on the contrary, challenge prejudices and negative stereotyping. Although school programmes are defined primarily at the national or regional level, local schools can look at alternative and innovative ways of providing opportunities for children of different cultures to build trust and mutual respect, and create thereby favourable learning conditions for all pupils, irrespective of their nationalities, origins, languages, sexual orientation or gender identity, religions/beliefs. From the intercultural perspective, cultural and other diversities, including multilingualism are treated as positive opportunities and are nurtured accordingly. Intercultural schools also consider parents of pupils with migrant/minority backgrounds on an equal basis as other parents. They take steps to ensure that all parents overcome any reluctance they may have in engaging with the school and give them in this way the possibility of playing the educational role usually expected from parents.*

Salisbury's score in the field of education is 100, considerably higher than the city sample result of 68. The exemplary score of the Salisbury can be explained by the diversity among children and teachers, and by the fact that the schools make strong efforts to involve parents with migrant/minority backgrounds in the school life. The regular intercultural projects that are carried out by the schools also highlight the intercultural nature of the City.





A great example of this effort is the program “[Community Hubs Australia](#)”. Community hubs are welcoming places where migrant and refugee families, particularly mothers with young children come to connect, share, and learn. Hubs bridge the gap between migrants and the wider community, they connect women with schools, with each other, and with organisations that can provide health, education, and settlement support. This federal initiative has seen seven Community Hubs established in South Australia, five of which are located in Salisbury. They provide a gateway and capacity building for migrant families to connect with each other and with mainstream communities in both formal and casual settings.

Most schools in Salisbury make strong efforts to involve parents with migrant/minority backgrounds in school life. Local schools including Salisbury High and Para Hills School run programs for parents in culturally and linguistically diverse settings. Furthermore, these schools have access to translators so parents can communicate in their own language. One of these programs is the “**Paralowie Parent Program**” which is part of **The Paralowie (R-12) School**<sup>4</sup>. The students at Paralowie represent the wide range of cultures that make up the local community. The Paralowie (R-12) program displays the multi-faceted and comprehensive approach to tackling the educational disadvantage that public schools serving disadvantaged communities typically need to adopt. Paralowie’s efforts also point to the inherent complexities that characterise disadvantaged communities. All schools face some form and degree of educational disadvantage and all schools work to promote equity, but the whole-school approach to educational disadvantage in a large, metropolitan school that faces a concentration of such disadvantage warrants closer attention.

Salisbury’s schools often carry out intercultural projects. Regular “**Wellbeing Days**” and “**Multicultural Week**” events foster opportunities for cultural expression, safety and confidence. These events are a platform for students to wear their traditional dress, cook and share food from different cultures and to engage in identity projects. An underlying outcome is that students are given the space to develop their understanding of culture, working together and be assured cultural safety to express themselves in a public setting. Further, many schools have relationships with schools in sister cities around the world and host regular exchanges.

The City has a policy to increase ethnic/cultural mixing in schools, called the **Parafield Gardens High School “International Policy”**<sup>5</sup>: The school has great cultural diversity, with staff and students from over 40 non-English-speaking backgrounds. International students are welcomed, and generally fit in very quickly. Their Australian experience at PGHS can be a truly multicultural one. With many local students studying ESL (English as a Second

<sup>4</sup> <https://www.saspa.com.au/2018/06/28/paralowie-pursuit-equity/>  
<sup>5</sup> <http://www.pghs.sa.edu.au/International-Programs>

Language), international students can undertake necessary English language learning in a mainstream class. In addition, teachers from all subject areas have been trained to provide some ESL support. The school enrolls students into several programs available for overseas students.

#### Suggestions

The formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. In addition to the Public Education in South Australia which outlines diversity and cohesion as key characteristic in the public education and highlights the benefit of social mixing and cultural diversity, the city could consider drafting their own policy aiming to increase diversity in schools. While the Neighbourhoods area policy of the State Housing Authority distributes public housing widely to avoid segregation, a specific policy to support the State "[School Zoning](#)" in the local context could be considered.

The good practice in Oslo where the educational segregation is tackled through the raising of the standards can serve as inspiration. Educational professionals in Oslo noted that kindergartens tended to be very ethnically mixed but there were signs that primary and secondary schools were gradually becoming more ethnically-polarised as more affluent parents opted out of some schools and into others. This is now being countered by limiting the right to parental choice, but mainly by heavily investing in those schools that are most threatened by 'white flight'. By ensuring that even schools in the poorest districts are able to offer teaching standards and facilities as good as those in the wealthiest parts, Oslo aims to conquer a challenge faced by many cities.

For example, the **Gamlebyen Skole** is a classic inner-city primary school with a wide range of languages and a combination of complex social and cultural issues. The school has been given the funds to enable it to compete effectively in the teacher recruitment market, and has a strong and very high-profile head teacher. Its physical environment is shaped to involve references of migrant children's culture of origin such as the climbing wall made up of letters of all world alphabets, the original carved wood pillar of a destroyed Mosque in Pakistan, kilims and other objects which create a warm, homely atmosphere. The curriculum in the school involves cultural and intercultural learning. There is a benchmarking tool allowing teachers to check whether they stand in diversity matters such as engaging parents from different origins. The school has edited a book from a joint project from Ankara and is now running a film project with schools from Denmark and Turkey.

Another example of a good practice in the field of education is the **Amara Berri System** in Donostia-San Sebastian (Spain). The Escuela Pública Amara Berri has come up with its own method of teaching (described as "education-communication") inspired by the pedagogue Loli Amaut. It is practice-based and student-led education, where the pupils do not follow an ordinary text book, but instead enact their learning as if they were citizens in the community outside – to the extent that the classroom is set out to resemble a street. In studying mathematics, for example, they learn the metric system by pretending to be people in charge of an imaginary shop, or the meaning of a mortgage through having to repay a loan to the bank which is run by another classmate. Nor do they have ordinary language classes but, instead, they produce a newspaper every day, present and edit radio and television programmes, and interact through their personal websites. Since 1990 when the Basque Government recognised the innovative nature of the school, the Amara Berri System has become a benchmark to the point where it has been adopted by another 20 schools in the area, and is a key component of San Sebastian's intercultural city approach.

Salisbury could also look at the Schools Linking Network in the UK. The city of Bradford works with primary, secondary and special schools in localities that have been identified as having segregated communities. Through a carefully planned and research-led approach, underpinned by Social Contact Theory, the city support teachers to facilitate meaningful and positive sustained social mixing. A year-long programme of structured visits for paired classes and curriculum work equips learners with the skills, confidence and knowledge. The training enables teachers to support their learners to develop trust, empathy, awareness and respect. Tried and tested resources

are employed in the classroom and the resulting work is exchanged between the pairs of schools. Learners first meet at a neutral venue, such as a museum, where they engage in joint co-operative, enjoyable activity.

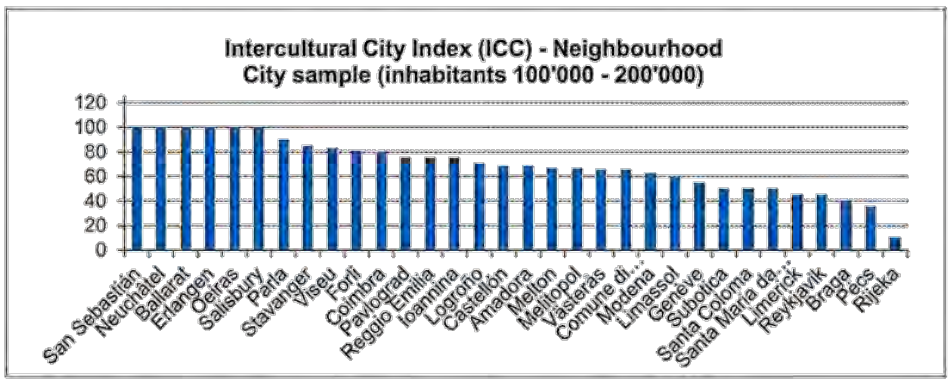
The first meeting is followed by class visits to both schools, where the learners experience being hosts and guests by turn. Great care is taken in structuring these visits, including reflection time to unpack learning and experiences. Through-out the linking year ongoing curriculum work on the themes of identity, diversity, community and equality is exchanged. Opportunities for dialogue, critical reflection and positive attitudinal development are encouraged.

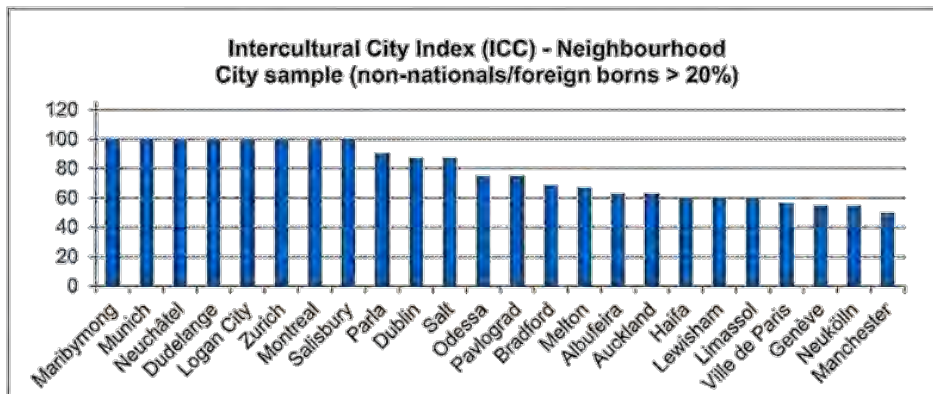
A good example also comes from Montreal in Canada where young people are empowered to be young ambassadors. The project is called 'a light on our talents' and accompanies 10-12 young ambassadors for diversity who run their own sensitisation campaign for employers. The young people receive training from experts in employability, business and diversity before visiting employers to tell them positive stories of young people, recent immigrants and minorities. This is accompanied by another educational aspect where young people wishing to develop creative skills are trained to make short videos to share on social media as well as with employers. There are also 'young ambassadors against prejudice' who mobilise young people from primary and secondary schools and promote the importance of fighting discrimination and valuing diversity in their neighbourhood or region.

**NEIGHBOURHOODS**

*Within a city, districts, neighbourhoods, or other territorial sub-units, can be more or less culturally/ethnically diverse. People are indeed free to move and settle in the neighbourhood of their choice. To be intercultural, a city does not require a 'perfect' statistical mix of people in all neighbourhoods. It will however make sure that ethnic concentration in a neighbourhood does not convert into socio-cultural segregation, and does not act as a barrier to the inward and outward flow of people, ideas and opportunities. In particular, the intercultural city ensures the same quality of public service delivery in all the neighbourhoods and plans public space, infrastructures, social, cultural and sport activities to encourage intercultural and socio-economic mixing and interaction.*

Salisbury's score in the field of neighbourhoods is 100, considerably higher than the city sample result of 65. The majority of the city's neighbourhoods are diverse, meaning that concentration of specific ethnicities or ghettoization is not present in the city. In this sense, the city has not launched any particular plan or policy to increase diversity in some neighbourhoods because these issues are addressed at a federal and state level. The federal Department of Home Affairs can monitor and determine where new migrants settle as a condition of entry and/or visa. Additionally, state-wide planning legislation requires developments of a certain size to incorporate 15% affordable housing, which facilitates social mixing. The State Housing Authority also distributes public housing widely to avoid concentrations of specific ethnicities or socio-economic disadvantage.





The City of Salisbury encourages actions where residents from different migrant/minority backgrounds and neighbourhoods meet. A range of initiatives promote interaction between people from different backgrounds and suburbs within City of Salisbury ranging from intimate activities to large scale cultural festivals. These are predominantly achieved through community centres with art, craft and cultural events such as henna, Aboriginal cooking and Bhutanese basket weaving. Residents are also encouraged to attend events arranged at various community centres. At a greater scale, the Food and Cultural Festival, Harmony Day<sup>6</sup> & Refugee Week attract people from all Salisbury suburbs and beyond. The "[Salisbury Food & Cultural Festival](#)" showcases cuisines of different cultures of Salisbury's population' in an outdoor setting with full day entertainment program and plenty of activities for the kids, with a wide range of market stalls offering diverse products.

Additionally, the Intercultural Strategic Plan and its Implementation Plan have a range of high level and detailed directions encouraging greater diversity in city-life participation, intercultural celebrations and events. A number of Council led cultural events have key speakers from culturally and linguistically diverse backgrounds, attracting a range of people from various neighbourhoods. Events are hosted in public locations (libraries, Council, civic square) to be accessible to the public. Further, a key purpose of community centres is to encourage mixing of minority groups. Their ability to be a culturally safe place for diverse minority groups is a routine consideration of their event planning.

Suggestions

The Intercultural Strategic Plan 2017-2027 for the City of Salisbury and its Implementation Plan gives the vision and the encouragement for a number of initiatives and events that promote diversity and intercultural inclusion. An inspirational example could be the city of Zurich policy.

The City Council housing programme aims, among other things, at a good social mixing within the City of Zurich. The majority of the city population lives in rented apartments. 25 % of these apartments are owned by the City of Zurich or by non-commercial housing associations. The city as well as the housing associations have adopted a **rent policy, which takes into account the cultural mixing within the neighbourhoods**. Moreover, the City of Zurich's policy on socially acceptable inner development looks at future building sites and seeks to create societal cohesion and cultural mixing.

The city encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods. Generally, the Integration Policy, the housing programme, and the social culture strategy (Soziokultur) include useful guidelines. Specifically, projects that

<sup>6</sup> Salisbury turns Harmony Day into Harmony Week: <https://www.medianet.com.au/releases/173541/>



promote an improved cohabitation of 'locals' and 'foreigners' can sometimes be financed by the City of Zurich. Three different funds are available:

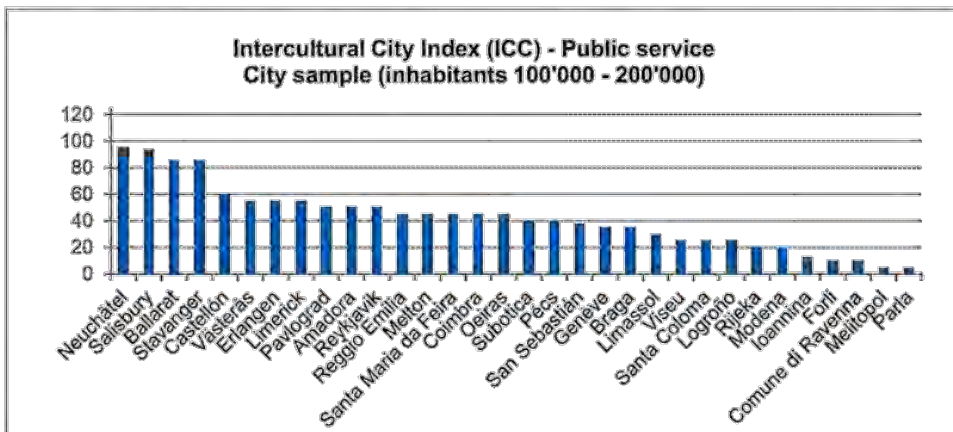
- Credit for integration projects (Integrationskredit): 200,000 CHF available per year. Yearly, around 30-40 projects that are implemented mainly on a voluntary basis are financially supported.
- Credit for exchange and cohabitation (Kredit Austausch und Zusammenleben): 250,000 CHF available per year. Yearly, around 3-6 projects are financially supported. From 2019 onwards, the City of Zurich is financing intercultural programme weeks (Interkulturelle Programmwochen), which will take place every two years and seek to make lived diversity in the city visible.

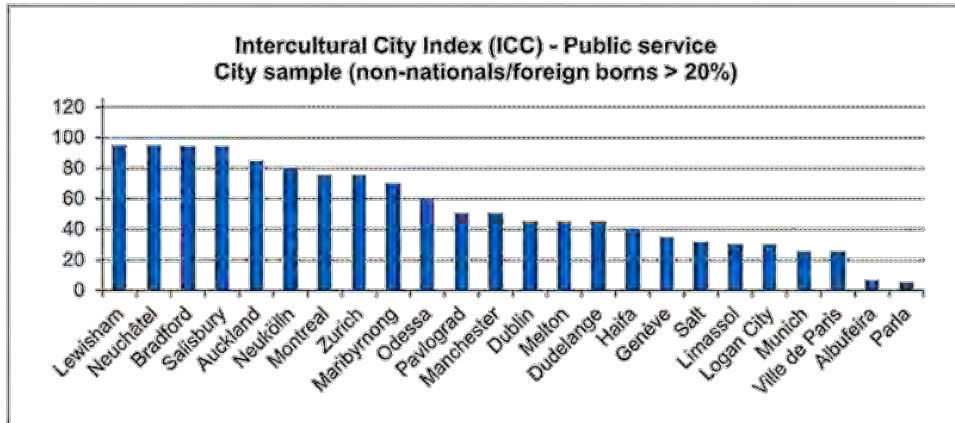
Another inspirational good practice comes from the London Borough of Lewisham. In 2006-2007 the Borough of Lewisham conducted **research of the public attitudes**. Residents complained of loneliness and alienation, intergenerational suspicion and fear of using certain public spaces. Public discussion forums were set up which elicited a great deal of deep knowledge about local life-ways which had previously been unknown to officials. It also raised issues which might appear obvious, but were nevertheless overlooked, such as the complete lack of seating in the public space. This situation had emerged deliberately because planners had become excessively pre-occupied with a need to discourage problem drinkers or loitering teenagers, rather than with providing spaces in which a wide diversity of people might interact. A toolkit for intercultural place-making was produced and this informed a new approach to public space in Lewisham and eventually led to the borough joining the network of Intercultural Cities. Since then a programme of targeted improvement has transformed numerous locations within the district – and Lewisham’s commitment has aroused widespread recognition and approbation. Four of the Borough’s public spaces have received prizes in the London Planning Awards in the last five years: Ladywell Fields, Deptford Lounge, Cornmill Gardens and Margaret McMillan Park.

**PUBLIC SERVICES**

*As their very name implies, public services work for the benefit of the public as a whole. If the population is diverse, public services will be more efficient in delivering adequate benefits and information if city officers, at all levels of seniority, are as diverse as the population in general. This requires much more than simply ensuring equal opportunities to access public service employment. When taking action to encourage a diverse municipal workforce, an intercultural city acknowledges that a 'one size fits all' approach to public services and actions does not guarantee equal access to public benefits. The city also recognises that residents with migrant/minority backgrounds should never be treated as passive consumers of public benefits but can contribute actively by suggesting new ideas and innovative solutions to public problems.*

Salisbury’s score in the field of public services is 94, considerably higher than the city sample result of 44.





The People and Culture and the Community Development Departments of the City of Salisbury and the City Council as a whole put a lot of efforts in the intention that public services work for the benefit of the public as a whole. That is why Salisbury has one of the highest scores and does considerably better than the city sample.

Even though the public employees do not reflect the composition of the city's population at all hierarchical levels, the People and Culture department have an internal Diversity and Inclusion Policy which addresses the importance of diversity in recruitment. The Policy, complementary to the Intercultural Strategic Plan, also signals the action for Diversity and Inclusion organisational wide training, including unconscious bias and racism awareness as well as training hiring managers in effective inclusive recruitment. The recruitment and selection guidelines ensure a fair process which limits barriers for a diverse range of potential candidates. The City Council aims to recruit members who live within the Salisbury Community and who demonstrate attributes consistent with the Organisation's direction and culture. The guideline **"Recruiting a diverse workforce"** advocates for considering candidates of diverse backgrounds or those with a disability.

Additionally, the City Council promotes and encourages diverse workforce, intercultural mixing and competence in private sector enterprises by helping with the interaction between the stakeholders. The City of Salisbury has a Business and Innovation Centre which hosts a range of informative events open to the private sector. In the last financial year, they delivered 90 workshops on business (e.g. HR, Finance, and Marketing) which were attended by culturally and linguistically diverse communities and businesses. Businesses within the City of Salisbury operate intercultural to a degree, with companies run by culturally and linguistically diverse groups with customers of a variety of culturally and linguistically diverse communities. Community centres have delivered culturally and linguistically diverse career expos and the Business Centre actively ensures documents are translated.

The city provides different services for national minority groups. These services are provided by the Community Development Department which is comprised of staff who have strong and respectful relationships with culturally and linguistically diverse communities. For example, the Sport and Recreation Officers recently hosted a forum on how to engage more women in sport with participation by culturally and linguistically diverse women. Halal and vegan meals are regularly catered to respect diverse food cultures. The burial services also accommodate cultural requirements, guided by the residents and the funeral director.

Suggestions

Salisbury could adopt a targeted recruitment plan to ensure that the background of the municipal workforce represents that of its inhabitants. Actions could be adopted to promote diversity, including for example raising awareness about vacancies in specific associations working with migrants or ethnic minorities or by launching internships for trainees with a minority or migrant background.

Montreal applies a good practice that can be interesting for the Salisbury's City Council. Minorities account for some 20% of the workforce in the city. The city's [recruitment policy is clearly inspired by the concept of promoting diversity](#) and is geared towards talent of all kinds in terms of gender, age, background, experience and culture.

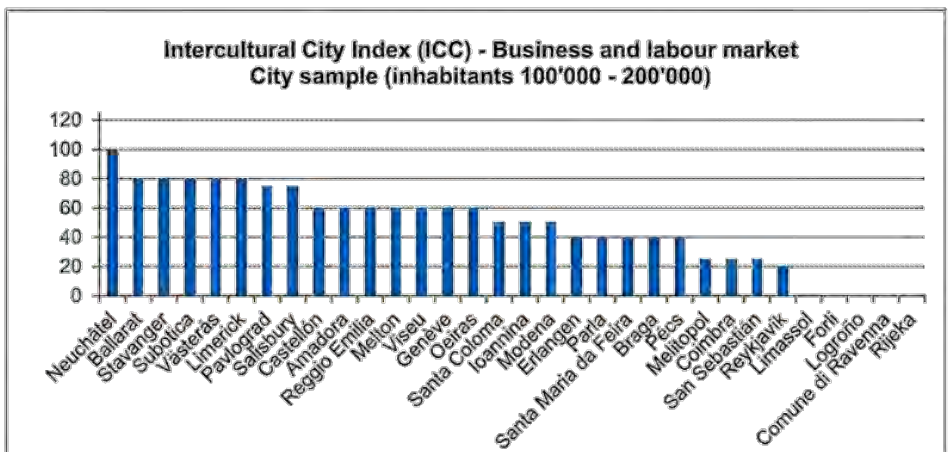
Specific measures and programmes are implemented to ensure employment equality, with a specific focus on under-represented groups such as women, people with disabilities, Indigenous groups, visible minorities and ethnic minorities. Once again, these measures apply to all city departments. By way of example, reference is made here to departments which are not usually very closely involved in cities' intercultural activities.

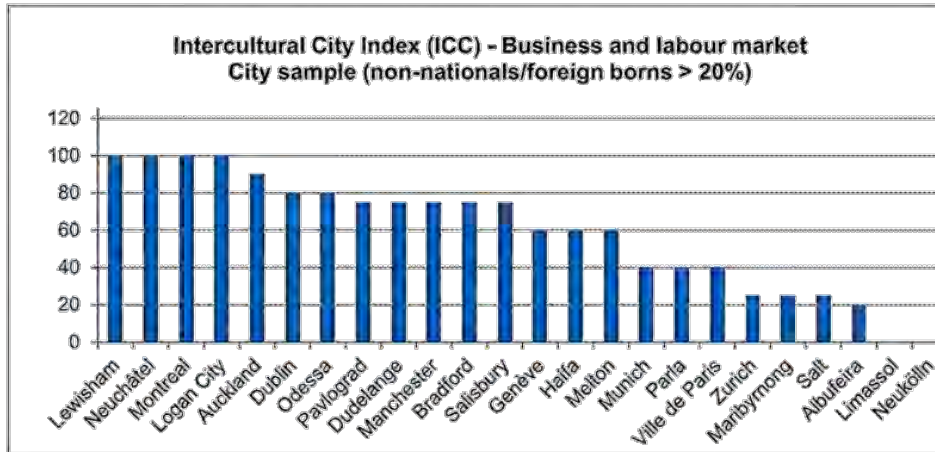
The City Council in Sabadell, Spain has also promoted the community process "We are Torre-Romeu" with the aim that residents, associations and professionals work together to plan actions and projects that improve the life of the neighbourhood. An evaluation was made to determine the aspects of improvement and two areas were prioritised. Three community working groups were then constituted: "Involvement and participation"; "Strengthening of the educational community"; "Torre-Romeu Network of professionals". Each one of these has defined objectives and proposals for action.

**BUSINESS AND THE LABOUR MARKET**

Access to the public sector labour markets is often restricted by national or regional legislation. When this is the case, the private sector may provide an easier route for people with migrant or diverse backgrounds to engage in economic activity. As a result, private companies and activities tend to offer much more diverse working environments than the public sector. Research has also proved that it is cultural diversity in private companies, and not homogeneity, which fosters creativity and innovation. By constantly highlighting the diversity advantage in business, and partnering with their chambers of commerce and entrepreneurs, cities can influence how diversity is perceived in the private sector in such diverse sectors as shops, clubs, restaurants, industry, technical services and science.

Salisbury's score in the field of business and the labour market is 75, considerably higher than the city sample result of 46.





The City of Salisbury has a [national](#) and State<sup>7</sup> policy that prohibits discrimination in the labour force. Discrimination against race, colour, gender, sexual orientation, age, disability, marital status, family or career's responsibilities, pregnancy, religion, political opinion, national extraction and social origin is unlawful. This legislation requires the City to abide by this. The peak organisation focused on advocating specifically for cultural and linguistically diverse communities in South Australia is Multicultural Communities Council of SA.

The City of Salisbury takes general actions to ensure new and existing businesses are able to excel in mainstream economies. The Salisbury's Business and Innovation Centre delivers workshops on emerging technologies, improving profitability, and mentoring. Whilst these are not specifically designed to target ethnic businesses, the workshops are well attended by culturally and linguistically diverse business owners and new migrants and further enhance their capability of success in mainstream economies. The City departments also work directly with local businesses, frequently, of culturally and linguistically diverse backgrounds.

The City Council leads research and investment to generate economic activity. The Council works to improve a variety of precincts for businesses to locate to and thrive, for example a new Community Hub in areas with culturally and linguistically diverse businesses. Additionally, the non-political [Northern Economic Leaders Network](#) supports the social and economic growth of companies, including through linking organisations with grants and programs. This however is driven by general industry requirements rather than targeted culturally and linguistically diverse initiatives.

Suggestions

The City Council could look to favour companies with an intercultural strategy when taking decisions relating to the procurement of goods and services. A great example is the Auckland's support for its diverse entrepreneurs through the council-controlled organisation "[Auckland Tourism, Events and Economic Development](#)" (ATEED) who created a range of programmes and facilities that can support entrepreneurs from all cultural backgrounds. The below examples could be inspirational:

- [GridAKL](#) is part of Auckland City's Wynyard Quarter Innovation Precinct. The GridAKL ethos is one of inclusivity and prosperity for all of Auckland. GridAKL looks to bring together Place, Community and Services with a mission of growing innovative businesses, creating jobs and entrepreneurial talent to enrich the wider innovation community for Auckland's economic future. GridAKL also has a memorandum with Fukuoka (Japan) to encourage co-operation in the start-ups.

<sup>7</sup> Multicultural Communities Council of South Australia: <http://mccsa.org.au/>

- [AR/VR Garage](#) is a Research and Development space for companies looking to create, develop and prototype augmented reality and virtual reality applications, technologies and services, connecting their talent internationally.
- The FoodBowl - Te Ipu Kai is Auckland's state-of-the-art facility for food and beverage producers to test and develop new products. Emerging food entrepreneurs in west Auckland can now apply for "The Kitchen Project", a local initiative that offers affordable kitchen space for product development as well as a mentoring programme. This is inspired by a project in San Francisco where this has been life-changing, particularly for local migrant women.
- [DIGMYIDEA Māori Innovation Challenge](#) for Māori entrepreneurs with a digital idea that could go global.
- [Young Enterprise Scheme \(YES\)](#) is an experiential programme where students set up and run a real business. Each YES company creates its own product or service and brings this to market. This programme is characterised by high ethnic diversity, reflecting the secondary school population.

Another good example is provided by the Swiss Kanton of Neuchâtel where the **Project Prosperimo** ensures the employability of the refugees. The project aims to ensure the employability of the participants as kitchen assistants while raising restaurant owners' awareness of refugees' skills. The learners selected for the project (through interviews and tests) first received training as kitchen assistants for two months, followed by an examination. Upon completing the latter, they join the restaurants for four months. Clear and realistic objectives were set for the placements. If the objectives were attained, the restaurants undertook to offer them employment for at least eight months. In short, the persons work for 12 months in a restaurant and are paid for two-thirds of the time. The restaurants were contacted by GastroNeuchâtel, the sector's umbrella organisation.

A total of 12 persons took part in the project, with the caveat that there should not be more trainees than could be absorbed by the labour market. The project was devised in partnership with other regions/bodies (four places for Neuchâtel). The project aims to create a win-win situation:

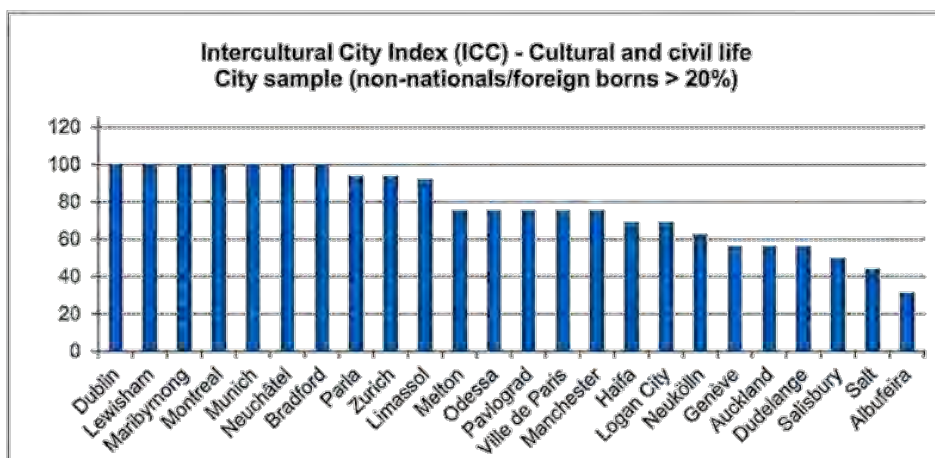
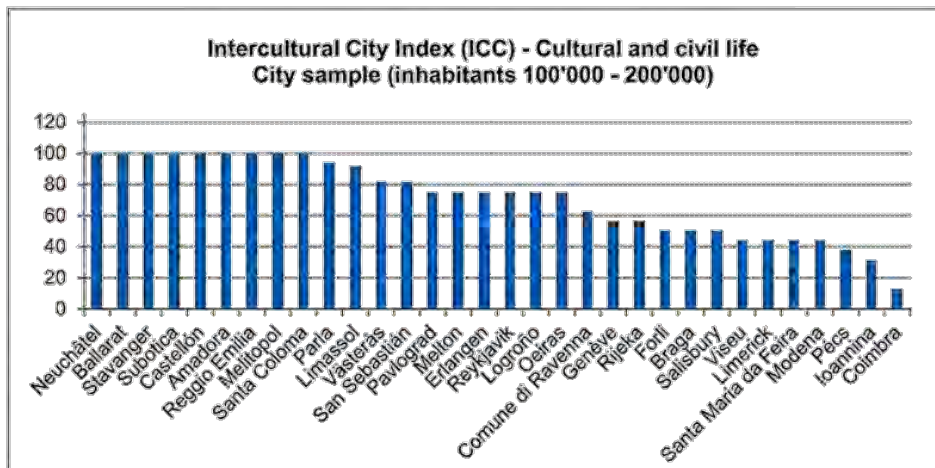
- A certain number of people per canton have the opportunity to be trained. The prospect of securing a fixed-term employment contract if the objectives are met acts as a strong pull factor.
- For the restaurants: they are able to adjust the objectives according to their situation and to train people according to their needs. They undertake to offer them employment only if the objectives are met, and as long as they are satisfied with them.

Another interesting project comes from Italy's city of Catania where the **Sapori Cult project** creates opportunities for training and integration for Italian and foreign young people through work, and is co-financed by Unicredit Foundation. Sapori Cult aims to create a food brand that promotes integration using traditional Sicilian herbs, African spices and local produce of excellence. The project involves migrant and Italian youth, as well as skilled professionals from the food sector. It promotes integration and social inclusion through extensive capacity building in food production technology, business, marketing, and communication. It creates job opportunities, using food as a symbolic location for creativity and intercultural growth. The project intends to develop a chain of learning and experimentation that begins with the cultivation of herbs and drying of fruits and vegetables, and continues through the exploration of flavour combinations and the marketing of products to local and international markets.

#### CULTURAL AND SOCIAL LIFE

*Whereas people living in a city may have different migrant/minority or other backgrounds, they very often share the same interests and satisfaction when engaging in leisure activities, especially in the fields of arts, culture and sports. Such activities are sometimes structured along ethnic lines. That is quite understandable when they aim to preserve folklore traditions or the language and history of countries of origin. What is problematic is when cross-cultural leisure activities are organised along ethnic lines, for example when a football team only accepts players from one ethnic group. The intercultural city can encourage cultural openness through its own activities and by introducing intercultural criteria when allocating resources to artistic, cultural and sports organisations.*

Salisbury's score in the field of cultural and social life is 50, considerably lower than the city sample result of 73.



The score of Salisbury in the cultural and social area can be explained, first, with the fact that the City does not encourage cultural organisations to deal with intercultural relations in their productions. Second, interculturalism is not a formal assessment criterion when allocating Council funds. Although not organisational wide, some departments do however make informal intercultural considerations when assessing grant applications. In 2019 for example, two intercultural soccer club events were funded, with the cultural diversity of their participants being favoured over other soccer clubs.

The City does organise public debates or campaigns on the subject of cultural diversity and living together. The public forums and discussion platforms are facilitated at Community Centres by City of Salisbury Staff and/or professional facilitators. The professional facilitators are often local residents with a diverse background. One example is **Intercultural Discussion Group** which is a platform for discussions on cultural diversity and is open to the public via an expression of interest. Similarly, **Community Conversations** held in 2019 was a series of three public conversations covering racism from a refugee perspective, cultural safety and intersectional feminism. Thirdly, a public presentation and discussion from the Centre for Islamic Research (UniSA) raised awareness about Islam.

Another good practice from the authorities is the encouragement of people from different ethnic and cultural backgrounds to interact. This is done by organising different events and activities in the fields of arts, culture and

sport. The City of Salisbury and other government/non-government agencies co-deliver numerous events tailored to both minority groups and mainstream audiences. Harmony Day includes an Aboriginal Smoke Ceremony, food and performances from different cultural groups, attracting families from diverse ethnic groups. The Salisbury Food and Culture Festival attracts a range of different cultural groups by having foods from a range of cultures, raising awareness and celebrating diversity to both minority/migrant cultural groups plus the mainstream community. In 2018, a Basket Weaving arts activity with Bhutanese and Kaurna communities came together to share culture, with the products displayed in the Council Gallery.

#### Recommendations

The City of Salisbury could look into introducing intercultural criteria when allocating resources to artistic, cultural and sports organisations. The good practice in Bergen, Norway can serve as a good example of advocacy of the intercultural inclusion. The **FIKS Bergen initiative** promotes cooperation between different sports clubs to ensure inclusion of people from migrant background in their activities. This happens through school projects, swimming lessons, regular leisure and events around the neighbourhoods.

The city council's Sports Service also offers FIKS Stimulation Funds. The aim of the scheme is to stimulate activity in the community and contribute to increased activities for unique groups that otherwise would not have had a range of activities. Sports and leisure organizations can apply for incentive funds up to NOK 30,000.

Another good example can be found in Lyon, France where the **Association Tabadol** is training professionals across all fields to adopt intercultural and interfaith approaches. Tabadol is an association which takes an 'anti-bias' approach involving four steps:

- recognising and valuing the individual in its identity
- valuing the diversity of identities in a group
- identifying situations of injustice associated with identities by enabling people to express the injustices they live
- finding ways to collectively fight against social injustice.

The organisation leads training programs for professionals to integrate intercultural issues related to different aspects of identity (gender, religion, nationality, cultural group, social class, etc.) in their work practices. This includes running workshops for different groups, in educational institutions or sociocultural structures. Tabadol also organises International youth meetings for young people from France, Lebanon and Germany concentrating on issues of discrimination and intercultural interaction. These activities include using various media including artistic approaches to enable people to reflect critically on the relationship between culture and religion in terms of how they impact upon discrimination.

Another good example comes from Spain, where the Barcelona prevents social exclusion encouraging participation in the cultural life. "**Apropa Cultura**" is a network of cultural facilities, such as theatres, concert halls, festivals and museums, whose main purpose is to encourage inclusiveness and to promote cultural activities and events. The initiative started during the season 2006/2007 when L'Auditori launched the Auditori Apropa: a programme targeted to attract groups at risk of social exclusion and to encourage minorities to attend events at a lower price. Nowadays, Apropa counts 15 cities and a total of 55 cultural centres, involving 20,000 spectators each season. In addition to music, theatre, dance and circus, Apropa offers a wide range of activities including free visits to exhibitions in museums and cultural centres. Some activities have been designed exclusively for vulnerable groups and are carried out throughout the season in different theatres and auditoriums. Moreover, courses of arts, music, plastic and visual arts are organised.

The Cultural Development Policy of Montreal encompasses an ambitious range of actions in the field of cultural and social life. It includes commitment to programmes to encourage cultural organisations to engage with diversity and intercultural relations in their approaches and activities, action to promote recognition and inclusion of all artists

and art forms, support for works addressing diversity and intercultural relations and intercultural art forms, and initiatives to foster participation by all residents in all neighbourhoods.

A good example is also participatory mapping of diverse cultural heritage: Lisbon, Portugal has piloted a new methodology where, through participatory mapping, community members collectively create visual inventories of their own community's assets. They negotiate what can be listed in the inventory. This results in a map of those heritage assets that make up the pluralist identity of the community. Assets can include built, as well as intangible heritage features (traditions, practices, knowledge and expressions of human creativity), anything that people who live and work in the territories feel it is significant to them. This process facilitates an understanding of what these features mean to individuals and how they impact each other. Moreover, the group gains insight into the specific value granted to community assets by different community members.

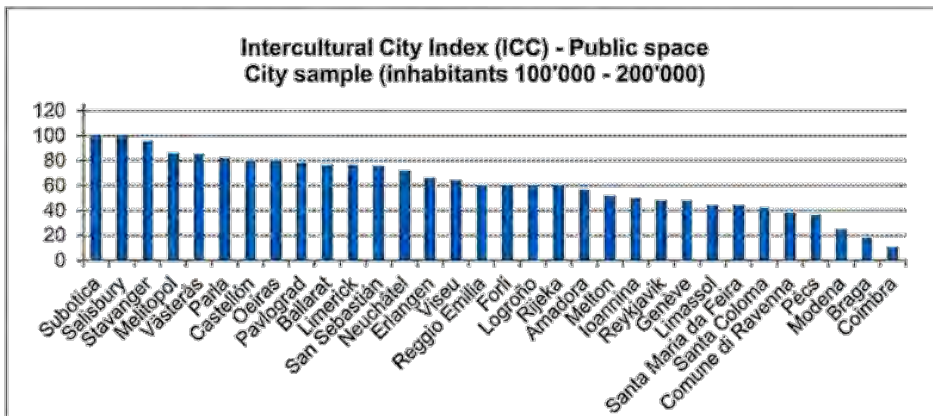
EatinCommon in Stavanger, Norway, is an interesting concept for all of who love food and like to meet new people. With EatinCommon anyone can host an event in the comfort of their own home, or join someone else's. Anyone can register and join someone's dinner or create their own, and be part of a new social trend of eating in common. The event welcomes locals, new-in-town's, families with kids, expats and open-minded souls to join.

Finally, Ballarat promoted a unique festival to encourage its citizens to meet and get to know each other. Since then, every year during the month of March colours, music and flavours invade the city and the residents crowd streets and avenues to celebrate diversity. The Harmony Fest usually begins with a big "Parade of Cultures" that kicks off a wide range of activities and satellite events, such as live concerts, international food exhibitions, workshops, games, markets and activities dedicated for the youngest. Citizens celebrate their cultural and ethnic background with outstanding performances.

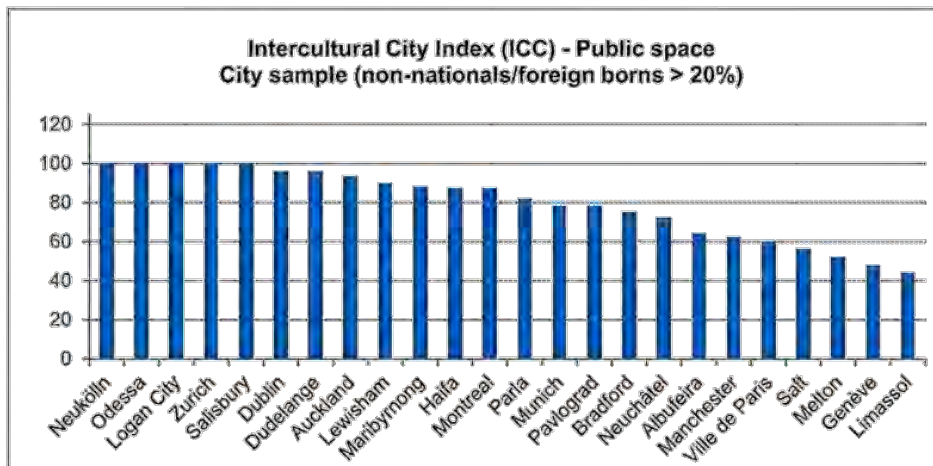
**PUBLIC SPACE**

*Public spaces (streets, squares, parks, etc.) and facilities (public buildings, day centres, schools, health centres, etc.) are places which most citizens are obliged to use. They offer the possibility of meeting people of different nationalities, origins, languages, religions/beliefs, sexual orientations and age groups. For encounters between diverse people to actually occur, such spaces and facilities should be designed and animated in a way that all residents feel comfortable when using them. Conversely badly-managed spaces can become places of suspicion and fear of the "other". When this is the case, the intercultural city actively engages with all the people concerned, firstly to understand the local context from their perspective, and secondly to identify solutions largely support by them.*

Salisbury's score in the field of public space is 100, considerably higher than the city sample result of 66. This excellent score can be explained with the efforts put in place by the City Council in this domain.







The Intercultural Strategic Plan includes the idea to “encourage intercultural exchanges”, supported via actions in the Implementation Plan and manifested through the diverse range of public events facilitated by Council. Cultural considerations and initiatives are included into many events to make them appealing to a diverse cohort. Art exhibitions held at Council frequently feature local culturally and linguistically diverse artists, Council activities and events frequently have high-profile cultural facilitators and guest speakers. Cultural considerations and initiatives are included into many events to make them appealing to a diverse cohort. Art exhibitions held at Council frequently feature local culturally and linguistically diverse artists, Council activities and events frequently have high-profile cultural facilitators and guest speakers. Larger events, e.g. Citizenship Ceremonies, Salisbury Fringe Festival, Australia Day celebrations, and event planning of the Community Hub Opening featuring an inter-faith blessing and cultural performances are all examples of events which attract a wide range of local citizens to mix and interact in public space.

When the City manages new public buildings or spaces, it takes into account the diversity of the population. Consequently, there are no spaces or areas in Salisbury, which are dominated by one ethnic group (majority or minority) or where people feel unwelcome or unsafe.

The design of all urban renewal plans is bespoke to the local community demand, considering the diversity in age, culture, identity and ability. A recent example is the master plans for new public BBQs, a common feature of Australian public parks. It was observed that traditional BBQ designs used in public places are not conducive to inclusion of all cultural communities because there is a high proportion of vegetarianism in some cultures or because some cultures prefer to cook with coal. Therefore, a master plan for a new “Intercultural Kitchen” has been designed which caters for these needs. Another example is in the design of the new Community Hub, which factored in the nature of social gatherings of the diverse cultural groups in Salisbury.

These good results in the intercultural inclusion of the public spaces in the City of Salisbury can also be explained with the ensuring of the meaningful involvement of people with different migrant or minority backgrounds in the reconstruction of a given area of the city.

The “Community Engagement Framework” has a checklist for engaging minority groups including culturally and linguistically diverse, single parents/carers, and people with disabilities. The guidelines for culturally and linguistically diverse engagement covers interpreters, using key community leaders and contacts and holding separate sessions tailored to the specific cultural sensitivities of the minority group. The Bhutanese community was recently consulted for the Ability Inclusion Strategic Plan which was successful due to tailored planning and

to the cooperation with interpreters and key staff well known to the community present. Other methods include in-person surveys in public places which have been effective in capturing commonly unengaged residents.

#### Suggestions

The Salisbury authorities' attention and involvement to create friendly and intercultural public space is remarkable. Some new ideas and sources of inspiration could be suggested such as the Art project that reshape historic centre of the city of Cascais in Portugal.

Arts have the uncanny ability to overcome cultural and ethnic differences: art is like a universal language that brings people together. "Muraliza" is a Mural Art Festival that takes place every summer since 2014 and lasts for nine days. During these days, it is possible to meet artists and talk about their masterpieces. In fact, Muraliza maintains the desire to renew the status of Cascais as the cradle of all street artistic expressions in Portugal. The event attracts many tourists every year that also have the opportunity to take part in guided visits to achieve a deep understanding of the pieces. The event involves all facets of Portuguese culture and it witnesses its transformation and evolution: the painting murals of great and medium size are always inspired by the innumerable and unique characteristics of the region and, concretely, in the peculiarities of this social district built in the 60's.

Muraliza transforms and reshapes the historic centre of the city, giving a new dimension. Artists spray, brush, draw and colour in a climate of brotherhood, where international artists bring in the Portuguese city their passion for arts.

Another good example comes from Donostia – San Sebastian, where the Tabakalera, a former tobacco factory, was converted into a contemporary culture centre. Located in the Egia district, the building is an impressive space (13,277m<sup>2</sup>) that organises, a wide range of activities (exhibitions, short film screenings, etc.). Tabakalera programmes are mostly free and the funding is mostly public (30% comes from the municipality). When opening this public space, it became clear that people were looking forward to use and engage the open spaces envisaged in the building: especially young people on rainy days. The centre has been adapting its activities and spaces to these non-planned use from families and youth.

In Loures, Portugal Quinta do Mocho was for many years the most stigmatized of neighbourhoods. Through Loures' membership of the C4i project, a determined effort was made to change the district's image amongst the citizens of the wider region. A set of breath-taking frescos were painted on 33 buildings in the neighbourhood, with the help of 2000 artists and local residents, 25 NGOs and 43 private companies. The area was transformed into a Public Art Gallery. "O Bairro e o Mundo" (the neighbourhood and the world), helped dismantle old prejudices against residents from diverse backgrounds and increase their self-esteem, interaction and the sense of belonging to the neighbourhood.

The city of Barcelona places importance upon public space as the place where a diverse but harmonious community can be built. This means that place-making professionals (such as architects, planners, transport managers, constructors, etc) within the city council must develop their competence in diversity management. One clause of the city's Intercultural Plan states the need to incorporate those responsible for urban development in the city into each of the interdepartmental committees at the Council to strengthen the mainstream application of all urban and social policies. Examples of how this translates into action on the ground include:

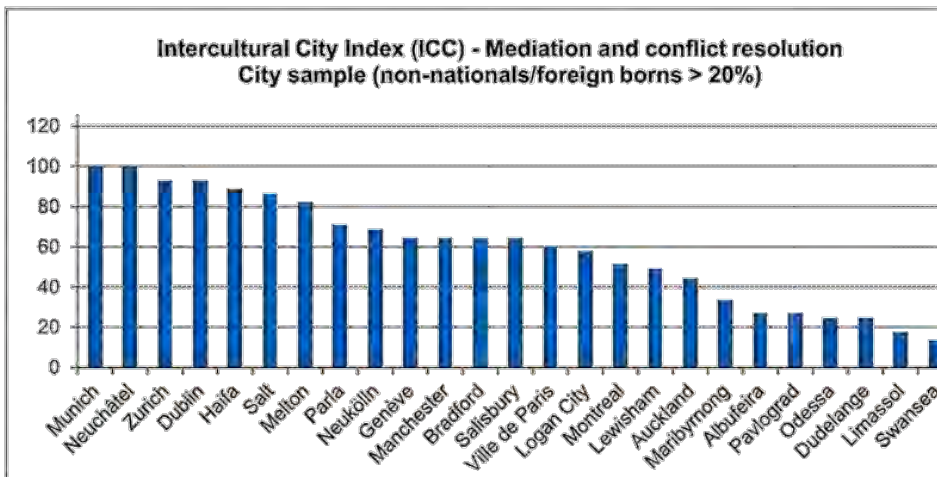
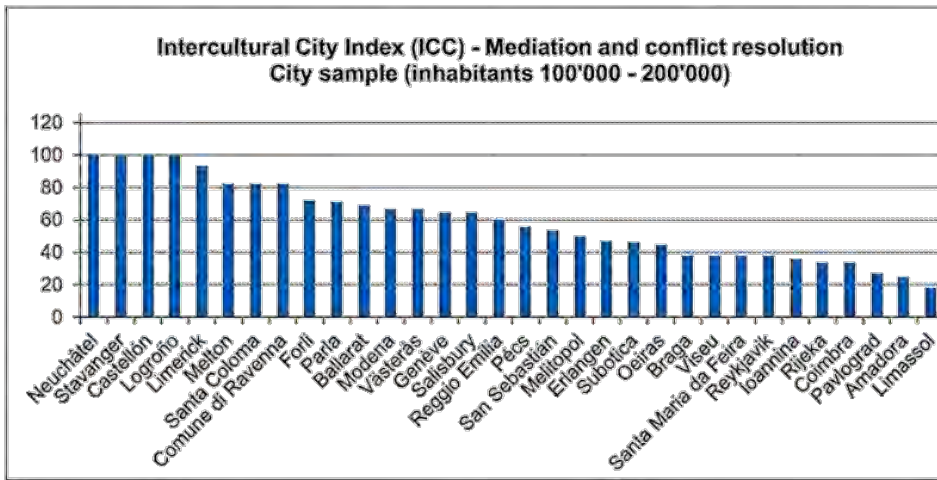
- Inter-group roundtables that could involve representatives from urban planning and, for example:
  - Committee for public spaces
  - Committees for coexistence
  - Inter-group committee for immigration
- Promotion of bilateral relations through bridges for dialogue, between the area for urban development and other areas at the Council.

Finally, in Bergen, Norway, the public library plays a key role in integration. It is a hub for cultural activities, stocks books in several languages, has a learning centre with a range of learning activities that are organised in partnership with NGOs, and serves as a meeting place for dialogue.

**MEDIATION AND CONFLICT RESOLUTION**

*In diverse societies there is always the potential for misunderstanding and conflict over values, behaviour or resources. In cities, where people with different cultural backgrounds and socio-economic statuses live together in close proximity, such tensions are natural and indeed part of everyday life. Instead of denying, ignoring, or repressing conflict, the intercultural city seeks to anticipate, identify, address and resolve issues to the satisfaction of all protagonists without compromising the principles of human rights, democracy and the rule of law. The intercultural city views conflict as a normal feature of free, dynamic and communicative communities and sees the very process of conflict mediation and resolution as an opportunity for innovation and sustainable social cohesion.*

Salisbury's score in the field of mediation and conflict resolution is 64, slightly higher than the city sample result of 60. The score of 64 of the City of Salisbury can be explained with the fact that the city is partially dependant of the capital of South Australia – Adelaide, as mediation services fall under the national government's responsibilities.



The City of Salisbury has an intercultural mediation service run by a civil society organisation which deals with mediation of intercultural communication and/or conflict. The intercultural mediation is provided on an as-needed basis.

A recent example is an intercultural conflict between the use of a sports field by a formal sports club and an informal culturally and linguistically diverse social sports group. The department responsible for managing the park have educated both parties and encouraged shared use of facilities. Another example is the offering of cultural awareness training to official volunteer and social groups in order to increase the capacity of members to work harmoniously with diverse cultures.

Salisbury did not at the time of completing the questionnaire have a municipal service devoted to inter-religious relations only.<sup>9</sup> However, the City has a general municipal service which is provided at an ad hoc level via community centres. Community centres have a strong relationship with culturally and linguistically diverse communities as well as religious leaders and organisations. Morella Community Centre, for example, has a steering group which has an inter-religious composition. As such, they have the resources, networks and skills to mediate inter-religious relations, although this is not a prescribed function of their organisation.

#### Recommendations

It is recommended to where possible create a mediation service dedicated to intercultural issues providing mediation in various contexts in institutions such as hospitals, police, youth clubs, mediation centres, retirement homes, etc. or for general purposes in the city administration. Another mission for the dedicated mediation service is to provide mediation and conflict resolution in neighbourhoods, on the streets and to actively seek to meet the residents and discuss problems. Inter-religious relations are also critical components for the social cohesion. That is why a dedicated municipal service devoted to inter-religious relations could be recommended.

The good practice from the Norwegian city of Bergen can serve as an inspiration. Bergen has introduced many initiatives to achieve its mediation and conflict resolution policy objectives. The city has set up a generalist municipal mediation service which also deals with cultural conflicts. Bergen also provides mediation services in places such as neighbourhoods, on streets, actively seeking to meet residents and discuss problems. This service is provided by the Community Youth Outreach Unit in Bergen (Utekontakten). Finally, Bergen also has set up a municipal mediation service committed to interreligious issues specifically. [Samarbeidsråd for tros- og livssynssamfunn](#) (Cooperation Council for Religion and Faith) is an interfaith organisation in Bergen. Most faith communities in Bergen are represented in the council, which is supported by the municipality.

Another good example comes again from Norway. **The Mediation panel** in Oslo is a low threshold mediation service for complaints on discrimination. The panel is organised by the Norwegian Peoples Aid is a service where victims of discrimination can present their complaints, get advice, and engage in dialogue through mediation with the offenders, the police and the discrimination tribunal in cases that don't meet the criteria of documentation and evidence required by the law for prosecution. The panel provides professional mediation services; outreach and counselling to victims organized by the Norwegian Centre Against Racism and the organisation Queer World; courses for businesses, organizations and public services on how to recognize and prevent discrimination; and an annual conference on human rights, in collaboration with the Oslo Pride Foundation and other stakeholders. The impact of the panel is evaluated through analysis of the reports on complaints submitted to the Ombudsman for equality. The reports on hate crime are submitted to Oslo Police District and the statistics on attitudes towards minorities are collected by Statistics Norway (IMDI). The project also involves international cooperation with RADAR (Rotterdam, the Netherlands).

A precise action that can serve as a good example of mediation is the inner-city district of Berlin- Neukölln. The main thematic is the mediation between cultures and languages to promote intercultural integration in schools.

<sup>9</sup> Since completing the questionnaire, the city has established Interfaith Network with over 30 local religious leaders.

Berlin-Neukölln supports the organisation "[LebensWelt](#)" ("**Living Environment**") in its intercultural mediation project at the Rixdorfer Primary School in Neukölln, which is visited by 19 different nationalities and by many children with families who do not speak German or English. The intercultural mediators work with parents and teachers to solve specific conflicts or problems, such as learning difficulties or other problems that teachers and pupils have with one another.

Moreover, the mediators familiarise parents and children from minority/migrant background with the German school system and offer advice on upbringing and how to support their children's education. Parents are thereby encouraged to take part in their children's school life and to see that their children's education is the task of both school and parent.

A good example also comes from Reykjavik, Iceland where the group of officers is diverse and includes representatives of many minority groups, for example immigrants, people with disability, or LGBTQ people. To prevent potential misunderstandings and to open up a dialogue about discrimination, equality, prejudice and stereotypes, the Human Rights Office of Reykjavik has designed a specific training for city employees. The training targets all departments of the City and describes everyday actions in the workplaces, what effects different situations could have on wellbeing at work, how humour is both important but can also be hurtful; it further talks about the importance of words and underlines that they can have different meanings for different people; it describes and analyse micro aggressions, stereotypes and prejudice. The training provides real examples of discrimination based on origin, sexual orientation, disability and health issues.

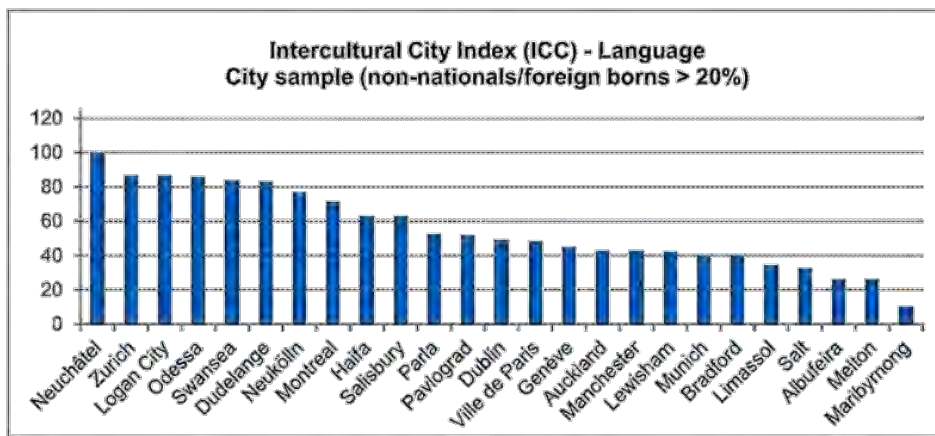
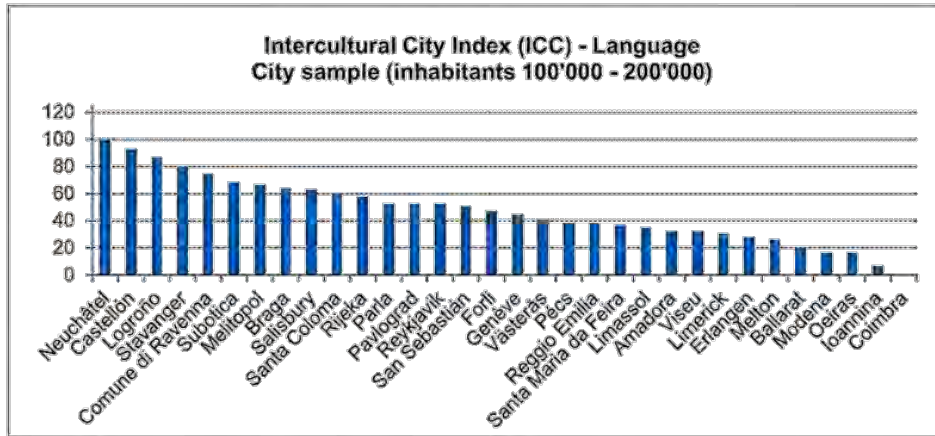
Finally, in 2018 the ICC cities of Milan, Palermo and Turin, with support from many organisations have launched the project [#forispetto](#) (I respect). The project promotes civic awareness and active empowerment oriented towards the realization of a more inclusive society. The project methodology combines training for teachers, intercultural mediators and volunteers; workshop and labs in schools; and finally, the launch of initiatives of active citizenship, with the use of participatory methodologies and the involvement of all realities present at local level.

#### LANGUAGE

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*The provision of courses and other facilities for people with migrant backgrounds to learn the receiving country's language(s) is important to ensure social and economic integration. It does however need to be supplemented with activities which highlight the value of other languages, and enable people with migrant origins not only to preserve and transmit their languages to their children and other members of the community, but also to take pride in them as a heritage enriching the local community. An intercultural city promotes multilingualism as a resource for education, business, tourism, cultural life, etc. It underlines the value of all languages present in the city, for instance by giving opportunities to diverse language speakers to express themselves in their mother tongue in public and at cultural events and by promoting all events that offer opportunities for linguistic exchanges and mixing.*

Salisbury's score in the field of language is 63, higher than the city sample result of 48.



In the City of Salisbury different services in the field of language competences like teaching migrant/minority languages as part of the regular curriculum at schools and teaching migrant/minority languages as a regular language option are available to everyone based on national regulations.

The languages of culturally and linguistically diverse communities are honoured and supported through the provision of Council services. Cultural groups are encouraged to speak in their mother-tongue during organised weekly programs. This is further encouraged and enabled by the City Council who engage an interpreter at each weekly meeting. Another service in the field of language competences is the Council's annual offering of Kaurna Language courses open to the public. Kaurna is the language spoken by traditional custodians (Aboriginal People) of the Salisbury area and effort is required to ensure it is not lost.

Salisbury raises awareness of migrant languages through a range of services like for example: **The Mayor's Radio Program**, language classes, translation of materials and support by key staff. The Mayor's Radio Program highlights cultural community events. Important documents and posters like the "Welcome to Salisbury Booklet" are translated into languages commonly spoken by migrants raising awareness of these communities and languages. Additionally, The City of Salisbury hires Project Officers who specifically work with culturally and linguistically diverse communities in navigating the NDIS (National Disability Insurance Scheme), providing language support and translation support. This logistical support enables people with disabilities to overcome language barriers.

The City of Salisbury support projects that seek to give a positive image of migrant/minority languages thanks to a number of active culturally and linguistically diverse language speaking groups which are run from Community and Seniors Centres, and facilitated by bilingual staff and volunteers. Significant Council publications are translated into languages spoken by migrants including Hindi, Vietnamese, Nepali and more. Additionally, 'welcome' in languages spoken in our community will be printed onto the new Community Hub building.

#### Recommendations

It is recommended the city council provide support to local minority media in migrant/minority languages. A good practice that can serve as an inspiration comes from Spain. Barcelona deploys steady efforts to boost the learning of languages that make up the linguistic ecology of its neighbourhoods, in accordance with the Universal Declaration of Linguistic Rights, which was approved in Barcelona during the World Conference on Linguistic Rights in 1996. A **learning programme for family members' languages** - recognising and promoting the linguistic diversity in Barcelona's neighbourhoods - has been launched to:

- foster multilingualism in the city and within the educational system
- enable and strengthen links between the educational community – schools and Parents' Associations (AMPAs) – and the communities of each neighbourhood
- turn schools into a welcoming and meeting space for families from various cultural contexts.

Implemented in different districts of Barcelona, the project has been launched through different actions aiming to encourage children to learn their mother tongues outside school hours. The programme was made possible thanks to the collaboration between schools, AMPAs and AFA, associations from the neighbourhoods working with children, families and diverse groups, and several areas at Barcelona City Council.

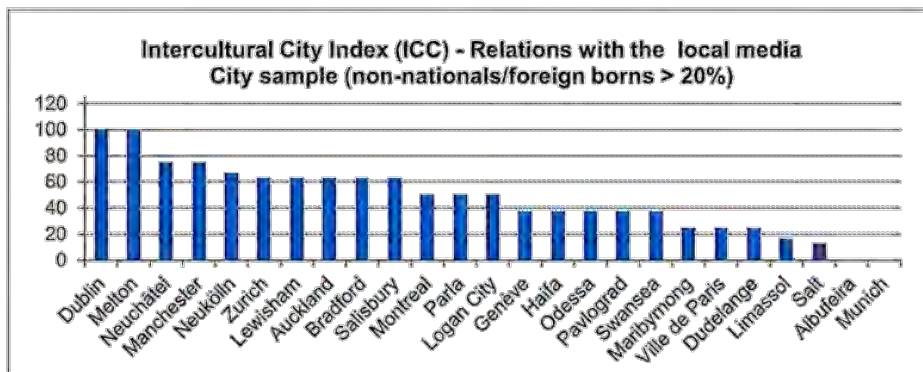
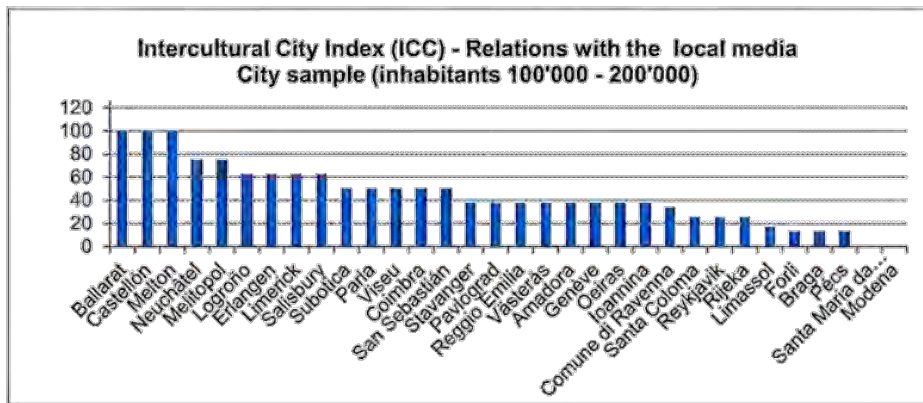
The City of Sabadell, Spain, provides a variety of services in the field of language competences. First, specific language trainings are offered to the migrant community in the host languages: training for women with little knowledge of the official languages (Women's Space) and language support for regrouped youngsters (as part of the ['EY Youth, Sabadell welcomes you' programme](#)). The Programme was born in 2017 with the aim of offering a specialised welcome to young people who come to the city through family reunification. This group responds in different ways to the separation and reunion of their families. Likewise, the time of separation between fathers and mothers and between these and the children is also a factor that intervenes in the experience of family reunification. Transition can generate diverse reactions, such as excitement, anticipation and hope, as well as anxiety, anger or depression. In its second edition, 20 boys and girls aged between 12 and 19 participated in the programme, which is divided into two phases: in the first phase, they receive Catalan classes and, in the second phase, outings were organised to reinforce group cohesion through leisure.

Another good example comes from Auckland where celebration of the culture and language of the 700,000 Māori people living in New Zealand. Auckland participates in the **Māori Language Week**, organising various events and activities across the city. These include bi-lingual story-telling in te reo Māori and English, performances by Māori artists, competitions in the knowledge of Māori words, reading groups for adults, workshops in specific Māori traditions (e.g. flax-weaving) and various after-school Māori traditional activities for children. The Auckland libraries play an important role in organizing and hosting these events.

#### MEDIA AND COMMUNICATION

*Traditional and social media have a very powerful influence on attitudes towards cultural diversity and other diversities. Much of the information people access is generated by international newsgroups, national media, or by private persons in the case of social media. Nevertheless, there is still much the city authorities can do to achieve a climate of public opinion more conducive to positive intercultural relations. In its communication, an intercultural city constantly highlights the positive contribution of people with migrant/minority backgrounds to the social, cultural and economic development of the city. More importantly, the city partners with local media agencies so that they convey a similar message and cover events occurring in the city in an objective and unbiased way.*

Salisbury's score in media and communication is 63, considerably higher than the city sample result of 46.



The City of Salisbury has an over-arching Communications Strategy which guides all corporate communications to convey the vision of being a flourishing City with opportunity for all. This plan does not specify a policy to increase the visibility and images of culturally and linguistically diverse groups. However, the strategy does highlight the cultural diversity of Salisbury and the popularity of Salisbury for new migrants, reinforcing the diversity of the audience and that media publications should be relatable and appeal to this audience. Although not specified at a policy level, considerable effort is made by staff to increase the visibility of diverse cultures, ages and abilities in publications. Examples include publications of articles and photos of local success stories featuring culturally diverse people, cultural celebrations and program events, and highlighting disability awareness (including intersectional cultural and ability diversity).

The city does monitor local media and social networks to know how they represent migrants or minority groups. When local media portrays people with migrant/minority backgrounds through negative stereotypes the strong relationships of the City of Salisbury with media companies and journalists plays a major role. Negative stories about the residents, especially if through a racial lens, are promptly addressed for resolution by staff. However, there are rarely negative stories portraying migrant/minority backgrounds that specifically target City of Salisbury geographically.

Recommendations

A dedicated communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media could be recommended for the intercultural inclusiveness of Salisbury. When possible, providing support for advocacy/media training/mentorship/setting up of online media start-ups for



journalists with migrant/minority backgrounds is also recommended. The City council can also be inspired by for example the following good practices:

**The awareness-raising campaign against cyber racism and intolerance on the social media** in Tenerife, Spain. Set-up under the cultural diversity management strategy **"Together in the same direction"** of the Island Council of Tenerife, the Tenerife Antirumours Group launched a new awareness-raising campaign to counter cyber-racism and intolerance spreading through the internet and social media. Under the slogan, #Liberalareddedodio (free the net from hate), this campaign aims at raising awareness on the risks and prejudice deriving from the spreading of hate speech and intolerance online. The campaign implements several awareness actions on social media, in the streets and in schools.

The actions of the campaign target online racism, which stands out for being more dangerous, faster and immediate, persisting in time and having a greater impact and scope. The volunteers, part of the Tenerife Antirumours Group have already carried out a first awareness-raising activity in the framework of the "4th Canarian Islands' Festival of the scientific and professional fields", organised by the La Laguna University. Topics of discussion with secondary school and baccalaureate students from 5 metropolitan areas were the attitudes and behaviours spread on social networks, and the dangers deriving from the cyber-racism.

In addition, the Tenerife Anti-rumours Group has also visited the French secondary school Jules Verne offering a workshop to those students attending grade 4th on the occasion of the Week against Racism. The follow up to this visit is to continue developing similar workshops in other schools of the Island, thus expanding the outreach of the awareness-raising campaign. Within the framework of this strategy, the idea is also to create a space for dialogue and "communication empowerment" through workshops addressed specifically to students attending programs of Training and Apprenticeship.

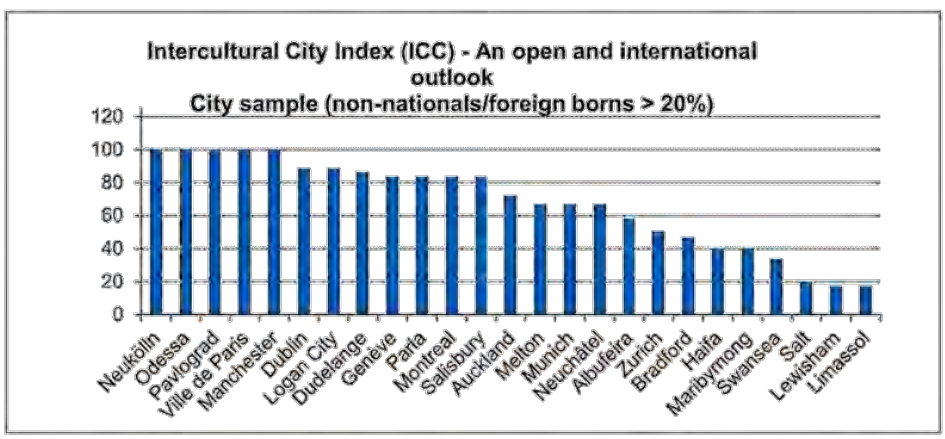
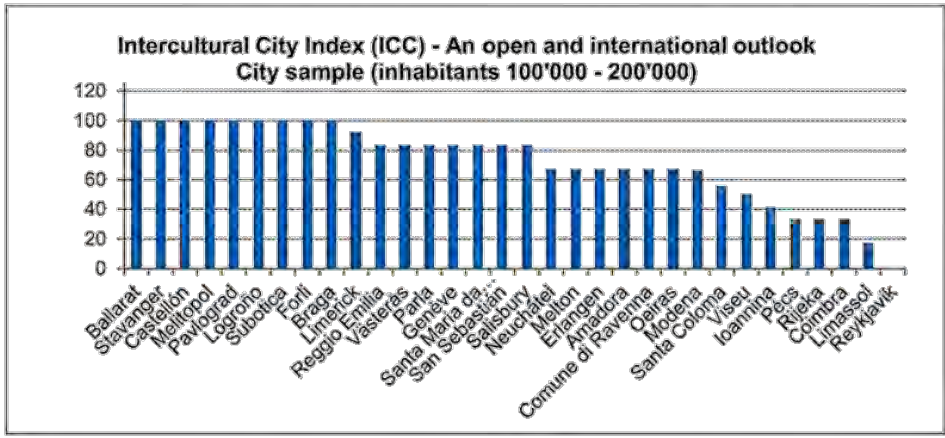
Another good example is **the Geneva's anti-racism campaign where the City tackles hurtful words**. At a time when social networks and digital communication are having a major impact on the everyday interaction, raising awareness of discriminatory remarks and speech is a real challenge for public authorities. The amount of information and the speed at which it flashes across the screens mean that it is effectively impossible to control. Meanwhile, insufficiently robust legislation increases the powerlessness to deal with defamation and incitement to hatred. In this context, the topic of the 2018 anti-racism week was "hurtful words". In order to identify, deconstruct and condemn them. The idea was also to highlight, through poetry slam, storytelling, films, workshops and talks/lectures, positive use of language that promotes diversity and celebrates the plural identity.

Young audiences are particularly vulnerable to verbal violence. The 2018 anti-racism week in the City of Geneva was therefore organised with the firm intention of encouraging young people to develop prevention tools. Another feature was the active support shown by all the neighbourhoods, which put on a number of excellent local events. The Action Week against Racism in the City of Geneva is co-ordinated by the Service Agenda 21 - Sustainable City, in the context of the city's policy on diversity and is co-hosted by the Culture and Sport department and the Social Cohesion and Solidarity department of the City of Geneva, the Office for the Integration of Foreigners of the Canton of Geneva and the voluntary sector.

#### INTERNATIONAL OUTLOOK

*Although cities have little or no competence in foreign policy, they can actively seek to make connections in other countries to develop business relations, exchange knowledge and know-how, encourage tourism, or simply acknowledge the ties the city may have elsewhere. An intercultural city actively encourages interactions with the outside world and in particular with the cities, regions or countries of origin of its inhabitants.*

Salisbury's score in the field of international outlook is 83, higher than the city sample result of 69.



The city has an explicit policy to encourage international cooperation in economic, scientific, cultural and other areas, named "[Sister City and Friendship Selection and Maintenance Policy](#)". This is the strategic document which encourages international cooperation of Salisbury and its sister and friendship cities Mobarra in Japan and Linyi in China. The sister and friendship city relationships promote economic, educational and cultural development between cities resulting in enhanced opportunities for the residents of Salisbury. The Strategic and International Partnership Committee plays a key role in developing strategic international relationships. The committee is currently working with staff to examine further opportunities to expand the City of Salisbury's international relationships.

The City Council has a specific financial provision for this policy as well as a foreign student exchange program that reach out to exchange students from Mobarra, Japan - the City of Salisbury's Sister City. An example is the annual one-week exchange program where [Twelve Youth Centres](#) and local schools host 30 students running cultural activities, outings, tours, and team building exercises. The students are formally welcomed and farewelled in a Ceremony, with Council staff also encouraged to host students in their houses.

Additionally, Salisbury seeks to develop business relations with countries of origin of its diaspora groups by supporting organisations who want to develop these business relations. One of these organisations is the Polaris Business Centre run by Salisbury Council which is responsible for the development of international business relationships, as is the Strategic and International Partnerships Committee. In 2017, the Polaris Business Centre facilitated a survey of local businesses to identify interest in export opportunities. The potential countries of greatest

interest were New Zealand, Singapore, the United States of America and countries in South East Asia. These countries of interest do not necessarily represent the countries of origin of the Salisbury's diaspora.

#### Suggestions

The good result of the City of Salisbury in the area of International Outlook can be highlighted with good practices inspired by other cities in the ICC network. International relationships can help the city understand the geopolitical, cultural and economic context and help shape its policies of welcome and integration. They can also support migrants in developing a sense of belonging to their new community, by giving a formal recognition of their country of origin and of their cultural identity.

Cities are becoming aware of the need to develop such "foreign affairs" and most commonly use city twinning, artistic exchanges and development co-operation to this end. Some cities are trying to foster business relations with countries of origin, seeking investment or joint ventures, but few have an (inter)cultural international policy agenda where both parties contribute as equals to support integration, social cohesion and respect for diversity.

Reggio Emilia (Italy), member of the Intercultural cities network, has made a major step in this respect. It has signed, through the Intercultural centre Mondinsieme, an agreement with the Moroccan Ministry in charge of relations with the diaspora. The agreement underpins Reggio's holistic intercultural policy and seeks to "promote socio-cultural mixing and openness towards the other". Both are providing significant financial contributions to the activities included in the agreement, which are as follows:

- An open space mini-theatre in the Pauline Park – an innovative park area designed to encourage intercultural contacts through educational trails and games for adults and children and intercultural encounters.
- Annual cultural visits to Morocco for young Italians of different origins
- Participation of students from Reggio Emilia in the Summer university of the young people of the world organised annually in Morocco
- The promotion of Moroccan culture and the teaching of Arabic to young people in Reggio of different origins
- Enabling the participation of young people of Moroccan origin living in Reggio Emilia in cultural and sports activities of the city.

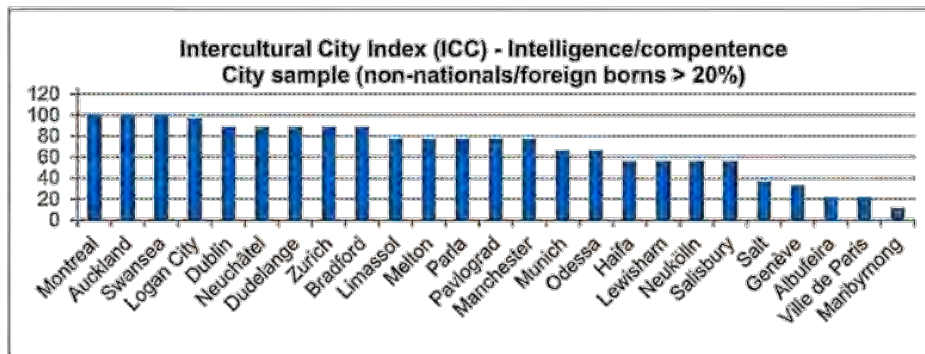
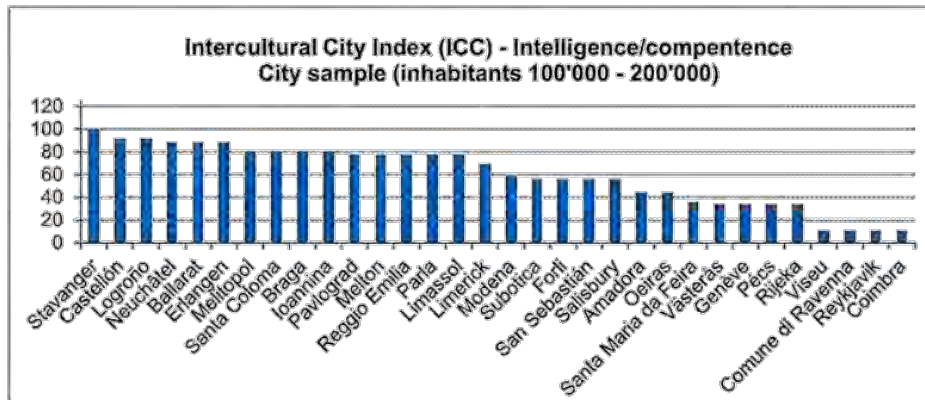
Mondinsieme has already opened an Arabic class for non-Arabic speakers – the demand for which exceeded by far the expectations. The Municipality of Reggio Emilia has a wide network of international contacts and projects aiming to share the city's best practices and opinions worldwide. The city has established through the years a set of twinning and friendship agreements reaching to 15 official international institutional relations which are to be implemented through continuous exchanges of study visits, conferences on topics of common interests, international joint project (such as EU projects or development cooperation projects). In 2000 it set up an Agency to sustain the management & improvement of all the city's international contacts and projects: Reggio Nel Mondo. It acts as a crosscutting tool supporting all municipal departments in developing a continuous international exchange and dialogue.

The city of Santa Maria da Feira in Portugal shows another interesting practice. Diversity and migration are perceived as a window to explore new opportunities and new markets. The municipality is planning the **launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants**. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships. The municipality has regular business exchanges with Kenitra, in Morocco.

**INTERCULTURAL INTELLIGENCE AND COMPETENCE**

*Nobody can be an expert in all the languages and cultures that coexist in contemporary cities. Yet, in an intercultural city, officials have an intercultural “mind-set” which enables them to detect cultural differences and modulate their responses accordingly. Intercultural intelligence and competence require a specific know-how when dealing with unfamiliar situations and not an in-depth and often elusive knowledge of all cultures. Such sensitivity and self-confidence is not commonly-seen. It is a technical skill which can be acquired through training and practice. In an intercultural city, the authorities view such skills as equally important and essential to the good functioning of the city as the other professional and technical skills usually expected from public employees.*

Salisbury’s score in the field of intercultural intelligence and competence is 55, lower than the city sample result of 62.



The City of Salisbury does not carry out surveys that include questions about the public perception of migrants/minorities and about the feeling of security/safety with respect to people with migrant/minority backgrounds.

However, statistical and qualitative information about diversity and intercultural relations is mainstreamed to inform the Council’s process of policy formulation. The City Council policy formulation is heavily informed by demographic statistics sourced from the Australian Bureau of Statistics (ABS). The Council also holds subscriptions to [ID.Community](#), a demographic tool which helps extract, navigate and analyse ABS data. Social planners gather and analyse demographic statistics to inform all relevant policy. Demographic characteristics include data on ethnicity, language, migration, employment, family composition and education. This information was central to the development of the City Plan 2030, which overarches all strategic documents developed by the City Council. Consequentially, the Council policies and strategic plans reflect the characteristics of local communities. An

example is the Communication Strategy which encourages communications with representation of diverse cultural backgrounds, diverse ages and young families.

Additionally, a bi-annual [Community Perceptions Survey](#) is conducted by an external organisation with a random sample of 600 residents. Although this survey does not directly ask about public perceptions of migrants, it does address public perceptions of community safety. Overall, a positive perception of migrants has been found in its results.

The intercultural competence is an important skill for every intercultural city official. Consequently, the promotion of this skill is very important. The City of Salisbury is committed to continually advancing the intercultural competence of its staff through interdisciplinary seminars and networks and training courses. The cultural awareness training opportunities are open to all staff with a mix of compulsory and optional attendance. As directed in the Intercultural Strategic Plan, the staff receives an inclusion awareness training which include intercultural awareness. The intercultural competence of staff is highlighted and promoted (e.g. internal emails and externally published magazines<sup>9</sup>).

#### Recommendations

It is recommended that the City of Salisbury carry out surveys related to migrants/minorities. The Council can also take an example from the City of Haifa in Israel where the conflict resolution is possible through a [Community - Police relationship Programme](#). The goal of the programme is to increase the feeling of security among Haifa's more vulnerable residents and neighbourhoods and to improve the police force's ability to carry out its role through the process of developing cultural competency skills and building trust between the police and the communities they serve. The programme strengthens mutual understanding and respect between the police force and the community and, in doing so, confronts the main challenge faced by the police in multicultural and liberal societies: finding a balance that allows the police to maintain law and order, whilst simultaneously strengthening the sense of belonging and equality of different social groups. A stronger sense of respect and understanding will strengthen the protection of law and order, contribute to the personal senses of security among citizens, and help the police do their jobs more effectively.

The programme addresses these challenges in two ways: firstly, with a "top-down" approach: training police officers from Haifa police stations in cultural competency skills, thereby increasing the willingness and ability of the police to effectively participate with the minority communities they serve; secondly, with a "bottom-up" approach: engaging community members at all levels (leaders, parents, and children) in conversation with authorities and providing leadership building workshops to empower residents.

Meetings are organised between community leaders, neighbourhood police, school students and parents from the neighbourhood (Phase 1) in order to promote discussion and dialogue. Follow-up meetings are then held with community leaders and police officers to implement recommendations and evaluate changes in the number of incidents, complaints and feelings of safety of the residents.

The action is carried out in co-operation with the community department and the City Secretary Office of Haifa municipality and facilitated by experts in the field of intercultural work and facilitation.

Another good example is the "**Cultural awareness capability**" which is included as a requirement for the role of an elected member at the Auckland Council (New Zealand). It requires members to:

- Understand and empathise with different people and cultures within the Auckland community;
- Respect and embrace differences and diversity in a non-judgemental way;
- Support equal and fair treatment and opportunity for all;

<sup>9</sup> [Salisbury Seniors Magazine](#) (p9) – article promoting Intercultural competence: "Salisbury Welcomes" and "Salisbury Community Hub"

- Understand tikanga Māori, the Māori Responsiveness Framework and the council’s responsibilities under the Treaty of Waitangi;
- Make an effort to support and use Māori and other languages where possible and appropriate;
- Respectfully participate in cultural activities and ceremonies when required.

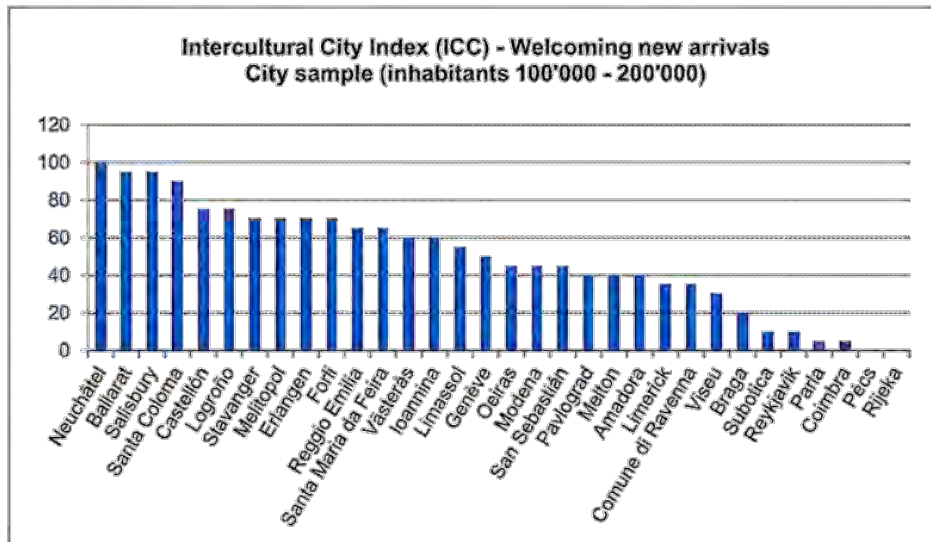
Montreal, Canada has developed and provided an interesting training initiative on intercultural communication in the workplace. This explores obstacles to efficient intercultural communication in the workplace; how people perceive others and themselves in an intercultural setting; cultural diversity in the workplace and the factors behind certain behaviours; and develops skills and attitudes which foster co-operation. A reference document on intercultural skills is also being developed.

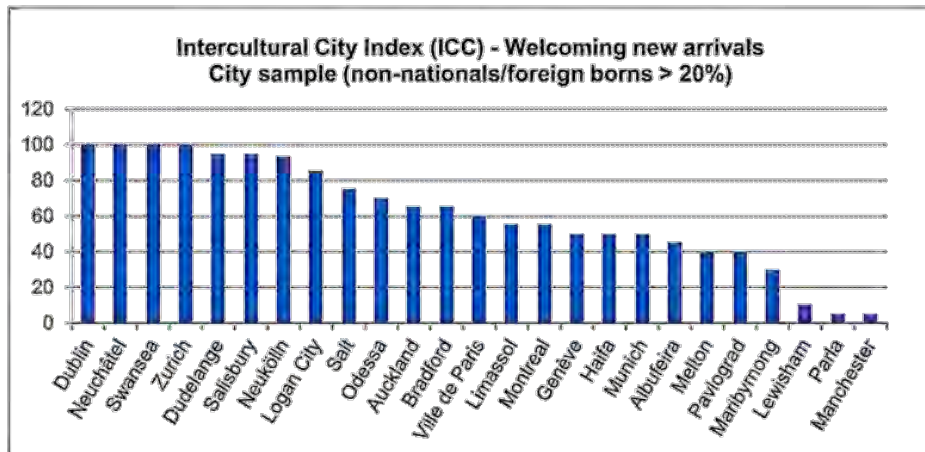
The city of Dudelange, Luxembourg can also provide interesting examples. An awareness-raising training on how to write easy-to-read information was for example organised. The main objective was to build skills for participants so that their communication could reach people with disabilities, as well as all those who have difficulty grasping the content of overly elaborate texts due to gaps in the three languages usually used in the country. An internal training "Developing intercultural skills" was also organised over three days focusing on critical incidents, intercultural negotiation and the scope of intercultural competences. The objective was the development of skills to help the person who has experienced a critical problem to overcome it and communicate better with the other.

**WELCOMING NEWCOMERS**

*People arriving in a city for an extended stay, whatever their circumstances (expats, migrant workers, spouses, refugees, unaccompanied minors, retired persons, etc.), are likely find themselves disorientated. The less familiar they are with the new environment, the more support they will need to feel comfortable and confident enough to start building a new social and professional network. The way in which the city coordinates and effectively delivers various support measures strongly conditions their capacity to integrate or, conversely, their tendency to remain confined to a cultural "ghetto". This also depends to a great degree on whether the rest of the city's population is open to the idea of welcoming newcomers in their capacity as residents and citizens or, on the contrary, is accustomed to viewing newcomers as outsiders who pose a potential threat. Again, it is the message the authorities convey on diversity, in communication or through concrete actions, that determines to a certain degree attitudes towards newcomers.*

Salisbury’s score in the field of welcoming newcomers is 95, considerably higher than the city sample result of 56.





The City of Salisbury is doing very well in the area of welcoming newcomers. This is partially due to the fact that the city has a designated agency, unit, person, or procedure to welcome new arrivals and also a comprehensive city-specific package of information and support called “Welcome to Salisbury Information Booklet” and available in 14 languages (English, Arabic, Bosnian, Chinese, Dari, Hindi, Khmer, Malayalam, Nepalese, Swahili, Tagoalog, Tamil, Vietnamese & Spanish). The booklet is translated into an additional 4 languages.

Salisbury provides a range of services such as cultural group programs, information packages and networking opportunities for newcomers. Government and non-government agencies provide specific support to newcomers. The Australian Refugee Association provides settlement support to refugees. AMES & TAFESA provides English courses and employment pathways to newcomers. The Australian Migrant Resource Centre provides services to migrants including aged care help, National Disability Insurance Scheme, Women’s Employment services, community support programs, volunteering, arts, sports, cultural and recreation opportunities.

Additionally, residents who arrive in Salisbury who are not already Australian Citizens may have the opportunity of becoming Australian Citizens. Every 6 weeks, the City of Salisbury hosts Citizenship Ceremonies for approximately 300 new Citizens, which is a formal Celebration and Welcome with officials present. Whilst many of these residents are new to Salisbury, some of them become Citizens after already living in Salisbury/Australia.

Suggestions

Welcoming efforts are important support to newcomers. A good practice is shown by the City of Swansea in the United Kingdom, where the City Council pledged its commitment to supporting its status as a **City of Sanctuary** – welcoming those fleeing from war and/or persecution. Here are the main actions which support this commitment:

- The “**Better Welcome to Swansea**” project is a mentoring scheme where local volunteer Mentors are recruited and trained to support people seeking sanctuary (primarily newly-arrived asylum seekers) to feel welcome. The aim of the scheme is to promote integration between asylum-seekers and refugees and people in local Swansea communities. The project provides support both in groups and individually to increase sanctuary seekers’ knowledge of the Swansea area whilst encouraging active participation in day to day activities. It is a short-term support with the aim of building confidence and reducing isolation for its participants empowering them to do things for themselves, rather than becoming dependent.
- The “**Vulnerable Person’s Resettlement Scheme**” is an UK government scheme which was joined by the Swansea Council. It resettles families who have fled from Syria to neighbouring countries and works with partners to help families settle into life in Swansea – including housing, healthcare, education,

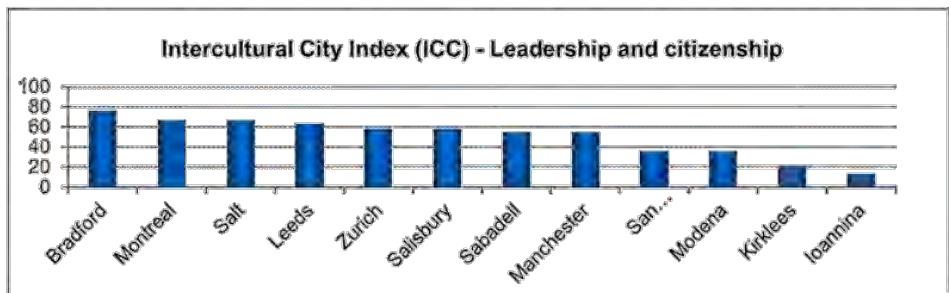
English classes, English support in schools, training and assistance with employment and general orientation.

“EatinCommon” is an interesting practice from the City of Stavanger in Norway that can show the local hospitality and create new intercultural friendships. EatinCommon is a concept for all of who love food and like to meet new people. With EatinCommon you can host an event in the comfort of your own home, or join someone else’s. Whether it is breakfast, brunch, lunch, dinner, picnic, potluck or dessert it can all be arranged at the website. Anyone can register and join someone’s dinner or create their own, and be part of a new social trend of eating in common. EatinCommon welcomes locals, new-in-town, families with kids, expats and open-minded souls to join. The company was created by three entrepreneurs who met up at a Start-up Weekend in Stavanger in 2013. Their mission is to create a food movement to empower more people, to have cultural and social experiences around the table, by creating a website with a simple concept and a constant developing service.

**LEADERSHIP AND CITIZENSHIP**

*The most powerful and far-reaching action a city can take to be more intercultural is to open up democratic representation and decision-making to all residents of the city irrespective of their origin, nationality or residence status. Formal political rights at the local level are determined nationally or at the regional level in some federal states. Nonetheless, there is much that a city council can do to influence the way in which diverse groups interact and co-operate around the allocation of power and resources. An intercultural city strives to include all residents in the policy-making process and ensures thereby that public services are provided according to their diverse needs and not according to their cultural or political proximity to public decision-makers.*

Salisbury’s score in the field of leadership and citizenship is 58, higher than the city sample result of 50.



Despite the fact that foreign nationals cannot stand as candidates in local elections and that there is no standard for the representation of persons with migrant/minority backgrounds in mandatory boards supervising schools and/or public services, foreign nationals can vote in local elections if they are a residents at a place within the local government area and have lodged the prescribed application with the chief executive officer of the council or if they are ratepayers of a property within the area. According to national law a foreign national would only be able to stand as candidate as a prescribed person if they are a nominee of a body which has its name on the voters roll for the area because as a Subject to the South Australian Local Government Elections Act 1999, a person is eligible to be a candidate for election as a member of council if the person is an Australian Citizen or a prescribed person.

Additionally, the **Salisbury Intercultural Community Alliance (SICA)** is a network with the purpose to inform the Council on matters relating to diversity and integration, including the implementation of the Intercultural Strategic Plan. The Alliance is comprised of 10-15 members from diverse cultural backgrounds and their role is to advocate on behalf of culturally diverse community members. SICA offers an effective platform for any citizen to voice an issue or idea to be communicated to the Council, as three staff members meet with the SCIA bi-monthly. Additionally, three members from SICA are on the Intercultural Strategic Alliance which is comprised of Elected Members, Industry Professionals and senior management from the Council, to inform and influence strategy and policy.



Another good policy is the city initiative to encourage people with migrant/minority backgrounds to engage in political life. The federal Electoral Commission is responsible for Local Government Elections, including the production of a range of promotional material which is translated into several languages. This is done to encourage citizens to understand their right to vote and nominate themselves to stand as a candidate. Under this agency is a phone service with translators on hand to provide support in languages other than English. The City of Salisbury operates a number of committees and alliances (Youth Committee, Seniors Alliance and Intercultural Alliance) which increases familiarity of the governance system to engaged members. The Youth Council encourages and sponsors its members to participate in the Youth Parliament, where they put forward a bill to South Australian parliament. The members are active in political campaigns and receive mentorship from the Council on becoming an elected member. They are also culturally and linguistically diverse.

#### Recommendations

An important part of an intercultural city is the democratic representation, participation and decision-making of all residents of the city irrespective of their origin, nationality or residence status. It is recommended that the City Council take action to promote the presence of minority groups in all supervisory bodies in the city. Additionally, Salisbury can take an example from other cities of the ICC network. An example is the **Young Mayor programme** in England. The London Lewisham Young Mayor is a robust attempt to put real power and responsibility in the hands of young people and treat them seriously. The Young Mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget of at least £25,000 to initiate a programme of work, as well as to advise the Lewisham Mayor and the city Council on issues relating to young people

Another interesting example comes from Canada. **The Montreal Intercultural Council (CIM)** advises, and issues opinions to the City Council and the executive committee on all issues of interest to the cultural communities and on any another matter relating to intercultural relationships. It seeks opinions and receives and hears requests and suggestions from any person or group relating to intercultural relationship issues. It carries out or commissions studies and research that it deems useful or necessary to the exercise of its functions.

In recent years the CIM has taken an active part in many projects, such as the City's work on racial profiling (2010), the Symposium on Interculturalism (2011), and many other projects on various issues such as equality in employment, social inclusion, the municipality's management of minority places of worship and the Montreal development plan. The Intercultural Council is run in partnership with all the departments of the Montreal city authority. The activities of the CIM include:

- Training days on ethno-cultural diversity with executives and elected municipal representatives;
- Participation in colloquies, conventions and public consultations;
- Participation in events held by ethno-cultural communities;
- Organizing a Municipal forum on the participation of ethno-cultural artists and communities in the cultural life of Montreal;
- Organizing a Municipal forum on the problem of racial profiling in Montreal.

In Vinnytsia, Ukraine, residents have been invited to participate in regeneration, via a scheme known as "A Budget of Public Initiatives". This is a democratic process where citizens select the projects they want budgets to be spent on. The budget has been spent on renovating some of the historic buildings, while also encouraging tourism whilst supporting lower income residents to remain living here. There is no evidence that the properties have been sold or rented at a higher value after the renovation. Vinnytsia also uses a platform for participation processes where all regeneration issues can be openly discussed. The hub is used by active citizens, pro-active NGOs and city council representatives, including the mayor, for open discussions.

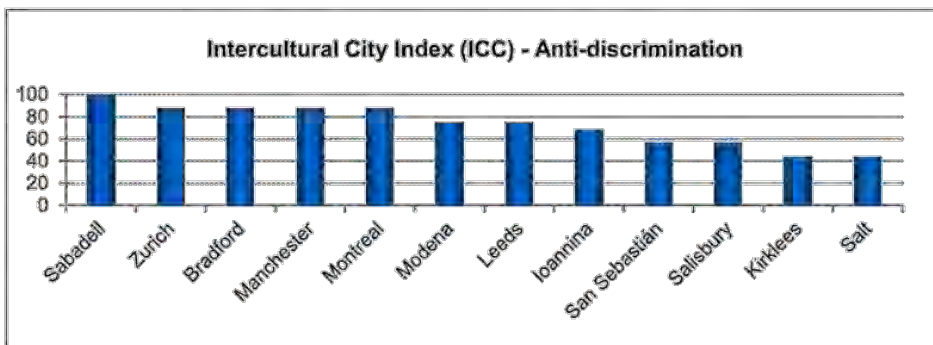
Montreal, Canada has taken steps to ensure the presence of minority representatives in consultative and decision-making bodies to which the city has the power to make appointments. It has commissioned Concertation Montréal to develop and support innovative and structural regional initiatives to achieve this goal. This includes action to

promote successful models, develop a pool of candidates, and increase participation of under-represented groups in decision-making bodies.

**ANTI-DISCRIMINATION**

*Racism, xenophobia, homophobia, intolerance against certain religious groups, gender discrimination, prejudice and ethnocentrism, are all conducive to discriminatory attitudes and practices. They often subsist in people's minds despite laws proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation. An intercultural city assures every effort is made to ensure non-discrimination in all of its policies, programs and activities. The city works in partnership with civil society organisations and other institutions that combat discrimination and offer support and reparation to victims. It also communicates widely on the risks discrimination presents for social cohesion, quality of life and the local economy.*

Salisbury's score in the field of anti-discrimination is 56, lower than the city sample result of 72.



Despite the fact that the City of Salisbury has not carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds, the Council has a policy called **"The Fair Treatment Policy"** which outlines that unfair discrimination is prohibited and prescribes **"Fair Treatment Contact Officers"** who are trained to provide support and information. The Intercultural Strategy and the Access and Inclusion Strategy both refer to the Australian Government legislation prohibiting discrimination. Lastly, the City of Salisbury is a Refugee Welcome Zone.

The City does not have a dedicated service that advises and supports victims of discrimination; however, this is done at the regional and/or national level. The private organisation **"Intercultural Connections"** regularly monitor/research the extent and the character of discrimination in the city and works closely with the City. Their duties include monitoring media discrimination as well as community outreach information sessions to public, staff, community centres, sport and recreation centres.

Additionally, the City of Salisbury runs punctual anti-discrimination campaigns like for example the 2015 **"Racism. It stops with me"** (p.27) in 2015. As part of this campaign, guest speakers from the Equal Opportunity Commission presented to staff to raise awareness. Other promotions to staff including community events and publications in the Salisbury Aware magazine have helped to generate further awareness about the campaign and discrimination.

Another good practice from the City of Salisbury is the signing of the **"Refugee Welcome Zone Declaration"**, on 21 March 2016, which is a commitment to welcoming refugees into the community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing diversity in the community. **Refugee Welcome Zones** are an initiative of the national body Refugee Council of Australia.

The City does not have an anti-rumours strategy or implement anti-rumours activities following the official Council of Europe methodology.

### Recommendations

An intercultural city ensures every effort is made to ensure non-discrimination in all of its policies, programmes and activities. Consequently, it is recommended that the City of Salisbury consider a systematic review of municipal rules and regulations, with the purpose of identifying mechanisms which may discriminate against residents. Providing financial and/or logistical support to civil society organisations that advise and support victims of discrimination and implementing anti-rumours activities following the Council of Europe methodology is also recommended.

A good practice that can serve as inspiration is the Bilbao creative anti-rumour writing initiative. In 2017, within the framework of the city [anti-Rumour strategy \(ARS\)](#), a creative anti-rumour writing initiative has been developed to involve the local community in the implementation of the ARS strategy. In Bilbao, many people are fond of creative writing; this has been used to connect the interest of citizens with the ARS to raise awareness about diversity and coexistence. The activities implemented in this framework consist of writing training and workshops about diversity and coexistence as well as an annual contest of short novels. The results showed that more people are involved in the general anti-rumour strategy taking part in other activities of the ARS project. A yearly publication of selected short Novels is also realised. The cooperation appears on the local level with local writers, professors and writing schools. The local observatory of immigration also cooperates as well as local associations.

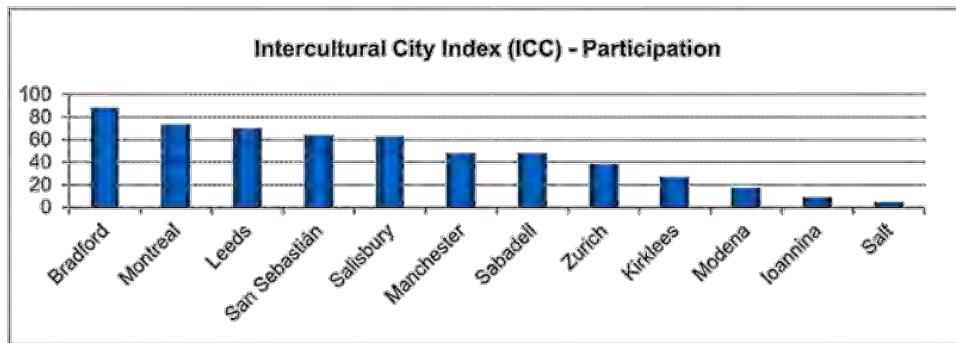
Another excellent initiative comes from Spain. In 2000, **Sabadell signed the European Charter for the Safeguarding of Human Rights in the City<sup>19</sup>**, committing itself to incorporate its principles and norms into its local legislation. This charter recognises the guarantee of rights to all persons residing in the city without discrimination on the basis of colour, age, sex, sexual choice, language, religion, political opinion, national or social origin or income level. Municipal regulations have been revised to ensure that they comply with successive legislative changes, such as the law on places of worship and the law to guarantee LGTBI rights. All the new ordinances are elaborated taking into account the perspective of diversity and in particular it is being contemplated as a priority in the legislation on coexistence that is currently being elaborated. Additionally, the Civil Rights and Gender Department is working on the review of all municipal legislation to incorporate the articles of the European Charter for the Safeguarding of Human Rights in the City.

### PARTICIPATION

*Inclusion, power-sharing and participation are the golden keys of intercultural policy-making. A range of studies have demonstrated that inclusive integration policies produce better outcomes in terms of social cohesion, trust in the administration, safety, quality of services, welfare, good governance and economic growth. People with different backgrounds and experiences can bring innovative solutions to common challenges, as well as anticipate problems that might arise. Conversely, when people encounter barriers to participation, or otherwise choose intentionally not to participate, they may, passively, withdraw from social and public life or choose, actively, to live outside prevailing social customs and law. An intercultural city actively seeks the participation of all residents in the various decision-making processes that affect life in the city. By doing so, it increases support, and thereby the sustainability of local policies, while at the same significantly reducing the economic costs of social exclusion and instability.*

Indicators on participation were included in the ICC Index in January 2019. Twelve cities have so far replied to this new index chapter. Salisbury's score in the field of participation is 63, higher than the city sample result of 46.

<sup>19</sup> Read more on the ICC website: <https://www.coe.int/en/web/interculturalcities/-/anti-discrimination-tools>



The adoption of the Intercultural Strategic Plan of the City of Salisbury is the result of consultation process including people with migrant/minority backgrounds. The Intercultural Strategic Plan was heavily informed by extensive and meaningful community engagement, focussing on culturally and linguistically diverse communities. This consultation was done at multiple stages and at varying depths throughout the process. Five community workshops were delivered, with heavy participation of culturally and linguistically diverse residents. A survey was completed by over 600 people, with substantial completion by culturally and linguistically diverse members. Prior, in 2016, a survey of 91 culturally and linguistically diverse youth was conducted.

Complementing this engagement, the voices of the community was also heard through informal engagement. With 850 people from 8 different culturally and linguistically diverse communities accessing programs at the Community and Seniors Centres, the staff were able to consider information anecdotally passed onto cultural group coordinators, through their relationships with culturally and linguistically diverse communities and their depth of understanding of cultural issues.

Additionally, the Salisbury Intercultural Community Alliance and the Salisbury Intercultural Strategic Alliance are two public participation networks that enable all residents to participate in decision making processes. A membership to the Community Alliance is open to anyone of any background living in Salisbury. The Alliance acts as a platform for members to advocate on behalf of their cultural communities as well as assisting in implementing the Intercultural Strategic Plan. Three members of this Alliance are part of the Strategic Alliance (which includes elected members and senior management) with the role to voice issues raised in the Community Alliance and to have these inform decisions.

Salisbury does not monitor the participation of city residents with migrant/minority backgrounds in the decision-making process and does not take action to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations. At the same time the City has not introduced mechanisms to make sure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of city residents with migrant/minority backgrounds. Surveys of the Salisbury community have shown that residents are not in favour of quotas, but rather in preference for merit-based decisions. However, the City of Salisbury has internal policies about gender equality and initiates good practices for fostering gender equality through systematic mechanisms. The provision of childcare at community centres and libraries which are heavily used by the city's culturally and linguistically diverse community helps to enable carers, particularly females and give access opportunities of learning and building meaningful connections by removing the barrier of parenting/caring.

#### Recommendations

Inclusion and participation are the keys to intercultural policy-making. An intercultural city actively seeks the participation of all residents in the various decision-making processes that affect life in the city. It recommended therefore recommended the City monitor the overall participation and representation of residents with

migrant/minority backgrounds in the decision-making process and, if necessary, introduce further mechanisms to ensure equality and representation is respected in organisations participating in the decision-making process.

A good practice that can be useful for Salisbury is the Donostia-San Sebastian (Spain) where a **city initiative supports culturally diverse NGOs to enhance participation of migrants, ethnic minorities and local citizens in the life of the city.** The initiative consists in giving grants to culturally diverse people and NGOs in order to implement projects which promote the participation of migrants, ethnic minorities and local citizens in activities that foster coexistence and interaction. These projects consist of welcoming, awareness raising, participation or training activities and aim at increasing the visibility, acknowledgement and respect of rights, diversity, languages and religions. They are also intended to foster interculturality as an asset in different areas such as education, youth, human rights, gender equality and others.

This initiative empowers citizens with a migrant or ethnic background and those associations working in favour of interculturality, and supports them to build up their own projects, those that are more suitable and answer to their specific needs. It also provides them the chance to enhance the value of their own cultures and bring together local people and other culturally diverse citizens.

An example is the project of political participation of young women in the inner city district of Berlin-Neukölln, Germany. The **Schilleria Girl's Café** is addressed at girls and young women, most of who have a migrant background and are socially and educationally disadvantaged. Due to the increasing success of right-wing parties and Europe-wide discrimination of Muslims, the girls involved urgently demanded to talk more intensively about political topics. The **project "PolitTalk"** therefore took the opportunity of the parliamentary elections to inform those interested about political topics and to motivate them further for the under-18 elections. The project combined political education and empowerment. Participants received training in communication and networking skills. Talks on political parties and the voting system were followed by creative workshops and the election event itself. Local schools and youth clubs were invited.

The action is implemented by the organisation Madonna Mädchenkult.Ur e.V. who will also evaluate it. It is financed through the European Social Fund and funded by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety in the framework of the programme "Jugend stärken im Quartier".

**INTERACTION**

*Interaction between people of all kinds is what gives the intercultural city its distinctive value. Identity is not 'given' in a passive sense, but something which is 'enacted' and defined through interaction. In spite of protective laws, prejudice and discrimination can thrive where there is segregation or a lack of contact and dialogue between people. There is ample evidence to prove that, under certain conditions, the more contact people with different backgrounds and lifestyles have with each other, the less likely they are to think and behave in prejudicial ways. Therefore, an intercultural city develops, in partnership with other organisations, a range of policies and actions to encourage more mixing and interaction between diverse groups.*

As mentioned above, indicators on interaction are also new. Salisbury's score in the field of participation is 75, higher than the city sample of 68.



The City of Salisbury has a list of officially recognised organisations. The Polaris Centre run by City of Salisbury maintains a list of approximately 6000 businesses active within the area. The level to which these businesses are concerned by intercultural inclusion is not recorded. Alternatively, the state run South Australian Directory provides information of community organisations.

The City also collaborates with locally run organisations that are active in the field of intercultural inclusion for a range of services. The Council formally engages key organisations to come and provide guest presentations at events on matters relating to diversity and to enhance the community's intercultural awareness and competence. Intercultural discussions held regularly at community centres have a high attendance from these organisations and residents to maintain strong relationships and information sharing. The culturally and linguistically diverse youth mental health network is an example of a formal network that meets regularly including culturally and linguistically diverse officers of State Police, mental health providers, NDIS services, Council staff, etc. The purpose of this network is to share information, reduce unnecessary duplication and therefore increase the efficiency and reach of services. However, teachers in elementary/primary schools do not receive training in intercultural communication and pedagogy.

#### Recommendations

The Norwegian city of Bergen shows a good practice where mixing and interaction between diverse groups is made through making music together. **Fargespill (Kaleidoscope)** focuses on what happens when differences meet through traditional music and dance: Ethiopian shoulder dance meets Norwegian "gangar". Mogadishu meets Kollywood, "fallturillturalitura" meets "habibi habibi". Children-rhymes from all over the world unite in one grand polyphonic mantra. The result is an intimate, musical meeting with young peoples' stories about who they are and where they come from, told through music and dance from their respective cultures. The experience is elevated by professional musicians, choreographers, instructors, sound- and light designers and set designers.

Fargespill debuted with great success during the Bergen International Festival in 2004, and has since seen over 135 000 performances. They have released a book and an album, which was nominated for the Norwegian Grammys. The Fargespill-concept is licensed to several municipalities all over the country, as well as to Sweden – and several others are on the verge of starting up their own ensembles.






A great inspiring initiative can be found in Spain. The City of Donostia-San Sebastian promotes participation and interaction through the renovation of public spaces. An example of this action is **Tabakalera** which is former tobacco factory that was converted into a contemporary culture centre where everybody feels welcome and can explore different ways to express themselves. Located in the Egia district, the building is an impressive space (13,277m<sup>2</sup>) that organises, since 2007, a wide sort of activities (exhibitions, short film screenings, etc.).

OVERALL CONCLUSIONS

COMMITMENT	✓	The city has formally stated its intercultural engagement. The city has an Intercultural strategy and action plan.
	✗	The communications by the city rarely make clear reference to the city's intercultural commitment. The intercultural section of the City's website is not developed.
EDUCATION	✓	Different plans and strategies involve youngsters in cooperation and intercultural relations. Intercultural projects are implemented in the majority of schools.
	✗	There is no policy to increase cultural mixing.
NEIGHBORHOOD	✓	The City applies the national/state policy to increase the diversity of residents in the neighbourhoods and avoid ethnic concentration. Many actions/activities are encouraged to boost interaction.
	✗	Salisbury does not have a city policy to increase the diversity of residents in the neighbourhoods and avoid ethnic concentration.
PUBLIC SERVICE	✓	The city has a recruitment plan to ensure an adequate rate of diversity within its workforce that aims specifically to increase representation of people with migrant/minority backgrounds at the higher hierarchical levels. The city takes into consideration the migrant/minority backgrounds of all residents when providing most of its services.
	✗	Public employees reflect the composition of the city's population only at the lower and mid-levels. It also does not have a recruitment plan to ensure adequate rate of diversity within workforce.
BUSINESS AND LABOUR	✓	Salisbury has national and State policy that prohibits discrimination in the labour force. The city takes action to encourage businesses from ethnic minorities to enter higher-added value sectors. It also encourages the involvement of an adequate % of entrepreneurs with migrant/minority background in business districts or incubators.
	✗	The City of Salisbury does not have a local policy that prohibits discrimination in the labour force. There is no specific support service addressed to migrant companies or entrepreneurs.
CULTURE AND SOCIAL LIFE	✓	Salisbury regularly organises public debates/campaigns and events in the field of culture /cultural diversity.
	✗	Interculturalism is not a formal assessment criterion when allocating Council funds. Salisbury does not encourage cultural organisations to deal with diversity and intercultural relations in their productions.
PUBLIC SPACE	✓	Salisbury takes into account the diversity of the population when designing new public buildings and spaces while also encouraging intercultural mixing in different public facilities. The City does not count with areas dominated by one ethnic group and there are no areas with reputation of dangerous.
	✗	The public spaces where the city does not take action to encourage meaningful intercultural mixing are the museums and the playgrounds.

MEDIATION	✓	The mediation service is provided by a civil society organisation. Salisbury has a generalist municipal service which also deals with religious conflicts.
	✗	Salisbury does not have a municipal service devoted to inter-religious relations only.
LANGUAGE	✓	The City of Salisbury provide different services in the field of language competences like teaching migrant/minority languages as part of the regular curriculum at schools and teaching migrant/minority languages as a regular language option available to everyone.
	✗	Salisbury raises awareness with limited means that does not includes local minority newspaper/journals, radio programmes and TV programmes in (a) migrant/minority language(s).
MEDIA AND COMMUNICATION	✓	The city does monitor local media and social networks to know how they represent migrants or minority groups. Negative stories about the residents, especially if through a racial lens, are promptly addressed for resolution by staff.
	✗	The City does not have a communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media.
INTERNATIONAL OUTLOOK	✓	The city has an explicit policy to encourage international cooperation in economic, scientific, cultural and other areas. The City Council has a specific financial provision for this policy as well as a foreign-students exchange program that reach out to exchange students.
	✗	Exchange between the diaspora and the cities of origin are limited.
INTELLIGENCE AND COMPETENCE	✓	Statistical and qualitative information about diversity and intercultural relations is mainstreamed to inform the Council's process of policy formulation. Salisbury promotes the intercultural competence of its officials and staff, in administration and public services.
	✗	Salisbury does not carry out surveys that include questions about the public perception of migrants/minorities and about the feeling of security/safety with respect to people with migrant/minority backgrounds.
WELCOMING	✓	The city has a designated agency, unit, person, or procedure to welcome new arrivals and also a comprehensive city-specific package of information and support. The City of Salisbury provides a range of services such as cultural group programs, information packages and networking opportunities for newcomers.
	✗	The City does not provide welcome support for unaccompanied minors.
LEADERSHIP AND CITIZENSHIP	✓	Foreign nationals can vote in local elections if they are a resident at a place within the local government area and have lodged the prescribed application with the chief executive officer of the council or if he is a ratepayer of a property within the area. Salisbury have a consultative body representing only migrants/minorities and/or their organisations.
	✗	Salisbury's foreign nationals cannot stand as candidates in local elections. There is no standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services.
	✓	The City Council has a policy which outlines that unfair discrimination is prohibited.



<b>ANTI-DISCRIMINATION</b>		Salisbury has not carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds. The City does not have a dedicated service that advises and supports victims of discrimination. The City does not have an anti-rumours strategy or implement anti-rumours activities following the official Council of Europe methodology.
<b>PARTICIPATION</b>		The adoption of the Intercultural Strategic Plan of the City of Salisbury is the result of consultation process including people with migrant/minority backgrounds. Salisbury enables all residents to participate in the decision-making processes. The City has not introduced mechanisms to make sure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of city residents with migrant/minority backgrounds.
		Salisbury does not monitor the participation of city residents with migrant/minority backgrounds in the decision-making process and does not take action to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations.
<b>INTERACTION</b>		Salisbury has a list of officially recognised civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion. The City also collaborates with locally run organisations that are active in the field of intercultural inclusion for a range of services.
		Teachers in elementary/primary schools do not receive training in intercultural communication and pedagogy.

In view of the above, we wish to congratulate the City of Salisbury for the efforts taken and we are confident that if the city follows our guidelines and other Intercultural Cities' practices the results will rapidly be visible and tangible.

**RECOMMENDATIONS**

When it comes to the intercultural efforts, with reference to the survey, Salisbury could enhance the sectors below by introducing different initiatives:

**Commitment:** Salisbury may want to look into an enrichment of the official intercultural webpage, specifically with the practical actions, programs and activities that are put in place by the City Council. In this regard, Berlin shows a good example on event communication where together with the integration representatives of each Berlin district, Neukölln co-manages [Berlin's Intercultural Calendar](#) which integrates the various holidays celebrated in the city.

**Education:** Salisbury may wish to look into a policy to increase cultural diversity. A good practice comes from Montreal where young people themselves are empowered to be young ambassadors. The project accompanies young ambassadors for diversity who run their own sensitisation campaign for employers. The young people receive training from experts in employability, business and diversity before visiting employers to tell them positive stories of young people, recent immigrants and ethnic minorities. There are also 'young ambassadors against prejudice' who mobilise young people from primary and secondary schools and promote the importance of fighting discrimination and valuing diversity in their neighbourhood or region.

**Neighbourhood:** The Intercultural Strategic Plan 2017-2027 creates the vision and encouragement for a number of initiatives and events to promote diversity and intercultural inclusion. Thus, additional precise measures are suggested for sustainable results. An inspirational example could be the policy from [Zurich](#) which aims at the increasing diversity in the neighbourhood.

**Public service:** Salisbury may consider adopting a targeted recruitment plan to ensure that the background of the municipal workforce represents that of its inhabitants. Montreal applies a good practice that can be interesting, with minorities' together accounting for some 20% of the workforce. The city's [recruitment policy is clearly inspired by the concept of promoting diversity](#) and is geared towards talent of all kinds in terms of gender, age, background, experience and culture.

**Business and labour market:** A suggestion is to favour companies with an intercultural strategy when taking decisions relating to the procurement of goods and services. A great example which can help the Salisbury City Council is the Auckland's support for its diverse entrepreneurs through the council-controlled organisation "[Auckland Tourism, Events and Economic Development](#)" (ATEED) who created a range of programmes and facilities that can support entrepreneurs from all cultural backgrounds.

**Cultural and civil life:** We recommend that the City of Salisbury introduce intercultural criteria when allocating funds to associations and initiatives and also to encourage cultural organisations to deal with diversity and intercultural relations in their productions. Salisbury may want to look into the good practice in Bergen, Norway. The [FKS Bergen initiative](#) promotes cooperation between different sports clubs to ensure inclusion of people from migrant background in their activities. This is carried out through school projects, swimming lessons, regular leisure and events around the neighbourhoods.

**Public Space:** New creative projects could be suggested such as the Art project that reshape historic centre of the city of Cascais in Portugal. "[Muraliza](#)" is a Mural Art Festival that takes place every summer. During these days, it is possible to meet artists and talk about their masterpieces.

**Mediation and conflict resolution:** We recommend creating a mediation service dedicated to intercultural issues and which provide mediation in various contexts such as in specialised institutions such as hospitals, police, youth clubs, mediation centres, retirement homes, etc., or for general purposes in the city administration. Salisbury may wish to consider creating a dedicated municipal service devoted to inter-religious relations. The City may want to look into the good example that comes from Norway. "[The Mediation panel](#)" in Oslo is a low threshold mediation service for complaints on discrimination.

**Language:** We recommend providing logistical and/or financial support to local minority media in migrant/minority languages. Salisbury may wish to consider specific language training in the official language(s) for hard-to-reach groups. A good practice that can serve as an inspiration comes from Spain. Barcelona deploys steady [efforts to boost the learning of languages](#) that make up the linguistic ecology of its neighbourhoods in accordance with the Universal Declaration of Linguistic Rights.

**Media and communication:** A dedicated communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media would positive for the intercultural inclusiveness. Providing support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds is also recommended. Salisbury may wish to look into [Geneva's anti-racism campaign where the City tackles hurtful words](#). At a time when social networks and digital communication are having a major impact on the everyday interaction, raising awareness of discriminatory remarks and speech is a real challenge for public authorities.

**International outlook:** An aspiring intercultural city should have an international policy that seeks to promote relations which can help the city understand the geopolitical, cultural and economic context in which newcomers have been socialised, and shape its policies of welcome and integration accordingly. The City may consider the good example of Reggio Emilia. The Italian city has signed, through the Intercultural centre Mondinsieme, an agreement with the Moroccan Ministry in charge of relations with the diaspora. The agreement underpins Reggio's holistic intercultural policy and [seeks to "promote socio-cultural mixing and openness towards the other"](#).

**Intercultural intelligence and competence:** It is recommended the City of Salisbury carry out surveys related to migrants/minorities. The Council may want to take an example from the City of Haifa in Israel where conflict resolution is possible through a [Community - Police relationship Programme](#). The goal of the programme is to increase the feeling of security among Haifa's more vulnerable residents and neighbourhoods and to improve the police force's ability to carry out its role through the process of developing cultural competency skills and building trust between the police and the communities they serve.

**Welcoming:** Welcoming efforts are important support to newcomers. Inspiration can be drawn from the project [City of Sanctuary](#) in Swansea, UK – welcoming those fleeing from war and/or persecution.

**Leadership and citizenship:** It is recommended the City Council take action to promote the presence of minority groups in all supervisory bodies in the city. A great example is the [Young Mayor programme](#) in England. The London Lewisham Young Mayor is a robust attempt to put real power and responsibility in the hands of young people and treat them seriously. The Young Mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget to initiate a programme of work, as well as to scrutinise the work of Lewisham Mayor and of the city Council.

**Anti-discrimination:** The City of Salisbury may consider a systematic review of municipal rules and regulations, with the purpose of identifying mechanisms that may discriminate residents with migrant/minority backgrounds. Providing financial and/or logistical support to civil society organisations that advise and support victims of discrimination and implementing anti-rumours activities that follows the official Council of Europe methodology is also recommended. A good practice that can serve as inspiration is the Bilbao creative anti-rumour writing initiative. In 2017, within the framework of the city [anti-Rumour strategy \(ARS\)](#), a [creative anti-rumour writing initiative](#) has been developed to involve the local community in the implementation of the ARS strategy.

**Participation:** We recommend the City monitors the overall participation of city residents with migrant/minority backgrounds in the decision-making process and, if necessary, introduce mechanisms to ensure equality is respected in organisations that participate in the decision-making process. A useful good practice that can be useful for Salisbury is the Donostia-San Sebastian (Spain) where a city [initiative supports culturally diverse NGO to enhance participation of migrants, ethnic minorities and local citizens in the life of the city](#).

**Interaction:** Salisbury may consider that teachers in elementary/primary schools receive training in intercultural communication and pedagogy. The city may want to look into another good practice of Donostia-San Sebastian where [the city promotes participation and interaction through the renovation of public spaces](#). An example of this action is [Tabakalera](#) which is former tobacco factory that was converted into a contemporary culture centre. Located in the Egia district, the building is an impressive space where a wide sort of activities (exhibitions, short film screenings, etc.) are organised.

Salisbury may wish to consider further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided above for each sector as well as in the Intercultural cities [database](#).

Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely

contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

The Council of Europe and its partner cities have developed and validated an intercultural approach to integration and inclusion which enables cities to reap the benefits and minimise the risks related to human mobility and cultural diversity. A decade after the start of this work, there is growing evidence that diversity, when recognised and managed as a resource, produces positive outcomes in terms of creativity, wellbeing and economic development.

The Intercultural Cities Programme (ICC) invites cities in Europe and beyond to explore and apply policies that harness diversity for personal and societal development.

The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, 27 of which are members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.



<b>ITEM</b>	1.1.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 November 2020
<b>HEADING</b>	Direct Democracy and Citizen's Juries
<b>AUTHOR</b>	Julie Douglas, Senior Social Planner, Community & Org. Development
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities 4.5 We engage meaningfully and our community is aware of Council initiatives
<b>SUMMARY</b>	This report provides an overview of the concepts of Direct Democracy and Citizen's Juries. It presents potential opportunities and strategies that Council may consider if it chooses to implement Citizen's Juries into Council's existing decision making processes.

**RECOMMENDATION**

1. That this report is received and noted.
2. That Council does not pursue either Direct Democracy or Citizen's Jury models however continues to meaningfully engage and consult with the community in line with the Community Consultation Policy.

**ATTACHMENTS**

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

1. City of Salisbury Community Consultation Policy
2. City of Salisbury Community Experience Charter
3. A Guide to Using Citizen's Juries

**1. BACKGROUND**

- 1.1 At its November 2019 meeting Council resolved that a number of initiatives be reported back for potential implementation, based on a summary report of attendance at the 2019 Local Government Professionals Australia National Congress and Business Expo in Darwin. This included the following resolution in relation to Direct Democracy and Citizen Juries:

3. *That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of:*
  - a. *strategies and opportunities for Council to engage in the "Direct Democracy" (Citizens Jury), identifying areas where this can be used e.g. Neales Green;*

- 1.2 The concepts of “direct democracy” and “citizen’s jury” have a long history in many other countries but have much more recently gained popularity in Australia as a way of engaging everyday people in the decision making processes on complex political, environmental and social issues. Whilst the two concepts are closely interrelated, there are also key differences in how each is defined and operationalised.

### **Direct Democracy**

- 1.3 As the name implies, direct democracy promotes direct participation of citizens in democratic decision making by involving them in deciding on policy initiatives and directions. Direct democracy is commonly used to refer to three distinct types of vote: referendums, citizen initiatives and recall. The common characteristic of each is that they all place more power directly in the hands of citizens, as opposed to elected representatives.
- 1.4 The two most common forms of direct democracy are participatory democracy (involvement of citizens in the direction and operation of political systems); and deliberative democracy (deliberation, as opposed to voting, is central to decision-making and is the primary source of legitimacy for the policy or law).
- 1.5 Although direct democracy and representative democracy (such as embodied in local Councils, state and federal parliaments) are often considered as opposites, they can also be effectively used together to set policy directions directly supported by the community. Examples in application are when public judgement in identifying options that support the best interests of the community is sought, or when there is a need to broker solutions to conflict.
- 1.6 To be effective direct democracy requires that there is strong commitment from the representative body to accept and enact the outcomes delivered through the direct democracy process.
- 1.7 Recent research on the use of direct democracy in Australia<sup>1</sup> indicates wide support for the use of direct democracy, especially with respect to constitutional issues and matters of principle that people feel they can readily engage with. Whereas representative bodies (e.g. parliament or council) are still seen as best placed to decide upon more technical matters. Support for direct democracy appears to be strongest among politically disaffected citizens, in ways that suggest greater use of direct democracy may have a role to play in addressing the perceived decline in political trust.

### **Citizen’s Juries**

- 1.8 Citizen’s juries are an example of *deliberative democracy* utilising engagement, discussion and deliberation by everyday people to reach a decision on an identified issue by consensus or majority opinion, as opposed to a yes or no vote. As with other forms of direct democracy citizen’s juries can be used to broker a conflict, or to provide a transparent and non-aligned viewpoint. Generally, citizen’s juries draw upon some of the values and practices of a legal jury, hence the name.

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<sup>1</sup> Kildea, P, Brown, AJ & Deem, J, 2020, ‘When Should the People Decide? Public Support for Direct Democracy in Australia’, *Parliamentary Affairs*.

- 1.9 Citizen's juries are created from a representative sample of citizens who are briefed in detail on the background and current thinking relating to a particular issue. Typically the jury is presented with a range of possible alternatives, jurors consider the alternatives and make a judgment on what they consider is in the best interests of the community. The jury presents its decision as they would in legal juries, often in the form of a report which may include recommendations for future actions or directions.
- 1.10 Similar to direct democracy, for a citizen's jury process to be effective Council would need to agree in advance that it will implement whatever decision the citizen's jury makes. There are risks inherent in Council committing in advance to implementing decisions that should be fully considered prior to implementing a citizen's jury process. This includes (but is not restricted to) managing wider community expectations should a citizen's jury decision prove to be unpopular with segments of the community. Selected recent examples of citizen's juries in Australia, including in the local government context, includes:
- Australian Capital Territory - Compulsory Third Party (CTP) Insurance Scheme (2017);
  - Narrabri Shire Council, NSW – Emergency Management (2017);
  - South Australia - Nuclear Waste Storage (2016);
  - Infrastructure Victoria – 30 Year Infrastructure Strategy (2016);
  - Greater Geelong, Vic - Democratic Representation by a Future Council (2016);
  - City of Greater Geraldton, WA - Mullewa Services Summit (2016);
  - Eurobodalla Shire Council, NSW - Is Council spending your money on the right things? (2016);
  - City of Melbourne, Vic - Future Melbourne 2026 Plan (2015/2016);
  - University of Adelaide, SA – Obesity Prevention (2015);
  - South Australia – Dog and Cat Management (2015);
  - Nillumbik Shire Council, Vic - Response to Rate Capping (2015);
  - Surf Coast Shire Council, Vic - Spring Creek Structure Plan (2015);
  - City of Greater Geraldton, WA - Community Summit (2015);
  - City of Melbourne, Vic - Ten-year Financial Plan (2014/2015);
  - City of Yarra, Vic - What advice would you give Council on rewriting the Planning Scheme? (2014/2015);
  - City of Sydney, NSW - Creating a Safe and Vibrant Nightlife (2014);
  - South Australia - Sharing the Roads Safely (2014);
  - City of Greater Geraldton, WA - Range and Level of Services Community Panel (2014);

- Inner West Council, NSW (formerly Marrickville Council) - Council's Infrastructure Needs (2014);
- City of Darebin, Vic - Participatory Budgeting on Infrastructure Funding (2014);
- South Australia - Creating a Safe and Vibrant Adelaide Nightlife (2013);
- City of Greater Geraldton, WA - 10 Year Capital Works Community Panel (2013)

In addition, there are numerous examples of citizen's juries used in the health system to inform public health policy and service responsiveness.

- 1.11 The remainder of this report outlines potential opportunities and strategies that Council may consider to implement a citizen's juries approach into Council's existing decision making processes.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 Manager Community Experience & Relationships
- 2.1.2 Manager, Community Health & Wellbeing

### 2.2 External

- 2.2.1 N/A

## 3. REPORT

- 3.1 The City of Salisbury has a strong commitment to conducting open, accountable and responsive decision making, which is informed by effective engagement, communication, and consultation between the Council and the community. In accordance with section 50 of the *Local Government Act 1999* Council has an endorsed Community Consultation Policy and Community Experience Charter (attachments 1 and 2), which together fulfil Council's legislative and aspirational commitments for community involvement in Council's planning and decision making.
- 3.2 Council undertakes a variety of consultation and engagement processes on projects, technical matters and other issues ranging from projects like the Burton Community Hub, new focus groups for the Community Perceptions Survey through to Council's draft budget and annual plan each year. Council has established a number of community representative groups that are regularly utilised for engagement and consultation purposes on a wide variety of Council initiatives. These groups include:
- Reconciliation Action Plan Working Group;
  - Strategic Intercultural Alliance;
  - Salisbury Seniors Alliance;
  - Disability, Access and Inclusion Network; and
  - Salisbury Youth Council.



- 3.3 Using a citizen's jury to engage the community in making decisions on a project, policy or issue requires a high level of commitment, time and resources. For this reason careful consideration should be given to the circumstances, projects and issues where it may be more appropriate to use a citizen's jury instead of other forms of community engagement and consultation.
- 3.4 The appropriate uses and special considerations to be taken into account when considering using a citizen's jury are summarised in the following table:

Appropriate Uses & Strengths	Special Considerations & Weaknesses
Can be used to draw community members into participative processes where the community is distanced from decision-making or an existing process is perceived as not being democratic	Jurors need to be truly representative of the community, which may require extensive and selective recruitment strategies
Improves representation in consultative and participative processes by engaging a representative cross section of the community	The size of the jury is constrained by the requirements of deliberation & consensus building
Can be used to moderate conflict, and provide a transparent process for decision-making	All parties involved need to be clear about the results and how they will be used
Can provide a mandate or cover for politically risky actions	The process should be organised / implemented through an independent, non-aligned third party to reduce influence (or perception of influence) over the decision making process
Provides a transparent participatory process, which can be seen to be independent and credible	Significant time needs to be allowed to select the jurors, hire facilitators, put together briefing or background papers and bring experts on board
Provides a public and direct democracy mechanism	Requires investment in developing understanding and expertise in citizens on the issue(s) to be decided on
Provides community members with opportunities to develop a deep understanding of an issue	Decision making may be a long and convoluted process
Involves ordinary community members	Potential for decreasing public involvement if the process becomes drawn out or requires too much time investment
Identifies fatal flaws or gauges public reaction and opinion	The commissioning body should follow the jury's recommendations or be prepared to explain why not

- 3.5 The experience of interstate councils that have embedded citizen's juries into their community engagement and planning processes suggests that preparing and running a citizen's jury project takes a minimum of 6 months, with a minimum of 2 staff (internal and external – not including advisory staff and subject experts), with a budget of \$40,000 per citizen's jury.
- 3.6 Based on the examples of citizen's juries utilised in local councils in Australia, the most common applications, and potential opportunities, relate to:
- Infrastructure planning;
  - Long term financial planning;
  - Reviewing service levels;
  - Reviewing capital works programs;
  - Identifying community priorities;

- Participatory budgeting; and
- Higher level strategies and plans.

In addition, research indicates the value of citizen's juries in:

- Developing community capacity;
- Engaging community;
- Brokering solutions to community conflict;
- Communicating an issue; and
- Providing insights on sensitive or contentious issues.

3.6.1 There are examples of interstate councils (such as the City of Greater Geraldton in WA and the City of Darebin in Vic) providing a dedicated budget that a citizen's jury can make recommendations on spending in line with community priorities or emerging issues.

3.7 The method of developing a citizens' jury approach is outlined in attachment 3, and summarised as the following steps:

- Defining the issue to be considered;
- Assigning a project manager;
- Forming an advisory group to develop the process and inform the briefing process;
- Designing the citizen's jury process to be followed;
- Determining a series of questions important to the issue(s) being considered, or developing a series of options for the jury to consider. Preparation also includes developing presentations on alternatives, engaging the experts and other witnesses, and timing everyone's participation, as it can take several days to run the jury;
- Engaging an independent moderator/facilitator to assist the process of deliberation;
- Recruiting and selecting community members to form a representative group. Jury members must be representative of the community in consideration, and must be perceived as such by the broader community;
- Briefing jurors on the rules of the proceedings, and allowing them a pre-determined time period to come to a recommendation;
- Providing access to ongoing iterative processes via expert witnesses, information and administrative support. The jury can then seek clarification, cross-examination and further advice to assist deliberation;
- Developing the jury's report, which should outline their recommendations; and
- Publishing the report and recommendations (normally done by the commissioning body).

**4. CONCLUSION / PROPOSAL**

- 4.1 This report has provided an overview of the concepts of direct democracy and citizen’s juries. It has provided guidance on how to establish and utilise a citizen’s jury, and has identified opportunities where it may be most appropriate to use a citizen’s jury.
- 4.2 With consideration to the wide range of community consultation and engagement mechanisms already undertaken by Council to support its commitment to open, accountable and responsive decision making; in addition to the relatively high cost involved in implementing a citizen’s jury process – it is not recommended that Council should pursue implementation of a citizen’s jury at this time.

**CO-ORDINATION**

Officer: GMOD  
Date: 6/11/2020





## Community Consultation Policy

<b>Policy Type:</b>	<b>Policy</b>		
<b>Approved By:</b>	<b>Council</b>	<b>Decision No:</b>	<b>0744/2015, 0508/2020</b>
<b>Approval Date:</b>	23 November 2015	<b>Last Reapproval Date:</b>	27 April 2020
<b>Review Date:</b>	April 2022	<b>Internal Reference No.:</b>	
<b>Department:</b>	Business Excellence	<b>Division:</b>	Community Experience & Relationships
<b>Function:</b>	9 - Governance	<b>Responsible Officer:</b>	Manager, Community Experience & Relationships

### A - PREAMBLE

1. The City of Salisbury is strongly committed to open, accountable and responsive decision making, which is informed by effective engagement, communication, and consultation between the Council and the Community.
2. In support of this Council has an endorsed Community Experience Charter which commits Council to work with the Community to deliver exceptional Community experience that exceeds Community expectations and delivers a future that we can all be proud of.
3. In the Community Experience Charter, our vision, “a flourishing city for all” is supported by our values – respectful, accountable, collaborative and helpful.
4. The requirements for preparation, adoption and alteration to a Council’s Public Consultation Policy are detailed in Section 50 of the Local Government Act 1999 (the Act).

### B - SCOPE

5. This Community Consultation Policy (the Policy) has been prepared pursuant to Section 50 of the Act and sets out the steps the Council will take:
  - where it is required by the Act to follow its public consultation policy;
  - in encouraging Community involvement in planning and decision making relating to Council programs and service delivery
  - where other legislation prescribes consultation processes, where those processes will be followed as a minimum and the Policy will be applied to any discretionary elements of such consultation
6. The Community Consultation Procedure will be utilised by Staff and Elected Members in the application of this Policy when undertaking Community Engagement and Consultation.

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7. In the application of this Policy, Council will conduct all consultation processes in an independent manner to enable Community members and stakeholders to participate and express their views freely.

#### C – POLICY PURPOSE/OBJECTIVES

8. The purpose of this Policy is to recognise the diversity of our local people and their communities and ensure any consultation is designed to best meet the needs of the Community and Council to achieve the following outcomes:
  - Establishing engaging and sustainable partnerships;
  - Building the wellbeing and a sense of pride among our people;
  - Developing a commitment to continuous improvement in our approach to engagement; and
  - To develop effective and ongoing engagement between Council and the local Community.
9. The following Community Engagement principles are central to the City of Salisbury’s approach to the Community consultation processes:
  - **Participation:** Council views all members of its Community as being citizens and recognises that citizenship grows and develops with the participation of citizens in democratic processes
  - **Respect:** Council values and respects the diversity of the Community of the City of Salisbury and believes that all citizens have the right to be consulted and to participate in Council’s consultative and decision-making processes.
  - **Partnership:** Council will work in partnership with the Community to shape the future of the City of Salisbury because it believes that the City’s future is best achieved through an active and informed citizenry.
  - **Wellbeing:** Council believes that Community wellbeing, vibrancy and sustainability are enhanced by citizens participating in Council’s decision-making process.
  - **Accountability:** Council is accountable to its Community through Community participation and engagement for the management of its resources, assets and expenditure and for the decisions it makes.
  - **Accessibility:** Council recognises that there are a number of groups within the Community who have particular requirements to enable them to participate effectively in decision making processes. Council will ensure that any barriers to effective Community participation and engagement are addressed.
10. In applying this Policy, Council will utilise its Community Engagement Framework to enable a consistent and effective approach to consultation by its staff.

#### D – DEFINITIONS

11. The Act refers to the *Local Government Act 1999* unless otherwise specified.

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12. Community Consultation is the process Councils undertake to obtain community views on issues as an input to decision making. The Act requires Council to adopt a public consultation policy and apply it when consulting on particular matters.
13. Community Engagement is an all-encompassing term that incorporates all forms of community participation in decisions that affect them. The International Association for Public Participation (IAP2) identifies and defines differing levels of Community Engagement on a spectrum. These are inform, consult, involve, collaborate and empower. These underpin the approach behind the City of Salisbury's Community Engagement Framework.
14. Policy refers to the City of Salisbury's Community Consultation Policy.
15. For the purposes of this Policy, the term 'Community' includes anyone who lives, works, studies, owns property or a business or is a visitor to the City of Salisbury.

#### **E - POLICY STATEMENT**

Council will:

16. Follow the steps listed in Section G of this Policy when undertaking Community Consultation to meet its public consultation policy obligations under the Act. Staff may choose to undertake additional consultation if it is appropriate for particular circumstances.
17. Provide opportunities for Elected Members to engage with the Community through planned and unplanned opportunities, to meet their obligations under section 59 (1)(b) of the Act '...to represent the interests of residents and ratepayers, to provide community leadership and guidance, and to facilitate communication between the community and the council.'
18. Without limiting item 16, Elected Members' roles in participating in formal consultation processes outlined under Section F item 28 of this policy, will be limited to that of observers, not facilitators, to maintain a level of independence in any formal consultation process of Council.
19. Be clear with the community about the purpose of any consultation activity and provide details of the process of consulting and any known constraints.
20. Use various tools and techniques, including social media, to support effective Community Consultation and engagement to achieve the outcomes outlined in Section C. Council staff, aided by the Manager, Community Experience & Relationships, will apply the Community Engagement Charter Framework to decide what tools and techniques are appropriate on a case by case basis and in alignment with the requirements of the Council's Media Policy
21. With each separate consultation, identify how comments/submissions/representations will be accepted by Council as part of the Community Consultation process.
22. Provide timely feedback to participants who have been involved in the consultation activities.
23. Integrate consultation activities across the organisation to minimise duplication of effort, resources and the risk of 'over consultation'.
24. Refer information from consultations and outcomes onto other areas of Council for further use and action as appropriate.
25. Design consultation processes that best meet the needs of the local community and Council, including the consideration of accessibility for disengaged, disadvantaged and hard to reach groups.
26. Provide quality information to its Community so that consultation is conducted in an informed atmosphere of shared knowledge and mutual respect.

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27. Evaluate all Community Consultation for continuous improvement.
28. Consult when:

Beyond its legislative obligations, Council will seek to uphold the intent of this Policy whenever consultation is warranted. Where this is the case, the Manager Community Experience and Relationships and the Community Experience Charter Framework should be referred to for advice and direction.

#### **F – LOCAL GOVERNMENT ACT 1999 REQUIREMENTS**

29. In circumstances where the Act specifically requires reference to a Council's public consultation policy, then Council will comply with the Act, in particular with regard to:
- a) Principal Office – Opening hours (section 45)
  - b) Code of Practice – Access to meetings and documents (section 92 (5)(b))
  - c) Annual Business Plans and Budgets (section 123)
  - d) Basis of Rating (section 151)
  - e) Basis of differential rates (section 156)
  - f) Community Land – Exclusion from classification (section 193)
  - g) Community Land – Revocation of Classification (section 194 (2))
  - h) Community Land – Management Plans (section 197 (1)(2)(3))
  - i) Community Land – Alienation by lease or licence (section 202)
  - j) Roads – Permits restricting access, or for use or activity requiring public consultation under regulations (section 223)
  - k) Roads – Planting of trees and vegetation (section 232)
30. The steps to be followed when consulting on the above matters are outlined in section G of this Policy and Appendix A.
31. When a matter under Council's consideration is not specifically required by the Act to follow the steps set out in its Public Consultation Policy, but specific sections within the Act do require that certain public consultation steps must be followed, Council will be guided by this Policy and the steps outlined in the relevant section of the Act. This will apply to:
- Representative Reviews (section 12)
  - Status of a council/change of names (section 13)
  - Commercial Activities – Prudential Requirements (section 48)
  - Strategic Management Plans (section 122 (6))
  - Passing of By-laws (section 249)
  - Policies on Orders (section 259)
32. Where there are legislative requirements for consultation under other legislation, then these take precedence over the Policy, in so far as if there is any inconsistency.
33. In circumstances where there is no requirement to follow relevant legislated practices, Council staff will approach and undertake consultation in a manner that is consistent with the scope and principles of this Policy and those of the Council's Media Policy.
34. The consultation requirements for each of the matters set out above are provided in detail in Appendix A of this Policy. These are the minimum requirements and where considered appropriate additional steps may also be undertaken.



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**G – PUBLIC CONSULTATION STEPS AS REQUIRED UNDER THE ACT**

35. For each matter listed in Section F, section 28, Council staff will:
- 35.1. Prepare a document that sets out Council's proposal in relation to the matter; and
- 35.2. Publish a notice:
- describing the matter under consideration;
  - in newspapers circulating within the area of the Council; and
  - inviting interested persons to make submissions within a period stated in the notice (being at least 21 days).
36. When submissions have been received by the specified date, Council staff will:
- 36.1. Summarise and analyse the information;
- 36.2. Prepare a report for Council or the relevant Council Committee which:
- summarises the Community Consultation outcomes;
  - presents the information in the broader context of the matter under consideration;
  - makes recommendations for Council or the Committee to consider when deciding on the matter/s; and
  - is included on the agenda for the next available Council or Committee meeting.
37. Council will consider the report and relevant recommendation/s and decide on the matter/s.
38. The right to address Council or a Committee of Council by way of deputation in support of any submission may be granted at the discretion of the Mayor or Presiding Member, unless otherwise prescribed in the relevant legislation.

## Document Control

Document ID	Community Consultation Policy
Prepared by	Julie Kushnir
Reviewed by	Council
Release	
Document Status	Endorsed
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Appendix A

**Public Consultation – Schedule of Requirements:** for matters *where Council is specifically required* by the *Local Government Act 1999* to follow the steps set out in its Public Consultation Policy (Listed in Section F, item 28 of this Policy).

Matter	Section of the Act	Summary of Community Consultation Steps
<p>a) <u>Principal Office – Opening hours</u> Council should consult with its local community in accordance with this Policy about the manner, places and times at which its offices will be open to the public for the transaction of business, and about any significant changes to those arrangements. Note: the principal office of the City of Salisbury is at 34 Church Street, Salisbury, SA 5108.</p>	s. 45	<p>As per the steps set out in section G of this Policy.</p> <p>Notice No. 2 of the Local Government Act removes mandatory public meetings from the public consultation requirements of that Act for as long as Notice No. 2 remains in force and as such, are temporary. .</p>
<p>b) <u>Code of Practice – Access to meetings and documents</u> Before Council adopts, alters or substitutes a Code of Practice (on public access to Council and Committee Meetings and release of documents) it must follow the steps in this Policy.</p>	s. 92 (5)(b)	<p>As per the steps set out in section G of this Policy, with the addition of:</p> <ul style="list-style-type: none"> <li>• Before Council adopts, alters or substitutes a code of practice under this section it must make copies of the proposed code, alterations or substitute code (as the case may be) available for inspection or purchase at the Council's principal office.</li> </ul>
<p>c) <u>Annual Business Plans and Budgets</u> Before Council adopts an annual Business Plan, Council must prepare a draft annual business plan and follow the steps in this policy.</p>	s. 123(3), (4), 5 and 5(a)	<p>As per the steps set out in section G of this Policy. In addition, the consultation process must provide at least for the following:</p> <ul style="list-style-type: none"> <li>• The publication in a newspaper circulating within the area of the Council and on a website determined by the chief executive officer of a notice informing the public of the preparation of the draft annual business plan and inviting interested persons - <ul style="list-style-type: none"> <li>• to attend: <ul style="list-style-type: none"> <li>- a public meeting in relation to the matter to be held on a date (which must be at least 21 days after the publication of the notice) stated in the notice; <u>or</u></li> <li>- a meeting of the Council to be held on a date stated in the notice at which members of the public may ask questions, and make submissions, in relation to the matter for a period of a least one hour; or</li> </ul> </li> <li>• to make written submissions in relation to the matter within a period (which must be at least 21 days) stated in the notice; and</li> </ul> </li> <li>• Council must make arrangements for a meeting and the consideration of any submissions made at that meeting or in response to the invitation, including ensuring copies of the draft annual business plan are available at the meeting for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council at least 21 days before the date of that meeting.</li> <li>• Council must ensure that provision is made for a facility for asking and answering questions and the receipt of submissions on its website during the community consultation period.</li> </ul> <p>Notice No. 2 of the Local Government Act removes mandatory</p>

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Matter	Section of the Act	Summary of Community Consultation Steps
		public meetings from the public consultation requirements of that Act for as long as Notice No. 2 remains in force and as such, are temporary.
<p>d) <u>Basis of Rating</u>            Before Council changes the basis of rating of any land; or changes the basis on which land is valued for the purposes of rating; or changes the imposition of rates on land by declaring or imposing a separate rate, service rate or service charge on any land Council must follow the steps in this Policy.</p>	s. 151(5)	<p>As per the steps set out in section G of this Policy.</p> <p>In addition, Council must:</p> <ul style="list-style-type: none"> <li>• Prepare a report on the proposed change;</li> <li>• Publish a notice, in a newspaper circulating within the area of the Council, describing the proposed change and inviting interested persons to attend a community meeting in relation to the matter to be held on a date (which must be at least 21 days after the publication of the notice) stated in the notice;</li> <li>• Organise a community meeting and the consideration by the Council of any submissions made at that meeting or in response to the invitation;</li> <li>• Ensure copies of the report are available at the meeting and for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council at least 21 days before the end of the period for community consultation.</li> </ul> <p>Note: A Report required under subsection (5)(d) may form part of the Council's draft annual business plan (and that plan as adopted) and the community consultation may be undertaken as part of the community consultation required with respect to the Council's draft annual business plan.</p> <p>Notice No. 2 of the Local Government Act removes mandatory public meetings from the public consultation requirements of that Act for as long as Notice No. 2 remains in force and as such, are temporary.</p>

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Matter	Section of the Act	Summary of Community Consultation Steps
<p>e) <u>Basis of differential rates</u> Differential rates may vary according to the use of land; locality of the land; locality of the land and its use; or on some other basis determined by Council. Before Council changes from declaring differential rates in relation to any land it must follow the steps in this Policy.</p>	s. 156 (14a) and (14d)	<p>As per the steps set out in section G of this Policy.</p> <p>In addition, as part of the consultation process, Council must:</p> <ul style="list-style-type: none"> <li>• Prepare a report on the proposed change;</li> <li>• Publish a notice, in a newspaper circulating within the area of the Council, describing the proposed change, informing the community of the preparation of the report and inviting interested persons to attend a community meeting in relation to the matter to be held on a date (which must be at least 21 days after the publication of the notice) stated in the notice;</li> <li>• Organise a community meeting and the consideration by Council of any submissions made at that meeting or in response to the invitation.</li> <li>• Ensure copies of the report are available at the meeting and for inspection (without charge) and purchase (on payment of a fee fixed by the council) at the principal office of the council at least 21 days before the end of the period for community consultation.</li> </ul> <p>Note: A Report required under subsection (14a)(a) may form part of the Council's draft annual business plan (and that plan as adopted) or a report prepared for the purposes of section 151(5)(d) and the community consultation may be undertaken as part of the community consultation required with respect to the Council's draft annual business plan or consultation under section 151(7).</p> <p>Notice No. 2 of the Local Government Act removes mandatory public meetings from the public consultation requirements of that Act for as long as Notice No. 2 remains in force and as such, are temporary.</p>
<p>f) <u>Community Land – Exclusion from classification</u> Before the Council resolves to exclude land from classification as community land under subsection (1)(a), it must follow the steps in this Policy.</p>	s. 193(2)	As per the steps set out in section G of this Policy.
<p>g) <u>Community Land – Revocation of Classification</u> Council may (subject to the exceptions and qualifications set out in section 194 of the Act) revoke the classification of land as community land. In addition to the procedure outlined in the Act which Council must undertake, Council must also follow the steps in this Policy.</p>	s. 194 (2)	<p>As per the steps set out in section G of this Policy. In addition, Council must:</p> <ul style="list-style-type: none"> <li>• Consult with Ward Councillors on the process to be followed, in accordance with Council's Community Consultation Policy.</li> <li>• Send letters to property owners in the area who are likely to be affected, inviting interested persons to make submissions for Council's consideration. Letters to property owners will be descriptive, informative and explanatory in terms of the reasons and purposes for the proposal.</li> <li>• Erect a sign on the reserve and/or land the subject of the revocation to advise of the proposal and the consultation process being followed.</li> </ul> <p>In addition, as part of the revocation process, Council must prepare and make publicly available a report on the proposal</p>

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Matter	Section of the Act	Summary of Community Consultation Steps
		<p>containing:</p> <ul style="list-style-type: none"> <li>• A summary of the reasons for the proposal; and</li> <li>• A statement of any dedication, reservation or trust to which the land is subject; and</li> <li>• A statement of whether revocation of the classification is proposed with a review to sale or disposal of the land and, if so, details of any Government assistance given to acquire the land and a statement of how the Council proposes to use the proceeds; and</li> <li>• An assessment of how implementation of the proposal would affect the area and the local community; and</li> <li>• If the council is not the owner of the land – a statement of any requirements made by the owner of the land as a condition of approving the proposed revocation of the classification.</li> </ul> <p>After complying with the above requirements Council must:</p> <ul style="list-style-type: none"> <li>• Submit the proposal with a report on all submissions made on it as part of the community consultation process to the Minister; and</li> <li>• If approved by the Minister, may make a resolution revoking the classification of the land as community land.</li> </ul>
<p>h) <u>Community Land – Management Plans</u> Before Council adopts a management plan for community land it must follow the steps in this Policy.</p>	<p>s. 197 (1), (2) and (3)</p>	<p>As per the steps set out in section G of this Policy. In addition, Council must:</p> <ul style="list-style-type: none"> <li>• Make copies of the proposed plan available for inspection or purchase at the Council's principal office.</li> <li>• Give public notice of its adoption of a management plan.</li> </ul>
<p>i) <u>Community Land – Alienation by lease or licence</u> Before Council may grant a lease or licence over community land (including community land that is, or forms part of, a park or reserve) it must follow the steps in this Policy.</p>	<p>s. 202</p>	<p>As per the steps set out in section G of this Policy.</p> <p>Note that: a council need not comply with these requirements if:</p> <ol style="list-style-type: none"> <li>(a) the grant of a lease or licence is authorized in an approved management plan for the land/and or the term of the proposed lease or license is five years or less</li> <li>(b) the regulations provide in the circumstances of the case, for an exemption from compliance with a community consultation policy.</li> </ol>
<p>j) <u>Roads – Permits restricting access, or for use or activity requiring community consultation under regulations</u> If Council proposes to grant an authorisation or permit that confers a right of exclusive occupation; or that would have the effect of restricting access to a road; or in relation to a use or activity for which community consultation is required under the regulations, then Council must follow the steps in this Policy.</p>	<p>s. 223</p>	<p>As per the steps set out in section G of this Policy. In addition, Council must:</p> <ul style="list-style-type: none"> <li>• Give written notice of the proposal to agencies that are, under the regulations, to be notified of the proposal.</li> </ul>

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Matter	Section of the Act	Summary of Community Consultation Steps
<p>k) <u>Roads – Planting of trees and vegetation</u></p> <p>Before Council plants vegetation, or authorises or permits the planting of vegetation on a road, Council must follow the steps in this policy. Council must also (in addition to complying with any other statutory requirements) give consideration to:</p> <ul style="list-style-type: none"> <li>• whether the vegetation is, on balance, appropriate to the proposed site, and</li> <li>• if the vegetation may have a significant impact on residents, the proprietors of nearby businesses or advertisers in the area.</li> </ul>	s. 232	As per the steps set out in section G of this Policy.

Public Consultation – Schedule of Requirements: for matters *where Council is not specifically required* by the *Local Government Act 1999* to follow the steps set out in its Public Consultation Policy, but is required to comply with community consultation steps as set out in the relevant sections of the Act.

Matter	Section of the Act	Summary of Community Consultation Steps
<p><u>Composition and wards / Representation Reviews</u></p> <p>A Council may, by notice in the Gazette after complying with the requirements of s.12:</p> <ul style="list-style-type: none"> <li>• alter the composition of the Council; or</li> <li>• divide, or redivide the area of the Council into wards, alter the divisions of the area of the Council into wards, or abolish the division of the area of a Council into wards; or</li> <li>• change the Council from a municipal council to a district council, or change the Council from a district council to a municipal council; or</li> <li>• alter the name of the council or area of the council;</li> <li>• give a name to, or alter the name of, a ward</li> </ul>	s. 12	<p>Council must:</p> <ol style="list-style-type: none"> <li>1. <u>Prepare a <i>Representation Options Paper</i></u> <ul style="list-style-type: none"> <li>• By public notice, published in a newspaper circulating within its area, inform the community of the preparation of the Representation Options Paper and invite written submissions on the subject of the review within a period specified by the Council (being a period of at least 6 weeks)</li> <li>• Ensure copies of the Representation Options Paper are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council during the period of consultation.</li> </ul> </li> <li>2. <u>Prepare a <i>Report</i></u> <ul style="list-style-type: none"> <li>• Make copies of the Report available for community inspection at the principal office of the council; and</li> <li>• By public notice, published in a newspaper circulating within its area, inform the community of the preparation of the report and its availability and invite written submissions on the report within a period specified by Council (being a period of at least 3 weeks).</li> <li>• Give any person who makes a written submission an opportunity to appear personally or by representative before the Council or a Council Committee and to be heard on those submissions.</li> </ul> </li> <li>3. <u>Finalise the <i>Report</i></u> <ul style="list-style-type: none"> <li>• Submit the report, accompanied by copies of written submissions received, to the Electoral Commissioner for certification.</li> </ul> </li> </ol>

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Matter	Section of the Act	Summary of Community Consultation Steps
<p><u>Status of a Council/Change of Names</u></p> <p>A Council may, by notice in the Gazette, after complying with the requirements of s.13:</p> <ul style="list-style-type: none"> <li>change the Council from a municipal council to a district council, or change the Council from a district council to a municipal council; or</li> <li>alter the name of the council or area of the council; or</li> <li>alter the name of a ward.</li> </ul>	s. 13	<p>Council must:</p> <ul style="list-style-type: none"> <li>Give public notice of the proposal inviting interested persons to make written submissions on the matter within a period specified by the Council (being at least 6 weeks);</li> <li>Publish a copy of the notice in a newspaper circulating within its area;</li> <li>Give any person who makes a written submission in response to an invitation to do so an opportunity to appear personally or by representative before the Council or a Council Committee and to be heard on those submissions.</li> </ul>
<p><u>Commercial Activities – Prudential Requirements</u></p> <p>Before engaging in:</p> <ul style="list-style-type: none"> <li>a commercial project (including through a subsidiary or participation in a joint venture, trust, partnership or other similar body) where the expected recurrent or capital expenditure of the project exceeds an amount set by council for the purposes of s.48; or;</li> <li>Any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body) where the expected expenditure over the ensuing 5 years is likely to exceed 20 per cent of the Council's average operating expenses over the previous five financial years or where the expected capital costs over the ensuing five years is likely to exceed \$4,000,000</li> </ul> <p>Council must obtain and consider a report that addresses the prudential issues specified in s.48(2).</p>	s. 48	<p>Any report obtained and considered must be made available for community inspection at the principal office of the Council once the Council has made a decision on the relevant project (and may be available at an earlier time unless the Council orders that the report be kept confidential until that time).</p>
<p><u>Strategic Management Plans</u></p> <p>Council must develop and adopt plans (which may take various forms) for the management of its area, to be called collectively the <i>strategic management plans</i>.</p>	s. 122(6)	<p>Council must adopt a process or processes to ensure that members of the community are given a reasonable opportunity to be involved in the development and review of its strategic management plans.</p> <p>Council must ensure that copies of its strategic management plans are available for inspection (without charge) and purchase (on payment of a fee fixed by the council) by the community at the principal office of the Council.</p>
<p><u>Passing of By-laws</u></p> <p>Council must comply with specific consultation requirements if it proposes to make a by-law.</p>	s. 249	<p>Council must:</p> <ul style="list-style-type: none"> <li>at least 21 days before resolving to make a by-law, make copies of the proposed by-law (and any code, standard or other document proposed to be applied or incorporated by the by-law) available for community inspection, without charge and during ordinary office hours, at the principal office of the Council and on the internet; and</li> <li>at least 21 days before resolving to make a by-law, by publication of a notice in a newspaper circulating in the area of the Council, inform the community of the availability of</li> </ul>

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Version: 3. Version Date: 24/08/2020

15/12/2015

Matter	Section of the Act	Summary of Community Consultation Steps
		<p>the proposed by-law and set out the terms of the by-law, or describe in general terms the by-law's nature and effect</p> <ul style="list-style-type: none"> <li>• Give reasonable consideration to a written or other acceptable submission made</li> <li>• Once a by-law has been made, publish a notice of the making of a by-law in a newspaper circulating in the area of the Council</li> </ul> <p>Notice No. 2 of the Local Government Act removes mandatory public meetings from the public consultation requirements of that Act for as long as Notice No. 2 remains in force and as such, are temporary.</p>
<p><u>Policies on Orders</u> Council must take reasonable steps to prepare and adopt policies concerning Orders.</p>	<p>s. 259</p>	<p>Council must:</p> <ul style="list-style-type: none"> <li>• Prepare a draft of the Policy</li> <li>• by publication of a notice in a newspaper circulating in the area of the Council, give notice of the place or places at which copies of the draft are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) and invite interested persons to make written representations on the draft within a period specified by the Council (being a period of at least 4 weeks).</li> <li>• Consider submissions made in response to the invitation.</li> <li>• Before adopting an amendment to a Policy, by publication of a notice in a newspaper circulating in the area of the Council, give notice of the place or places at which copies of the amended policy are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) and invite interested persons to make written representations on the draft within a period specified by the Council (being a period of at least 4 weeks). Consider submissions made in response to the invitation.</li> </ul>



# COMMUNITY EXPERIENCE CHARTER

## OUR VISION

Salisbury - a progressive, sustainable and connected community

## OUR VALUES

### Respectful

- Create a sense of belonging and pride in the Salisbury community
- Respect individual differences
- Speak up when you don't feel respected, or are not being treated respectfully
- Provide our staff with a safe work environment and respectful workplace
- Look after the wellbeing of our community, ourselves and those around us

### Accountable

- Take personal ownership and follow through
- Deliver on what we say we will do
- Believe that the community comes first
- Speak up on matters of importance

### Collaborative

- Work together, committed to a common cause
- Openly share information
- Find ways to connect people for better outcomes

### Helpful

- Listen and focus on what we can do
- Create new futures and look for opportunities
- Make a positive difference

## OUR REASON

To provide a positive experience for those who live in, work in or visit our community and leave our community in a better state for future generations.

## OUR DRIVER

We will work together as one team to deliver an exceptional community experience that exceeds community expectations and delivers a future that we can all be proud of.

## HOW WE WILL BE MEASURED

We will work on behalf of our community to deliver what they value most.

- We will acknowledge requests for service or information within 1 business day
- We will provide a response within 10 business days to update you on the status of the request if not already resolved
- We will answer 80% of calls through our Community Experience Centre within 20 seconds.

We will deliver above and beyond expectations by providing choice and consistent service excellence by empowering our staff to:

- Have a bi-annual Community Perception Survey, that exceeds a 70% satisfaction level
- Conduct monthly surveys to track feedback from our community on services and interactions with Council
- Commit to delivering on the agreed service levels across all services (refer Community Experience Framework or details of the various service level commitments).

**COMMUNITY SERVICE IS EVERYONE'S RESPONSIBILITY**

## WE ARE HERE TO HELP

The City of Salisbury has a formal Customer Experience Framework supported by the Compliments, Comments and Complaints procedure which outlines standards and processes for actioning matters raised by community members quickly and effectively.

This is available on our website [www.salisbury.gov.au/charter](http://www.salisbury.gov.au/charter) or by calling our Community Experience Centre on 8406 8222 during business hours.

We speak your language, if you need assistance please contact us or you can access the Community Experience Charter in the following languages:

- Vietnamese - Tiếng Việt
- Persian - فارسی
- Khmer - ភាសាខ្មែរ
- Italian - Italiano
- Filipino - Tagalog
- Nepali - नेपाली
- Arabic - العربية



### HOW OUR COMMUNITY MEMBERS CAN HELP US TO DELIVER A BETTER SERVICE

We need to have open and transparent communication with our community members in a respectful and collaborative environment.

#### In order to assist us best assist you, please:

- Provide accurate and complete information to help us better understand your needs
- Provide reference numbers (if available) when contacting us about an existing application, complaint or query
- Provide a daytime telephone number or email address
- Treat each other with courtesy and respect
- Work together to try to resolve problems

### SERVICE REQUESTS

Service requests or requests for information can be made by the following methods:

- Phone us on 8406 8222
- Email us at [city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)
- Online on our eServices page that you will find at [www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)
- A service request can also be lodged via the My Local Services App that you can download for free from the App Store or Google play

### COMMUNITY FEEDBACK

We value feedback and welcome suggestions, compliments, comments and complaints.

Feedback helps us to review and improve our policies, procedures and services.

Compliments give us encouragement that the service we are providing is a service that is valued.

The community may contact Council with feedback of varying types. Such feedback may include:

- **Request for Service:** This is a request from a community member who has identified the need for Council to perform one of its services in a specific case, e.g. "I would like you to fix a pot-hole in the road".
- **Comment/Compliment:** This is feedback by a community member who wishes to comment on the conduct of a

member of staff, e.g. "I found this staff member to be extremely helpful and knowledgeable," or on the standard of service that has been provided, e.g. "Thank you for mowing our verges they look much neater".

- **Concern/Complaint:** This is feedback by a community member who is unhappy or dissatisfied with operations or services provided by Council, or has not received a response to an earlier request for service.

### HOW TO MAKE A COMPLIMENT, COMMENT OR COMPLAINT

To provide compliments, comments or complaints to the City of Salisbury community members can:



#### Access our website: [www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)

Compliments, comments or complaints can be lodged online.

Go to [www.salisbury.sa.gov.au/charter](http://www.salisbury.sa.gov.au/charter) to complete the online form or download a hard copy.



#### Visit our Community Experience Centre:

**34 Church Street, Salisbury**

Our Community Experience Centre staff can assist to complete a compliments, comment and complaints form.



#### Send us an email:

[ccc@salisbury.sa.gov.au](mailto:ccc@salisbury.sa.gov.au) and provide details of the compliment, comment or complaint.



#### Telephone us: 8406 8222

Community Experience Centre staff can record details of your compliment, comment or complaint and ensure it is directed to the appropriate person for action.



#### Write to us: City of Salisbury, PO Box 8,

**Salisbury SA 5108** and provide details of the compliment, comment or complaint.

#### Social Media:\*

Council will accept comments via:     
[@cityofsalisbury](https://www.facebook.com/cityofsalisbury)

\*we encourage the community to not lodge requests for service, formal complaints or submissions on social media but contact us either on 8406 8222 or via one of the contact methods noted above.

#### Ombudsman SA

The Ombudsman SA is an independent office that has comprehensive power to investigate complaints made in relation to Local Government.

Customers have the right to contact the Ombudsman SA at any time if they are dissatisfied with an action or inaction of the City of Salisbury.

#### The Ombudsman SA may be contacted at:

**Postal:** PO Box 3651, Rundle Mall SA 5001  
**Office:** Level 5, East Wing 50 Grenfell Street, Adelaide SA 5000  
**Telephone:** (08) 8226 8699  
**Fax:** (08) 8226 8602  
**Toll free:** 1800 182 150  
**Email:** [ombudsman@ombudsman.sa.gov.au](mailto:ombudsman@ombudsman.sa.gov.au)

#### The Office of Public Integrity

The Office of Public Integrity (OPI) is an independent office that has comprehensive power to investigate complaints, misconduct and maladministration in public administration.

#### OPI may be contacted at:

**Postal:** GPO Box 11066, Adelaide SA 5001  
**Office:** Level 1, 55 Currie Street, Adelaide SA 5000  
**Telephone:** (08) 8207 1777  
**Website:** [www.icac.sa.gov.au](http://www.icac.sa.gov.au)



## A Guide to Using Citizen's Juries

*Adapted from Planning NSW 2003, Consult Your Community: A Guide to Using Citizen's Juries*

Organisational Steps	Tasks Required	Considerations
Project Initiation	Identifying whether a citizen's jury is appropriate	Is a citizen's jury the best method for the issue?
	Securing funding and setting the budget	Budget considerations: <ul style="list-style-type: none"> <li>• project manager</li> <li>• facilitators</li> <li>• recruitment costs</li> <li>• payment for jurors</li> <li>• chairperson &amp; evaluator</li> <li>• event costs:                             <ul style="list-style-type: none"> <li>○ venue</li> <li>○ catering</li> <li>○ travel</li> </ul> </li> <li>• publicity &amp; promotion</li> </ul>
	Appointing a project manager	Ideally independent consultants are employed to manage the process due to the specialist expertise and neutrality required
Setting up the Project	Defining roles and terms of reference for all parties involved	Participants must be clear about their roles in the process. Terms of Reference are important for the advisory committee and the jurors, giving information on what they are / are not responsible for and what tasks they are expected to complete.
	Appointing an advisory committee	The project manager should select an advisory committee with a mix of skills / expertise best suited to the specific citizen's jury project. Project managers should seek advice from known experts in public participation, the organisation commissioning the jury and organisations involved with the subject area. This representative group of stakeholders should assist with ensuring cooperation and participation in the process, transparency and credible results. The advisory committee should help ensure that high quality presenters are used.
	Appointing an independent evaluator	Evaluation is important in ensuring trust and respect for the recommendations and outcome of the jury and as a way of independently identifying any issues that may affect the meaning or impact of the recommendations. Appointing the evaluator early in the process is an important step in setting the terms and scope of the evaluation and ensuring that the process is transparent and unbiased from the beginning. The results of any independent evaluation are included in the final report of the panel.

	Appointing the chair and facilitator	Project managers should prepare a list of desirable and essential skills and qualities for these two roles and recruit with advice and support from the advisory committee. Once selected, the facilitator should be given guidelines for conducting the jury .
	Preparing the charge / question for the jury	The 'charge' is the task facing the jury and is crucial in determining how the issue is approached by the jury. It typically takes the form of a question or series of questions that the panel members address and answer during deliberations. The question is developed in conjunction with the advisory committee and it is important that it is seen to be unbiased and acceptable to all stakeholders.
Stakeholders	Identifying and inviting stakeholders to participate in an advisory capacity and as presenters	<p>It is important that all stakeholders with an interest in the issue participate in the citizen's jury process and are given the opportunity to present their arguments and point of view. Input from stakeholders is particularly important when producing good quality background material for the jurors.</p> <p>Individuals knowledgeable about the issue serve as presenters or 'expert witnesses'. They provide background information and indepth information about various aspects of the issue. The focus should be on the interactions with the jury and their questioning of the arguments. The presenters are selected to represent a variety of perspectives and opinions, usually with input from the advisory committee and other stakeholders.</p>
Recruiting and Selecting the Jury	Choosing the jury selection method	Random selection can either match the community demographic profiles or not. The most suitable method of random selection should be agreed upon, such as advertising for participants in newspapers with wide coverage to create a pool from which people are chosen, mail outs using the electoral roll or telephone listings, or randomised phone dialling. The decision on which method is used will depend on how best to access the relevant community for the particular citizen's jury.
	Selecting the jury	<p>Typically involves the following steps:</p> <ul style="list-style-type: none"> <li>• sending invitations to randomly selected residents (NOT disclosing topic under discussion)</li> <li>• requesting the return and completion of forms with demographic information by interested citizens</li> <li>• grouping respondents on primary demographic statistics such as age, sex, location and occupation type</li> <li>• making a short list of citizens randomly selected from these groups</li> <li>• notifying participants and excluding those with any significant involvement in the issue under discussion</li> <li>• drawing up a final list of participants, with a shadow list in case of last minute withdrawals.</li> </ul> <p>Because panellists are randomly selected from those people who have responded to the survey, there is an element of self-</p>

		selection present – however this relates to participating in the citizens' jury process, not the topic of the jury, which is not revealed at this stage.
Developing Background Information	Developing and providing objective and balanced background information on the topic to panel members	Detailed and impartial background information is prepared and provided to jury members on the issue being considered. The background information should define the issue, outline the 'charge' (question being considered) and terms of reference, provide information such as the criteria for assessing options or models to be presented to the jury and details on where to seek further information. Preparation of the background information is an important step and often involves a great deal of discussion and negotiation between stakeholders before the material is agreed upon.
	Providing logistical information to all participants	The project manager must provide panel members with accurate information about the process of a citizen's jury, the logistics and what will be required from panel members during the event.
Organising Event Logistics	Organising event logistics and running the event	Preparation should commence 4-6 months before the citizen's jury event. The project manager arranges all event logistics including venue, transport, refreshments, presentation tools (computers, AV equipment, whiteboards etc), ensuring that all participants know when and where they should arrive, providing separate rooms for the hearings and for jury discussion. The project manager is also responsible for ensuring the jury provides its final report.
	Carrying out publicity	One of the aims is to stimulate wider public interest in the topic under consideration. However, too much publicity close to the event could result in lobbying of jurors by different interest groups. Ideally the community should be notified that the event is happening and publicity can be carried out immediately after the jury process.
Communicating Outcomes and Next Steps	Making recommendations	After final deliberations, the jury presents its findings and recommendations to the council in the form of a report.
	Evaluating the process	Generally evaluation will be on a 'micro' level, looking at the event itself and whether it was fair and unbiased.
	Communicating outcomes and next steps	Project managers should carry out any actions they have agreed to – such as publicly promoting the results of the jury, accurately representing the jury findings to council and providing the jury report to appropriate people. A public explanation of what will happen as a result of the jury is an important part of promoting this form of public participation.



<b>ITEM</b>	1.1.3  <b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 November 2020
<b>HEADING</b>	Age Friendly Strategy 2015-2020 Progress Report
<b>AUTHORS</b>	Myfanwy Mogford, Diversity & Inclusion Project Officer, Community & Org. Development Vesna Haracic, Manager Community Health & Wellbeing, Community & Org. Development
<b>CITY PLAN LINKS</b>	4.4 We plan effectively to address community needs and identify new opportunities 1.2 The health and wellbeing of our community is a priority 1.3 People are valued and they feel safe, included and connected
<b>SUMMARY</b>	City of Salisbury is a World Health Organisation Age Friendly City and has an Age Friendly Strategic Plan 2015-2020. This report outlines the implementation progress from 2018-present. The Age Friendly Strategy is currently due for renewal and community consultation has commenced.

**RECOMMENDATION**

1. Information is received.

**ATTACHMENTS**

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

1. Age Friendly Strategic Plan 2020 Progress Report

**1. BACKGROUND**

- 1.1 Council adopted the Age Friendly Strategy in October 2015. City of Salisbury became a World Health Organisation Age Friendly City in 2016. There are currently 1000 WHO Age Friendly Cities/Communities across 41 countries.
- 1.2 The Plan provides strategic guidance that enables City of Salisbury to ensure people of any age, including older people, can live a good life and maintain its membership as an Age Friendly City. Wellbeing and active ageing are embedded across the plan, aiming to enhance the quality of life as people age by optimising opportunities for health, participation, security and life-long learning.
- 1.3 These guiding documents are based on extensive research that was undertaken in 35 cities across the world. They include the eight WHO domains of an Age Friendly City:
  - Outdoor spaces and buildings
  - Transportation
  - Housing
  - Social participation

- Respect and social inclusion
- Civic participation and employment
- Communication and information
- Community support and health services

1.4 In October 2017, a progress report for the first two and a half was prepared. This report details progress for the last two and a half years using a traffic light system and comments. Actions marked green are completed/ongoing, orange is requiring further work and white/black outline indicates action is no longer relevant due to timing or funding.

1.5 The Age Friendly Strategy is in its final year and is due for review and renewal by 2020.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 Community Health and Wellbeing
- 2.1.2 Community Capacity and Learning
- 2.1.3 Infrastructure Management
- 2.1.4 Property and Buildings
- 2.1.5 Community Planning and Vitality
- 2.1.6 Economic Development and Urban Policy
- 2.1.7 Community Experience & Relationships

### **2.2 External**

- 2.2.1 Salisbury Seniors Alliance

## **3. REPORT**

3.1 Attachment One shows that City of Salisbury has implemented the majority of its 78 actions and continues to implement these on an ongoing basis:

- 66 actions are complete and ongoing
- 7 actions are in progress or require further work
- 0 actions need attention
- 5 actions have not been implemented due to external factors i.e. State Government funding

3.2 Overall, the Age Friendly Strategy has facilitated a local government which is liveable for people of all ages, in particular older people.

3.3 The achievements of the Age Friendly Strategy are a cross organisational effort covering many divisions and collaboration.



- 3.4 A key achievement of the Strategy that contributes to all 8 domains of age friendliness, has been the establishment of the Salisbury Seniors Alliance, which has enabled local older residents to be informed and involved in relevant Council decisions. The alliance has attracted approximately 13 members over time who have valued the platform for their voices to be heard.
- 3.5 The Salisbury Seniors Alliance was heavily consulted during the design phase of the Salisbury Community Hub, ensuring their ideas were heard and considered. The Salisbury Seniors Alliance was also particularly proud to curate the final art exhibition at the Len Beadell Library, which was a collaborative intergenerational effort with Salisbury Downs Primary School students on single use plastic and sustainability. The Alliance have also been passionate about road safety and transport design in the city, having conducted a wayfinding audit of Mawson Lakes and conducted research into the safety for people who use gophers. In 2020, the Salisbury Seniors Alliance hosted the Unley Active Ageing Alliance members for a shared meeting and opportunity to network with another Age Friendly City within metropolitan Adelaide.
- 3.6 Age friendly exercise opportunities and outdoor environments have also been a key achievement facilitated through the Age Friendly Strategic Plan relating to the WHO domains: outdoor spaces and buildings, social participation, respect and social inclusion and civic participation and employment. City of Salisbury offers numerous social exercise opportunities, including but not limited to Heart Foundation Walking Groups, Salisbury cycling groups, Tai Chi classes, Strength For Life exercise classes in partnership with COTA SA, chair yoga and other various exercise opportunities. The Salisbury Seniors Alliance have also been consulted with City Infrastructure departments on the implementation of age friendly outdoor exercise equipment, and this offering has been widely promoted through age appropriate mediums e.g. Salisbury Seniors Magazine, Community Health and Wellbeing newsletter, and community groups. City Infrastructure applies universal design and age friendly guidelines where possible in their developments.
- 3.7 Community Health and Wellbeing has also made major advances in the age friendliness of communications via technology, social media, print, promotions and publications. During 2019/2020, City of Salisbury has reviewed a number of publications e.g. Salisbury Seniors Magazine to ensure it is meeting visual accessibility guidelines and is appropriate for its audience. A Salisbury Seniors Facebook page has also been set up to maintain connection and enable residents to use technology to connect with each other, social participation programs and Council, especially during the COVID19 pandemic and has attracted over 200 members.
- 3.8 'Inclusion Starts with I' organisational wide diversity inclusion training is in the first stage of being delivered to all staff. This training has been developed and procured in partnership between Community Health and Wellbeing and People & Culture, and aims to increase staff understanding of diversity and inclusion, including of age diversity.
- 3.9 The next iteration of the strategy will involve a review of the current strategy, community consultation and staff consultation. Staff have commenced the strategy review and community consultation process. This process includes desk top review of most current World Health Organisation's Age Friendly City

domains, consultation with key staff, and community consultation with key stakeholder groups as well as general public. On 22 September 2020, City of Salisbury hosted COTA SA Conversations with the theme of Age Friendly Cities and approximately 40 participants provided feedback on the plan. The Salisbury Seniors Alliance has also participated in an in-depth consultation. Youth Council and the Salisbury Intercultural Community Alliance will be invited to provide feedback to facilitate a broad and age-diverse sample. An online survey will also be made available to the public, and a link to this will be published in a related article in Salisbury Aware. Findings from the desktop review, community consultation and online survey will be synthesised and inform the development of the next Age Friendly Strategy which will be incorporated into a broader overall social strategy over the next 12 months.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 In conclusion, over the five year implementation period of the plan, City of Salisbury has made notable progress that has increased the age friendliness of the local government area for people of all ages who live, work, play or visit. Of the 78 actions of the Age Friendly Implementation Plan, 66 have been actioned, 7 are in progress and 5 have not been actioned due to external factors i.e. external funding limitations or external project expiries. Staff are currently reviewing the Age Friendly Strategy and conducting community consultation for the development of its next iteration which will be incorporated into an integrated City of Salisbury social strategy.




#### **CO-ORDINATION**

Officer: GMCOD  
Date: 5/11/2020




## Age-Friendly Salisbury Action Plan – 2015

Progress to date June 2020





## Outdoor Spaces and Buildings



Goal: An age-friendly Salisbury has attractive, safe and accessible outdoor spaces and buildings that encourage active participation and enjoyment by older people.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
Planning, creating and improving inclusive and inviting outdoor spaces and buildings across the City of Salisbury	Embed age friendly criteria into routine conditions and asset assessments of Council buildings, footpaths, parks and open space to ensure accessibility, safety and independence of older people.	Technical Services	Ongoing		Universal Design, CPTED and Age Friendly design principles are used to assess spaces and make routine improvements. Inclusivity is a key objective of Place Activation Strategy. Parks & Open Space staff completed 'Understanding Access and Universal Design in Parks and Open Spaces' by Access Institute.
	Include age-friendly standards in the design and functionality of new Council infrastructure, including the Community Hub.	Strategic Development Projects Technical Services Property and Buildings Community Health and Wellbeing	Ongoing		Age friendly and universal design standards are considered in development designs. E.g. Salisbury Seniors Alliance were heavily consulted on the design of the Salisbury Community Hub, UD considered in John and Church Street upgrades, and access grades in underpasses (e.g. Main North and Montague Road), JYC courtyard. New Council Building Standards includes critical access issues e.g. heights of furniture, slip ratings.
	Include adult fitness equipment within the scope of the reserve upgrade and play space renewal programs.	Technical Services	Ongoing		Adult fitness equipment has been incorporated into seven parks Amsterdam Crescent, Bridgestone Reserve, Fairbanks Drive, Little Para River Trail, Dry Creek Trail, Moyes Reserve, Settlers Reserve, Unity Park. Seniors Alliance has discussed adult fitness equipment with staff in 2019. Outdoor exercise


Goal: An age-friendly Salisbury has attractive, safe and accessible outdoor spaces and buildings that encourage active participation and enjoyment by older people.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
					equipment is heavily promoted to seniors.
	Ensure adequate and appropriate age-friendly seating is available in high use and connecting areas	Technical Services	Ongoing		Implementing age friendly seating is an ongoing process and key component of Universal Design standards which are applied where possible and key stakeholders and user groups are consulted. E.g. age friendly seating is considered in John Church Street upgrades and throughout Salisbury Community Hub.
	Include the provision of sheltered seating in the scope of scheduled reserve upgrades and play space renewal projects.	Technical Services	Ongoing		Approximately 8-10 sheltered seating areas are delivered per year in well-connected areas, especially as part of play space upgrades.
	Enhance council's commitment to a safe, maintained and interconnected footpath and kerb ramp network.	Technical Services	Ongoing		<p>Council continues to monitor footpath networks and the FRET (Footpath Request Evaluation Team) in accordance with Council's Footpath Policy, Disability Discrimination Act, and Council's Asset Management Plans.</p> <p>Council continues to monitor footpath networks in accordance with Council's Footpath Policy, Disability Discrimination Act, Council's Asset Management Plans. Footpath Policy has increased required footpath width to 1.5m (1.8m preferred) and 2.5m (3m preferred) for shared footpaths. FRET (Footpath Request Evaluation Team) meets quarterly and Trinity Green footpaths have been upgraded specifically for retirement village.</p>
	Ensure that lighting is provided in public	Technical	Ongoing		Solar and LED lighting has been installed, especially

Goal: An age-friendly Salisbury has attractive, safe and accessible outdoor spaces and buildings that encourage active participation and enjoyment by older people.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	areas and the connections between them.	Services			along reserves and trails. LED lighting is planned to be installed in high traffic areas e.g. Dry Creek Trail adjacent Mawson Lakes interchange. Safety benefits are carefully balanced with risk of increasing nuisance behaviour.
	Install wayfinding signage across the City to encourage walking and cycling.	Technical Services	Ongoing		Improving wayfinding is an ongoing process. Concept design for Jenkins Reserve and Carisbrook Reserve is in place, as well as partnership with DIT on Northern Connector wayfinding packages. Salisbury Seniors Alliance has voluntarily audited sections of Mawson Lakes signage to identify signs requiring improvement and information received by Field Services.
	Incorporate outward facing public accessible toilets where feasible in the upgrade of community recreation facilities to provide service provision to district reserves	Technical Services Property and Buildings	Ongoing		Outward facing accessible toilets have been installed at Para Hills Community Hub and St. Kilda Playground.
	Provide public toilets at regional level reserves where feasible and provide signage to existing neighbouring facilities at other locations where possible	Technical Services Property and Buildings	Ongoing		Place Activation Strategy identifies that in Playspace Policy that toilets are to be included in regional reserves and considered at district level.

Transportation





Goal: An age-friendly Salisbury has regular, affordable and accessible transport options that support older people to actively participate, connect and enhance quality of life.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
Supporting initiatives that create effective, safe and accessible transport options for older people	Advocate that public transport adequately services the changing needs of the community. This includes partnering with the Department of Planning Transport and Infrastructure to change bus routes to where clusters of older people live.	Technical Services Community Health and Wellbeing	Ongoing		Ongoing process in partnership with DIT. Bus stop upgrade program focuses on providing access between bus stops and footpaths, e.g. crossing installed at Nelson Road to provide safe access.
	Continue to install senior appropriate bus shelters in high need areas.	Technical Services Community Health and Wellbeing	Ongoing		Council advocates for new bus shelters however this is a DIT role.
	Support for partnership with Northern Community Passenger Network and Salisbury's Commonwealth Home Support Program to deliver Council's transport services	Community Health & Wellbeing	Ongoing		Salisbury Home and Community Service continue to deliver transport services with CPN and CHSP funding. COVID-19 restrictions has resulted in a disruption to transport services due to physical distancing affecting the capacity of numbers in vehicles and the suspension of social groups. CPN funding is scheduled to transfer into the CHSP funding agreement in January 2021.
	Improve accessibility and knowledge of community buses and specialised transport	Community Health & Wellbeing	Ongoing		Information is provided to customers about the transport subsidy scheme and



Goal: An age-friendly Salisbury has regular, affordable and accessible transport options that support older people to actively participate, connect and enhance quality of life.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	services				access cabs as required. Supporting older people to learn and use public transport is a service option. My Aged Care Regional Assessment services are provided with up to date information about transport services. City of Salisbury does not provide a community bus service, however report to council submitted 2Q 2019-20.
	Explore the possibility of allocating senior parking spaces in partnership with Seniors Card.	Community Health & Wellbeing	June 2016		Under exploration between Manager Environmental Health and Safety and Salisbury Seniors Alliance. Issues surrounding eligibility, privacy and implementation are currently being explored.
Provide community education initiatives to enable greater access by older people to transport.	Delivery of driver training to older people to ensure skills are maintained.	Community Health & Wellbeing	Annual program		Driver Awareness Training offered to City of Salisbury volunteers on 30 October 2019 and 16 April 2019.

Goal: An age- friendly Salisbury has regular, affordable and accessible transport options that support older people to actively participate, connect and enhance quality of life.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	Partner with RAA to provide forums for older people who are considering giving up their driving licence.	Community Health & Wellbeing	Annual program		Office for Ageing Well Grant application sought to partner with RAA on providing Gopher Safety forums for older people, however grant unsuccessful. Relationship established for future workshops.





### Housing




Goal: An age-friendly Salisbury has appropriate and affordable housing options and supports to enable people to age well in place					
Strategy	Action	Responsibility	Timeframes	Status	Notes
Contributing to support people to remain living independently and well in their community	Deliver Council's Commonwealth Home Support Program at the current service levels which includes: home maintenance, home modifications, gardening and domestic assistance	Community Health & Wellbeing	ongoing		Commonwealth Home Support Programme funding agreement at current levels extended until 30 June 2022.
	Develop marketing to promote the programs available through the Commonwealth Home Support Program	Community Health & Wellbeing	March 2016		CHSP services advertised in Community Health and Wellbeing Newsletter distributed at appropriate locations such as Seniors Centres.
	Provide an annual housing information forum in partnership with COTA SA on the variety of housing options and support available	Community Health & Wellbeing	Annual program		This had been a priority previously however was not deemed a priority in 2016, 2017. A Housing Forum was delivered on 18 June 2019. Due to Covid19 there is no capacity to deliver a forum in 2020.
	Maintain Council's commitment to assistance with care and housing for older people in the northern metropolitan area who are homeless or at risk of becoming homeless through the ACHA program	Community Health & Wellbeing	Ongoing		This program continues to be delivered with many positive outcomes for customers. Commonwealth Home Support Programme funding agreement for Aged Care & Housing sub-programme extended until 30 June 2022.



Goal: An age-friendly Salisbury has appropriate and affordable housing options and supports to enable people to age well in place					
Strategy	Action	Responsibility	Timeframes	Status	Notes
Contributing to the accessibility of appropriate and affordable housing options across the City	Offer products in Council developments that suit the older age bracket including accessibility and affordability	Strategic Development Projects	Ongoing		<p>Council developments have provided a wide range of allotment types to suit small to large family homes &amp; range of affordable options. Delivery supported by the provision of the federal Government's Housing Affordability Fund grants to bring a new build form mix into the Salisbury Community. Affordable housing represents over 35% of the housing project.</p> <p>Access from housing to streets &amp; greenery is carefully considered to ensure age friendly and wellbeing. E.g. Tree Removal Policy has compassionate grounds for tree removal and resident requests for access improvements are actioned.</p>
	Inform the community about grants and products available to older people to increase their opportunity to secure appropriate and affordable housing	Strategic Development Projects Community Health and wellbeing	Ongoing		<p>A number of housing allotments were offered to the market through the State Government's Affordable Housing Program with various allotment types, including small lots, single-fronted &amp; two-story affordable housing products catering for family &amp; lone person households.</p>

Goal: An age-friendly Salisbury has appropriate and affordable housing options and supports to enable people to age well in place					
Strategy	Action	Responsibility	Timeframes	Status	Notes
					CHW Housing Officer supports residents to secure housing.




### Social Participation



Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
Strengthening the connections and participation of individuals and groups who previously have not accessed community activities and services	Maintain commitment to the Aboriginal Yarning Circle and work with older Aboriginal residents to ensure that services are tailored to their needs	Community Health and Wellbeing	Ongoing		Aboriginal Social Group established at Jack Young Centre in 2019 with approximately 10 regular attendees.
	Expand the Salisbury Seniors Cultural Program to be inclusive of new and emerging communities	Community Health and Wellbeing	Ongoing		Intercultural Seniors Program Established. Expansion of several groups to increase inclusivity for all cultural groups continues.
	Investigate models of connectivity for frail older people who have limited social connections	Northern Collaborative Project	Ongoing		The Northern Collaborative Project's focus has changed to providing engagement opportunities for seniors so aged care information and strategies around wellness and re-enablement can be dismantled.

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
					Innovative non-centre based social connection program developed including cooking packs, garden packs, puzzles, painting, Facebook group, virtual programs.
	Investigate ways of strengthening and empowering the community by using the Asset Based Community Development (ABCD) approach in key places across the City	Community Health and Wellbeing	Ongoing		Changing directions of the Commonwealth Home Support Program have hindered specific progress on this action; however, macro community strengths from micro-community driven strengths include Paralowie Garden, Bhutanese Seniors Social Support Group, Aboriginal Social Group, and Strengths Based Conversations with UniSA Students at Jack Young Centre.
Provide a range of affordable and accessible programs and initiatives	Incorporate a wellness approach into programs, service and activities offered in seniors centres and the across the broader Salisbury community	Community Health and Wellbeing	Ongoing		Wellness is integral to program designs and services at Seniors Centres. Program coordinators have completed in 2015 Resilience Training Level 1 & 2 as well as Community Resilience Training through Local Government Ageing and Wellbeing Project, and this continues to inform service design.
	Work in partnership with a consortium of age care providers and Volunteering SA and NT Inc. to deliver innovative programs that	Community Health and Wellbeing	Dependent on funding		NA

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	support seniors to live well, e.g. the music project				
	Deliver information, communication and technology initiatives to increase the access and use of technology amongst older people	Libraries Community Centres Community Health and Wellbeing	Tailored responses to needs		Significant progress has been achieved in response to COVID19. Social programs offered online with private Salisbury Seniors Facebook group with 200+ members embracing 'online viewing parties' and other applications of social media. Eight iPads purchased to increase digital literacy of seniors with additional 1:1 technology classes at Jack Young Centre and weekly drop in classes. COTA conversations focus on cyber safety and how to use technology in Salisbury Community Hub.  Libraries and community centre have a focus on delivering free and low cost digital literacy programs.
	Deliver regular forums on topics of interest as identified by the Salisbury Seniors Alliance	Community Health and Wellbeing	Ongoing		Guest speakers are arranged to present to Salisbury Seniors Alliance as requested e.g. NAWMA, City of Unley Age Friendly Alliance, Elder Abuse Prevention Body and various divisional managers. Other topics of interest are captured in COTA Conversations and other events.

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	Increase the availability of books, magazines and papers online and in accessible formats including large print and audio and in other languages  Encourage the use of e-readers to facilitate access to large fonts, audio and translated materials	Libraries and Community Centres	Ongoing	<input checked="" type="checkbox"/>	Large print books and Audiobooks available at all library branches.  Access to online eBooks, eAudiobooks, magazines & newspapers in English and other languages are available in libraries.
	Enhance the home library service by attracting new customers.	Libraries and Community Centres	Ongoing	<input checked="" type="checkbox"/>	Collaborating with CHSP to support new referrals for home library services.  Home library services extended during COVID19 resulting in new customers.
	Promote the Friends of the Library group and increase the activities they offer their members.	Libraries and Community Centres	July 2016	<input type="checkbox"/>	NA
Improving or creating accessible and supportive environments that encourage engagement, connectedness and participation	Capitalise on the economic opportunity provided by an ageing population through delivery of an age-friendly retail project in partnership with the South Australian Government and Office for the Ageing	Community Health & Wellbeing	2015/16	<input type="checkbox"/>	NA
	Ensure that every new or refurbished Council facility meets age-friendly requirements	Libraries and Community Centres  Building and property Services	Ongoing	<input checked="" type="checkbox"/>	Age friendly and universal design guidelines are considered and applied where possible, with relevant stakeholders consulted as appropriate. E.g. older residents consulted during JYC

Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
					courtyard development (including furniture selection), Para Hills Community Hub redevelopment, and an 18 month consultation for Paddocks Committee Members to receive age friendly advice. SSA consulted on Hub.
	Create spaces within the libraries for the baby boomers, with information and material to plan safe travelling	Libraries and Community Centres	July 2016		Libraries have hard copy and electronic publications covering these topics.
Facilitating opportunities for lifelong participation in sport, recreation and other leisure activities	Raise the profile of opportunities for older adults for lifelong engagement in sport, recreation and other leisure activities	Community Health & Wellbeing Community Planning and Vitality	Ongoing		A range of opportunities delivered by both divisions. Strength for Life Program in partnership with COTA and promotions to older residents. Partnerships with Bike SA, Active Ageing Australia, Heart Foundation Walking Group, Walking SA to facilitate activities. Four Salisbury Plays Events held each year with 3 of 4 focusing on sport, recreation and physical activities, including for older people. Sport and Recreation Network provides training and development opportunities that support engagement with older people.
	Engage older adults into organised physical activity through club and recreation centre	Community Health & Wellbeing	New initiative bid 2016/2017		Vintage Gold program has not been pursued since the launch of this plan,





Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	based 'Vintage Gold' program	Community Planning and Vitality			however, Recreation Centres operated by Belgravia Leisure continue to engage older adults through a range of programs including at swimming centre, Ingle Farm Recreation Centre, Parafield Gardens Recreation Centre.  The Sports Development Program continues to pursue new opportunities for older adults such as Walking Football for inclusion at recreation centres.
	Support sporting clubs and recreation service providers to implement modified versions of sport to support new and ongoing participation opportunities for older adults	Community Planning and Vitality	Ongoing		Staff are working with Athletics SA on new opportunities for older adults upon the completion of the new athletics centre.  Staff have pursued with Football SA opportunities for Walking Football to be introduced in the City of Salisbury for older adults.
	Support community recreation clubs to engage with older adults, to promote opportunities for meaningful intergenerational exchanges including mentoring younger participants	Community Health & Wellbeing Community Planning and Vitality	Ongoing		The Sport and Recreation Network and Forums are used to encourage clubs to engage with older adults and promote opportunities for mentoring of younger coaches, officials, or participants.  CHW are considering alternative senior






Goal: An age-friendly Salisbury fosters opportunities for the diversity of the community to connect and participate throughout their lives.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
					friendly sporting opportunities, e.g. 'walking football'.
	Seek funding to research opportunities and demand for older adults to apply their professional skills to support the administration and operation of community recreation associations	Community Planning and Vitality	Dependent upon successfully securing funding	<input type="checkbox"/>	Funding has not been secured for this initiative.
	Hold social participation programs at community recreation facilities to profile facilities and provide opportunities for engagement with physical activity	Community Health & Wellbeing Community Planning and Vitality	Ongoing	<input checked="" type="checkbox"/>	Range of programs offered throughout city as a safe, welcoming and social opportunity to exercise and take advantage of City's facilities, e.g. walking, cycling, outings. Salisbury Rides program achieved 861 registered rides in 2019 which is its highest recorded. Belgravia Leisure are responsible for the delivery of recreation services on behalf of the City of Salisbury. Belgravia Leisure are encouraged to pursue opportunities for social participation programs at recreation centres through initiatives such as Walking Football.


**Respect and Social Inclusion**

Goal: An age-friendly Salisbury actively engages, recognises and celebrates the valuable contribution of older people to community life.
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Strategy	Action	Responsibility	Timeframes	Status	Notes
Providing a range of opportunities for older people to be involved in decision-making	Establish the Salisbury Seniors Alliance to ensure that older citizens have a voice in the issues that affect their lives	Community Health and Wellbeing	First meeting March 2016 then ongoing		Salisbury Seniors Alliance currently has 9 highly engaged members and meets quarterly with Manager Community Health and Wellbeing and Diversity Inclusion Project Officer at Salisbury Community Hub. Involvement in decisions: <ul style="list-style-type: none"> <li>- Salisbury Community Hub Design</li> <li>- City Plan Review</li> <li>- Seniors Car-parking (on-going)</li> <li>- Age Friendly Grant applications</li> </ul>
	Maintain support for the various consumer advisory groups e.g. Jack young Centre, cultural and Aboriginal advisory groups	Community Health and Wellbeing	Ongoing		Advisory groups remain active and well-supported, meeting regularly with Council staff to discuss and provide advice on relevant issues.  JYC & Para Hills Group Leaders 6-weekly meeting which relays info from group members.
	Continue Council's support for the Northern Collaborative project (NCP)	Community Health and Wellbeing	Ongoing		Council continues to support and facilitate the Northern Collaborative Project. Funding has been extended <b>until 30 June 2021</b> . A further extension until 30 June 2022 will follow to allow for potential changes to the SSD Sub-Program to be reflected in the July 2021 to June 2022 funding arrangements. <a href="#">Click here</a>
Challenging any ageist, stereotypes, attitudes and practices	Deliver positive stories through various media and promotional initiatives.	Community Health and Wellbeing	Ongoing		Positive stories promoted in corporate publications e.g. Salisbury Aware, Salisbury Seniors Magazine, Messenger, SPBA Radio, social media and COTA magazines to portray older people in positive light. Specific events, e.g.




Goal: An age-friendly Salisbury actively engages, recognises and celebrates the valuable contribution of older people to community life.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
					Mythbusting Ageing with Peter Nicholls delivered as part of Zest Festival. Overall, foundation of all work is challenging ageism.
	Raise awareness of Elder Abuse by: <ul style="list-style-type: none"> <li>Working in partnership with other agencies in the North</li> <li>Develop and implement protocols for Council staff involved in delivery of the CHSP to identify any older person as risk of, or suffering abuse of any kind, including emotional and financial abuse</li> <li>Promote Safeguarding to older people to ensure that they can identify occasions of abuse</li> </ul>	Community Health and Wellbeing	Ongoing		CHW participates in World Elder Abuse Awareness campaigns. Community participation and awareness-raising is encouraged through the community crafting of purple knitted goods. Information is made available online, info stalls and public space activations, e.g. yarn bombing at SCH in June 2020.  SA Health Adult Safeguarding Unit has presented to CHW staff, community groups and Salisbury Seniors Alliance and division has policy, procedures, operational manual and protocols on the identification and response to Elder abuse.
Celebrating the valuable contributions of Salisbury's diverse older people	Continue to provide opportunities for seniors to participate in creative arts e.g. City's Exhibition Program, Northern Writers Connect	Community Health and Wellbeing  Community Planning and Vitality	Ongoing		Salisbury Seniors Alliance led intergenerational exhibition with Salisbury Primary school at Len Beadell Library in 2019 raising awareness of environmental issues.  Theatre (Don't Act Your Age), music (Para Hills Songsters, JYC Choir, ukulele group), social art programs (Creative Writing Group, Craft Group, Aboriginal Social Group Monday art program) are offered. Online opportunities offered to


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Strategy	Action	Responsibility	Timeframes	Status	Notes
					continue programs during Covid19.  CoS participates in ZEST festival enabling arts opportunities for older residents. E.g. Music Morning Tea in the Garden at JYC.
	Celebrate and showcase the valuable contributions of older people in various media.	Community Health and Wellbeing  Libraries and Community Centres	Ongoing		Publications in Salisbury Aware, Salisbury Seniors Magazine, Messenger, 5PBA Radio, Social Media (including individual centre and library Facebook pages) and other mediums showcase positive stories of local older people.

Goal: An age-friendly Salisbury actively engages, recognises and celebrates the valuable contribution of older people to community life.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	Ensure training is available to support staff and volunteers to work with older people and deliver quality services	People and Culture Community Health and Wellbeing	Ongoing		<p>In 2019 Customer Experience training was delivered to all staff with positive feedback.</p> <p>Diversity Inclusion Training is scheduled for Sept/Oct 2020 to raise awareness. Healthy Ageing seminars and 'Navigating the Road to Retirement' information session has been provided.</p> <p>Select CHW staff underwent Mindset For Life training on understanding and supporting meaningful retirement. Office for Ageing Well grant to roll this training out was successful and training will be delivered in 2020/2021. Helen Sanderson (UK) training on personalised training, Better Practice Project delivered via NCP.</p> <p>Twenty training courses were offered to volunteers for the period of 1 July 2018 – 30 June 2020 e.g.</p> <ul style="list-style-type: none"> <li>• Driver Awareness Training x 2</li> <li>• Customer Experience Training</li> <li>• Cultural Awareness Training</li> <li>• Child Safe Environment</li> <li>• Mental Health Awareness</li> <li>• Resilience and Wellbeing</li> <li>• Boosting Your Employability</li> <li>• Aboriginal Cultural Awareness</li> <li>• Introduction to Kaurna Language.</li> </ul> <p>Further training was offered however due to COVID19 was cancelled.</p>

### Civic Participation and Employment

Goal: An age-friendly Salisbury will enable older people to participate in employment, volunteering and actively contribute to decision making processes (civic life).					
Strategy	Action	Responsibility	Timeframes	Status	Notes
Supporting, promoting and developing opportunities for older people to access volunteering and employment opportunities	Ensure the leading practice of engaging and supporting older people, including baby boomers, in volunteering are reflected within Council's Volunteer Strategy	Community Health and Wellbeing	2016/2017		Council's Volunteer Strategic Framework 2011-2016 raised actions for engaging and supporting older people including baby boomers. The strategy has expired, however work continues on engaging and supporting older people including baby boomers in volunteering.
	Research older people's views on volunteerism including interests and challenges to inform future engagement and management of older people in volunteering	Community Health and Wellbeing	2016/2017		Formal research was never undertaken however, ongoing environmental scans of the external and internal environment identified older people's views on volunteerism. For example, Office for Volunteers Volunteering in South Australia 2018 Report and feedback from existing CoS older volunteers.
	Identify career transition needs through Council's performance and development process and incorporate talent management and succession planning to retain knowledge and ensure well-planned transition to retirement	People and Culture	Ongoing		Flexible work guidelines exist and are further being reviewed to provide the opportunity for staff to access these arrangements and transition to retirement. The PDP process continues to provide opportunities for employees to



Goal: An age-friendly Salisbury will enable older people to participate in employment, volunteering and actively contribute to decision making processes (civic life).					
Strategy	Action	Responsibility	Timeframes	Status	Notes
					<p>discuss options available such as moving to a part time role as they approach retirement.</p> <p>Talent management is currently undertaken at a divisional level and workforce planning activities have commenced to have clarity on future workforce requirements.</p>
	Investigate broader opportunities for volunteers to participate and be more actively engaged within the library and community centres.	Libraries and Community Centres	Ongoing		Volunteers are actively involved with programs and services at Community Centres and libraries. Digital Literacy Volunteers provide help and support for the community within the library setting.
	Deliver transitions to employment programs in the libraries and community centres.	Libraries and Community Centres	2016		Range of accredited and non-accredited programs are offered, e.g. Foundation Skills Pathways to Employment and Ready for Work programs.
	Promote and develop connections to the Polaris Centre to raise awareness of self-employment opportunities and	Polaris Centre	Ongoing		The Polaris Centre continues to evolve the range of services it provides to people looking to start a business or strengthen their existing


Goal: An age-friendly Salisbury will enable older people to participate in employment, volunteering and actively contribute to decision making processes (civic life).					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	support.				business. IN 2019-2020 the Polaris Centre provided information and advice to approximately 700 individual businesses. Approximately 20% of the Polaris Centres' followers on Facebook are over the age of 55.
Promoting and supporting the rights and abilities of older people to participate in civic life.	Provide a range of opportunities for older people to have a voice including: <ul style="list-style-type: none"> <li>• Salisbury Seniors Alliance</li> <li>• Regional Community Ambassadors (NCP)</li> <li>• CHSP Consumer Advisory Group</li> <li>• Jack Young Centre Advisory Group</li> <li>• Para Hills Advisory Group</li> <li>• Yarning Circle</li> </ul>	Community Health and Wellbeing	Ongoing		Salisbury Seniors Alliance meets quarterly with staff and participates in discussion, decision making and consultation. NCP Community Ambassadors meet monthly, and Service Provider Network meets bi-monthly with staff. Older people are encouraged to take leadership roles, e.g. leader of social program positions through social participation programs.


**Communication and Information**

Goal: An age-friendly Salisbury provides high quality, timely and accessible information to enhance older people's quality of life.
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Strategy	Action	Responsibility	Timeframes	Status	Notes
Providing timely and appropriate information in a range of accessible formats	Develop Salisbury Seniors Magazine to include information on areas of interest and to be distributed in a range of formats.	Community Health and Wellbeing	Ongoing		Salisbury Seniors Magazine (3 editions per year) regularly includes relevant and timely information, including many articles co-created by community members. Magazine is published online and in hard-copy in accessible format.
	Work with Communications and Customer Relations to increase the accessibility of Council's communication and information including taking into consideration the diversity of languages and hearing and visual impairments.	Community Health and Wellbeing Communications and Customer Relations	Ongoing		CHW Service Guide has been redesigned to meet state accessibility guidelines. Information Access Consultants engaged to advise on accessibility of Ability Inclusion Strategic Plan. Communications and Customer Relations supports CHW staff in communications, e.g. digital notice boards across centres & libraries and production of Salisbury Seniors Magazines. In response to COVID19, Communications obtained information graphics in multiple languages and featured these on internal and external digital screens. Social media videos are featuring subtitles and voiceovers. Concierge customer service model at Community Hub enables staff to understand customer's communication and language needs. Staff have experience in dealing with people from diverse backgrounds, including people hard of hearing, and staff language list for interpretation. Alternative methods e.g. Webchat and National Relay Service



Goal: An age-friendly Salisbury provides high quality, timely and accessible information to enhance older people's quality of life.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
					Translation and Interpreting service calls are delivered. Hub has Hearing Loop installed.
	<p>Develop a communication strategy to ensure that older people in Salisbury have access to information about Council services and broader community support programs</p> <ul style="list-style-type: none"> <li>• Ensure that the above has options for sharing this information with older people and their families from Aboriginal and Torres Strait Islander and culturally diverse communities</li> <li>• A range of information methods to be utilised to ensure wide coverage of messages</li> </ul>	<p>Community Health and Wellbeing</p> <p>Communications and Customer Relations</p> <p>Libraries and Communities Centres</p>	Ongoing		<p>An internal Community Engagement Handbook includes guidelines for reaching all members of community, including those from cald background, Aboriginal and Torres Strait Islander as well as other cohorts including youth, PWD, low literacy, and disengaged residents.</p> <p>Accessibility guidelines are adhered to where appropriate, and content that is interesting and relevant is produced.</p> <p>Libraries and community centres produce eNewsletter 'What's On' and promote information through individual library and centre Facebook pages.</p>




Goal: An age-friendly Salisbury provides high quality, timely and accessible information to enhance older people's quality of life.					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	Increase knowledge across the organisation on the City's Ageing Population, future needs, impacts and opportunities and the Age-friendly cities Framework	Community Health and Wellbeing  Communications and Customer Relations	Ongoing		Consultation during the design of the Salisbury Community Hub provided an opportunity to increase understanding of the population. Production of publications include age friendly features and positive promotion of older populations. There is potential to partner with P&C to increase promotion and understanding of the strategy across the organisation. Communications continues to explore reaching further audiences.



### Community Support and Health Services



Goal: An age-friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	Action	Responsibility	Timeframes	Status	Notes
Actively collaborating at regional state and national level to ensure appropriate provision of community support and health services.	Develop an Aged Services Alliances consisting of key industry partners representing various interest and specialist groups within the area of ageing. The partners will have a role in providing	Community Health and Wellbeing	First meeting by March 2016 then ongoing.		Aged Service Alliance was not developed due to aged care reforms and increased demands on the sector.  Cultural social support programs have coordinators that bridge gap between cultural groups and mainstream services. Translated information is available and in a range of detail e.g. simple flyers through to in-depth service guides. Salisbury Seniors Facebook group has been particularly effective in communicating

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	services to support positive and active ageing and implementing the actions developed as part of the strategy				information direct to residents.
	Development of strategic partnerships to further improve the health and wellbeing of older people. Including the Northern Collaborative Project, Northern Health Network, Northern Local Health Network, COTA, the Office of the Ageing, Northern Futures, Northern Connections (nc-21), Community Safety Committee, Active Ageing Australia and NGO's.	Community Health and Wellbeing	Ongoing		Relationships are maintained with SONDER (previously Northern Health Network), COTA, Active Ageing Australia, International Council for Active Ageing, Walking SA, NCP, Bicycle Institute and Heart Foundation Walking.
	Develop partnerships	Community Health and	Ongoing		CHSP collaborates internally with



Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	to ensure Squalor and Hoarding issues are addressed with sensitivity.	Wellbeing			Environmental Health Inspectorate as well as specialise agencies to support people with hoarding issues. Mental health support, cleaning and specialist help is provided to support resident and avoid eviction.
Provide accessible community support and health services to older people	Continue to deliver and improve Councils Commonwealth Home Support Program in accordance with funding requirements.	Community Health and Wellbeing	Ongoing		Commonwealth Home Support Programme (CHSP) funding agreement at current levels extended until 30 June 2022. Service improvements implemented in line with CHSP Philosophy of maximising independence using the wellness and reablement approach and feedback from customers.
	Promote the availability of safety support through the Commonwealth Home Support Program including the installation of security equipment in resident's homes and advice i.e. SAPOL	Community Health and Wellbeing	Ongoing		Promote and refer customers experiencing home and personal safety concerns to SAPOL Home Assist program for advice. Safety and security equipment installed via Salisbury Home and Community Services of home maintenance or home modifications.



Goal: An age-friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	Deliver health and wellbeing, learning and lifestyle programs from Council facilities.	Community Development	Ongoing		Over 62 learning and lifestyle programs are offered and wellbeing outcomes are integral to all. E.g. <ul style="list-style-type: none"> <li>- Gardening and growing vegetable workshops</li> <li>- Diet and nutrition</li> <li>- Cyber Safety</li> <li>- Regular program at centres (arts, poetry, writing, music, dancing).</li> </ul> Mindset for Life (2020-2021)
	Promote Heart Foundation walking groups for people with varying levels of fitness with a focus on increasing endurance and strength	Community Health and Wellbeing	Ongoing		Eleven Heart Foundation walking groups are active in City of Salisbury since 2005. In response to COVID19, virtual walking groups exploring regional areas of South Australia, e.g. coast, have been featured.
	Promote forums for the dissemination of health information and support for older people.	Community Health and Wellbeing	Ongoing		Health education sessions are made available to older people, including in different languages. E.g. health literacy, cervical screens, pharmacist information sessions have been offered to cultural groups e.g. Bhutanese community.

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	Support the Council's seniors centre's to provide nutritional and affordable meals.	Community Health and Wellbeing	Ongoing		Menus designed and reviewed by external nutritionists. A biannual café customer survey conducted to assess customer satisfaction, with 95% of respondents answering they would recommend the food to others.
	Incorporate and deliver resilience training in programs offered within the Social Participation and Diversity Team.	Community Health and Wellbeing	Ongoing		Northern Volunteering SA Inc. promoted Resilience and Wellbeing training to its member organisations. The City of Salisbury promoted the training offer through its staff to volunteers.  In 2019, all Council staff received Wellbeing and Resilience training and between 2015-2017, all Community Health and Wellbeing staff undertook PERMA Resilience Training. Learnings from these are incorporated into work and interactions with clients and residents.

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	Through targeted training and leadership develop a culture where staff, volunteers and contractors are respectful, helpful and trained to support older people to maintain their independence and maximise their wellbeing.	Community Health and Wellbeing	Ongoing		Training is provided to staff and offered to volunteers to provide skills in supporting older people. Information on wellbeing and skills for working with older people are promoted in contractor newsletters, in regular volunteer meetings and communicated by leadership staff to staff, volunteers and contractors.
	Identify initiatives and work with relevant stakeholders to improve the accessibility of programs, information and facilities for older people.	Community Health and Wellbeing	Ongoing		Physical access and social inclusion has been improved by working with consumer groups to ensure the JYC refurbishment was age friendly. E.g. Welcome in Kaurna and other languages, lowered reception desk, temperature control, accessible door and age friendly seating. Ensuring an inclusive culture from staff, volunteers and residents is a key priority and work has been done around behaviours and values.



Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	Action	Responsibility	Timeframes	Status	Notes
	Identify and collaborate with relevant stakeholders to address the needs of older people in the planning and response to community emergencies.	Civil and Waste  Community Health and Wellbeing	Ongoing		Extreme Weather policy includes all members get phone wellbeing checks and this is communicated to all community members.  CHW response to COVID19 has demonstrated proficient planning and response to a worldwide emergency through thorough and regular wellbeing checks, communications, social inclusion solutions, delivery of 150 care packages and general support.
	Provide information through a range of avenues to assist older people to understand how to respond to an emergency.	Community Health and Wellbeing	Ongoing		Information is provided through a range of mediums to reach different communities. Information is published on magazines, local radio, newsletters, website, printed flyers, social media, in person and through community groups. Topics covered includes COVID19, heatwave safety, cyber safety and bushfires. Information is provided in other languages where possible.

Goal: An age- friendly Salisbury provides appropriate and accessible services to enable older people to maintain active and independent living					
Strategy	Action	Responsibility	Timeframes	Status	Notes
Responding actively to climate change	<p>Incorporate the needs and vulnerabilities of the ageing community into the regional community climate change action plan "Adapting Northern Adelaide".</p> <p>The outcomes of this plan will inform actions to be included in the next iteration of the Aged Friendly Salisbury Strategy Action Plan to be developed by March 2017</p>	<p>Economic Development and Urban Policy</p> <p>Community Health and Wellbeing</p>	<p>April 2016</p> <p>March 2017</p>		NA
	Support vulnerable older people within the parameters of the Commonwealth Home Support Program in extreme weather events	Community Health and Wellbeing	Ongoing		Extreme weather policy and procedures in place, staff provided training around response, documented in Salisbury Home and Community Centre Operational Manual, all at risk community members are notified of advice and how to respond.

<b>ITEM</b>	1.2.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 November 2020
<b>HEADING</b>	South Australia State Budget 2020-21
<b>AUTHOR</b>	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
<b>CITY PLAN LINKS</b>	4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	This report provides a summary of the 2020-21 State Budget handed down by the Treasurer on 10 November 2020.

**RECOMMENDATION**

1. That this report be noted.

**ATTACHMENTS**

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

1. 2020-21 State Budget Overview

**1. BACKGROUND**

- 1.1 The South Australian Government handed down the 2020-21 State Budget on 10 November 2020.
- 1.2 The budget's context is well known – a global and local economic slowdown arising from Covid-19; significant bushfire damage at the start of the year; declining GST revenues; and a higher than national average State unemployment rate.
- 1.3 As such, this Budget was aimed at reinforcing the Commonwealth Government's effort to stimulate the economy. In the words of the Treasurer's speech, "*the focus of this budget will therefore be on economic recovery and directed to creating jobs and inspiring confidence in businesses and households.*"

**2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Nil
- 2.2 External
  - 2.2.1 Nil

**3. REPORT**

- 3.1 The economic outlook has changed significantly since the 2019-20 Mid-Year Budget Review. At that time, the South Australian economy was expected to grow by 1¾ per cent in 2019-20, followed by growth of 2¼ per cent in 2020-21.

However, unanticipated events firstly from drought and bushfires and then from measures to contain the spread of the COVID-19 global pandemic have contributed to a much changed outlook.

- 3.2 The assumptions underpinning the Budget forecasts are the same as those assumed in the recent Commonwealth Budget, namely that there are no further significant domestic COVID-19 outbreaks; state border restrictions currently in place are lifted by the end of 2020; international students will commence returning in 2021, and staged international border openings through 2021 and 2022.
- 3.3 The economic projections for the state indicate South Australia's performance will be sluggish in this financial year with a rebound from 2021-22 through to 2023-24. Some of the estimates seem extremely optimistic. Gross State Product is forecast to be 4.25% in 2021-22 off a base of -0.75% in 2020-21. Employment growth is alarmingly projected to be 0% in 2020-21 before lifting to 2% the following year. Key economic indicators include:

**Table 7.1: Key economic indicators — Australia and South Australia real growth rates (per cent per annum, year averages)**

	2018–19 Actual	2019–20 Estimate	2020–21 Forecast	2021–22 Projection	2022–23 Projection	2023–24 Projection
<b>Australia<sup>(a)</sup></b>						
Gross Domestic Product (GDP)	2.2	-0.3	-1½	4%	2%	3
<b>South Australia</b>						
Gross State Product (GSP)	1.4	-1%	-¾	4%	3	3
State Final Demand (SFD)	1.8	-1.6 <sup>(b)</sup>	-1%	4%	3	3
Employment	1.5	-0.6 <sup>(b)</sup>	0	2	1½	1½
Adelaide Consumer Price Index (CPI)	1.5	1.8 <sup>(b)</sup>	1½	1%	1½	1%

(a) Australian forecasts from Commonwealth Government's 2020-21 Budget, Budget Strategy and Outlook, Budget Paper No. 1.

(b) Australian Bureau of Statistics actual outcome 2019-20.

- 3.4 The centrepiece of the budget is a \$4 billion state stimulus package that includes projects such as:
- An \$850 million 'Tradies Package' that includes \$100 million in road maintenance to improve road safety which will unlock an additional \$168 million of Commonwealth funding for small scale road safety projects and \$40 million to upgrade boat ramps, jetties and road bridges.
  - \$82 million for a second round of \$10 000 grants for small businesses and not for profit organisations adversely impacted by COVID-19 and a \$3000 grant for owner operated small businesses conducted from a commercial premises
  - \$220 million increase for the Economic and Business Growth Fund
  - \$245 million increase for the Business and Jobs Support Fund and the Community and Jobs Support Fund
  - \$100 million from the Community and Jobs Support Fund for a Local Government Infrastructure Partnership Program which after matching funding will fund at least \$200 million of projects

- \$76 million for a Housing Construction Stimulus Package from the Community and Jobs Support Fund designed to support the sector after the HomeBuilder stimulus wanes — this package will include initiatives such as shared equity for new home construction and opportunities to promote community and affordable housing
  - \$60 million for capital upgrades to government buildings to improve energy efficiency and deliver long term electricity savings.
  - \$320 million expanded non-government schools loan scheme which will be interest free for the first five years and low interest rates for the remaining term
  - \$30 million for Golden Grove Road — Stage 2, and an extra \$25 million for the \$33 million Golden Grove Park ‘n’ Ride
- 3.5 Although the budget contains an allocation of \$16.7 billion for infrastructure (headlined by the \$8.9 billion investment in completing the North-South Corridor), there is little infrastructure spending identified in the budget for Salisbury. Items such as the Gawler Rail electrification, school upgrades and the upgrade of the intersection of Main North Road, Kings Road and McIntyre Road have appeared in previous budgets. The only new project is \$18.7 million over three years to consolidate the provision of youth custodial services into a single site at Goldsborough Road, Cavan. A new 12 bed accommodation unit and eight bed police custody unit will be constructed at the existing Goldsborough Road campus, allowing the closure of the ageing facility at Jonal Drive, Cavan.
- 3.6 A copy of the Budget Overview is provided as Attachment 1 to this report.
- 3.7 The above initiatives collectively contribute to the forecast deficit of \$2.59 billion in 2020-21. This budget deficit is optimistically short lived with a projected surplus of \$405 million in 2023-24. For this to occur, the government needs to deliver on its savings program of \$1.45 billion over four years with nearly \$1 billion of the efficiency dividends and savings required coming after the next state election; a significant improvement in economic conditions; and an effective Covid-19 vaccine being in place. This is without any additional spending and raises questions of the government’s ability to fund projects such as Council’s priorities if they are not already on the forward agenda. This is compounded by debt across the whole of government operations to nearly double between 2019-20 and 2023-24 to more than \$33 billion (noting however the low interest rate environment that is likely to persist for some time).
- 3.8 One of the contributors to the deficits has been a reduction in actual and estimated GST receipts. Last year’s GST return was \$663 million less than estimated in last year’s budget and this year will be \$1.34 billion less than the last budget’s estimates.
- 3.9 In the local government sector, the LGA has welcomed:
- the new \$100 million Local Government Infrastructure Partnership Program. This program will provide grants to fund up to 50 per cent of the cost of local government infrastructure projects. According to the Minister “the

Partnership Program will fund new libraries, museums, galleries, childcare centres, swimming pools, recreation facilities, roads and stormwater infrastructure.” Projects will be assessed through a competitive grants process;

- an additional \$10 million funding commitment to deliver regional sport and recreation facilities in partnership with local government; and
- allocation of \$1 million for a Local Government Online Information Framework.

3.10 Elsewhere in the portfolio statements a range of agency targets for 2019-20 should be of interest to Council and the local government sector. These include:

- Implement the Planning and Design Code in a fully digital online ePlanning system for the whole of South Australia.
- Finalise and implement local government reforms to improve council member capacity and conduct, reduce costs for councils and increase their financial accountability, and improve local government election processes.
- Develop 2022 Local Government Periodic Elections Program incorporating approved changes to legislation
- Develop and establish large air tanker refilling capability at Royal Australian Air Force (RAAF) Base Edinburgh in partnership with RAAF and National Aerial Firefighting Centre.
- Develop a concept plan for tidal drainage of Crown Land on the former Dry Creek salt fields.
- Deliver an Electric Vehicle Action Plan to attract private investment to the state, lower electricity costs and deliver environmental and health benefits from reduced emissions.
- Develop a new State Water Security Statement that outlines how South Australia’s water resources are managed and also identifies the state’s current and future water security priorities.
- Develop and implement climate a cross-agency climate change strategy and a blue carbon strategy
- Develop regulations for the reporting of material flows from landfills and resource recovery sites.
- Build the resilience, capabilities and competitiveness of the state’s waste management and recycling industry through co-investment to modernise and expand infrastructure, increase local processing capability and innovation, provide financial incentives for market development, improve household recycling performance (the Which Bin program) and advocate for sustainable procurement practices.
- Release South Australia’s next five year waste strategy for 2020-2025 and South Australia’s first food waste
- Invest in research and innovation to support the development of technologies to address long-standing and problematic waste issues and keep the state at the forefront of green innovation and development of the circular economy.

- Establish a new not-for-profit centre of excellence in the circular economy that will bring together expertise from academia, industry and business to stimulate new investment, innovation, enterprise and knowledge in the state and link stakeholders worldwide.
  - Implement the Wellbeing SA Strategic Plan 2020-2025
  - Prepare the first annual report on the operation of the State Disability Inclusion Plan, as required under the Disability Inclusion Act 2018 (SA).
  - Complete a suite of Transport Network studies on priority corridors and programs identified in the 20 year State Infrastructure Strategy.
  - Lead the implementation of Growth State: Our Plan for Prosperity to increase the sustainable rate of economic growth, including delivering the Magnet State Program to attract young people to stay in and move to South Australia.
  - Commence negotiations on an updated Memorandum of Agreement between the Government of South Australia and the Local Government Association, setting out the funding arrangements for the purchase of library materials for use in public libraries across South Australia.
  - Develop new water infrastructure opportunities, including water to the Barossa, and supporting future use of water for production through the Northern Adelaide Irrigation Scheme.
- 3.11 On the revenue side, The government has introduced a number of measures, including an increase to the Victims of Crime Levy by 50 per cent from 1 January 2021, with the exception of the Youth Levy which remains unchanged; Government fees and charges rose by around 1.9% on 1 July 2020; and there is an intention to introduce a road user charge for plug-in electric and zero emission vehicles to offset the loss of fuel excise revenue from such vehicles.

#### 4. CONCLUSION / PROPOSAL

- 4.1 This State Budget contains minimal specific expenditure relating to the City of Salisbury and for northern Adelaide in general that has not been previously announced. The Local Government Infrastructure Partnership Program provides some opportunity to gain funding to progress Council projects.
- 4.2 Given the delay in handing down this budget, the next State Budget (if normal scheduling is resumed), is due to be delivered before the end of this financial year. In delivering this next budget the government will need to balance its desire to fund pre-election projects with the more limited room it has to move as a result of decisions made in this budget.
- 4.3 The projects and programs announced in the State Budget will continue to be investigated and monitored to identify opportunities for the City of Salisbury.

#### CO-ORDINATION

Officer: Executive Group  
Date: 09/11/2020





# STATE BUDGET 2020-21

Budget Overview  
**BUDGET PAPER 1**



# STATE BUDGET 2020-21

## **BUDGET PAPER 1 : BUDGET OVERVIEW**

A summary publication capturing all highlights from the 2020-21 Budget.

## **BUDGET PAPER 2 : BUDGET SPEECH**

A copy of the Treasurer's speech, delivered to Parliament.

## **BUDGET PAPER 3 : BUDGET STATEMENT**

A financial report presenting the state government's current and estimated future economic performance, fiscal strategy, budget priorities, expenditure, revenue, assets, liabilities, risks and government business.

## **BUDGET PAPER 4 :**

### **AGENCY STATEMENTS | VOLUMES 1, 2, 3, 4**

Various financial reports presenting the state government's current and estimated revenue, expenses and performance by agency.

## **BUDGET PAPER 5 :**

### **BUDGET MEASURES STATEMENT**

A financial report detailing the state government's expenditure, savings and revenue initiatives.

## **ACKNOWLEDGEMENTS**

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**STATEBUDGET.SA.GOV.AU**

# BUDGET OVERVIEW

The 2020-21 Budget responds to the impact of Coronavirus (COVID-19) and major bushfire events on the economy and is designed to build confidence and create jobs.

The government addressed the immediate challenges of COVID-19 with rapid response measures targeted at community safety and supporting businesses and the community.

The government recognises the substantial ongoing challenges arising from COVID-19 and the bushfires and has responded decisively, with a total stimulus package of \$4 billion. This package will leverage an additional \$1 billion of Commonwealth, local government and business spending ensuring a total stimulus package of \$5 billion.

## THE 2020-21 BUDGET IS CREATING JOBS, BACKING BUSINESS AND BUILDING WHAT MATTERS

The budget provides the fiscal support necessary for the current environment, resulting in significant deficits over the next three years before returning to a modest surplus in the last year of the forward estimates. The combination of economic stimulus and infrastructure spending results in increased debt levels at a time when interest rates on government borrowings are at historically low levels.

The significant stimulus response is consistent with information provided to National Cabinet, including advice from the Governor of the Reserve Bank of Australia, on the level of fiscal stimulus required by governments to protect and support jobs. The emphasis of the stimulus package will be on projects that can be completed or significantly completed in the next 2 years. The stimulus package will also extend over the next few years providing jobs across a range of industries while businesses recover and rebuild.

The government is doing what is necessary.

<b>\$4b</b>	STATE ECONOMIC STIMULUS
<b>\$330m</b>	COVID-19 RESPONSE
<b>\$851m</b>	TRADIES PACKAGE
<b>\$305m</b>	BUSHFIRE RESPONSE AND RECOVERY
<b>\$16.7b</b>	RECORD SPENDING ON INFRASTRUCTURE

## KEY BUDGET INDICATORS

	2019-20 ACTUAL	2020-21 BUDGET	2021-22 ESTIMATE	2022-23 ESTIMATE	2023-24 ESTIMATE
General government net operating balance (\$m)	-1 485	-2 590	-1 429	-495	406
General government net lending (\$m)	-2 244	-3 771	-3 465	-2 107	-1 885
General government net debt (\$m)	10 537	15 270	19 366	22 043	24 489
Non-financial public sector net debt (\$m)	17 452	23 038	27 662	30 695	33 171

3



**\$330m**

COMMONWEALTH AND STATE FUNDING TO PROTECT THE HEALTH AND WELLBEING OF SOUTH AUSTRALIANS IN THE FACE OF THE COVID-19 PANDEMIC, AND SUPPORTING FRONTLINE WORKERS.

**\$93.1m** IN 2020-21

**PERSONAL PROTECTIVE EQUIPMENT**

Purchase of five million medical respirator masks and 40 million level 3 barrier protection surgical masks to support SA Health's response to COVID-19.

Detmold Australia is using its local South Australian facility to manufacture and supply the additional face masks.

This ensures an uninterrupted supply and allows SA Health to support hospitals and health care workers, service delivery agencies, aged care providers and non-government organisations.

**\$83m** IN 2020-21

**PROTECTING SOUTH AUSTRALIANS**

Public health measures have been taken to protect the community from the spread of the disease, including increasing SA Health's contact tracing capacity, continuing a state control centre and emergency information call centre, expanding SA Pathology testing capacity, and operating a robust hotel quarantine system.

**\$19.7m** OVER 2 YEARS

**ACTIVATION OF HOSPITAL SITES**

Lease and fitout two temporary sites at the former College Grove and Wakefield hospitals, and works at the Repatriation Health Precinct to provide increased hospital system capacity should it be needed to address COVID-19 activity.

**\$75m** IN 2019-20 AND 2020-21

**PRIVATE HOSPITALS FUNDING AGREEMENT**

In partnership with the Commonwealth, ensure private hospitals are available to help support the COVID-19 response if required.

**\$20.4m** OVER 2 YEARS

**MENTAL HEALTH SUPPORT AND STATE WIDE COMMUNITY WELLBEING STRATEGY**

Strategies include extending existing outreach/support services over digital platforms to carers, Indigenous and other at-risk groups, further clinical support for drug and alcohol services and those with acute mental illness, mental health support to prisoners and those in youth detention and increased mental health services for government employees at the front-line of the pandemic.

**\$17m** OVER 2 YEARS

**TRANSPORT RELIEF FOR HOSPITAL STAFF**

Provide hospital staff with free car parking and public transport during the coronavirus pandemic. Hospital staff are able to access free public transport, free parking across all SA metropolitan hospitals and receive reimbursements up to \$101 per month for non-site related car parking.



**\$21.2m** OVER 4 YEARS  
Supporting the SA Police COVID-19 response.

**ADVOCACY AND SERVICES**

**\$350 000** IN 2019-20  
**MULTICULTURAL GRANTS**  
Grant funding from the Community and Jobs Support Fund to multicultural non-government organisations to support the needs of vulnerable migrants and connect them with mainstream services throughout the COVID-19 pandemic.

**\$1.8m** OVER 3 YEARS  
**ADVOCACY SUPPORT FOR PEOPLE WITH DISABILITY**  
Increase disability advocacy in South Australia during the COVID-19 crisis, reflecting the government's response to the recommendations of the Safeguarding Task Force.

**FINANCIAL SUPPORT**

**\$27.5m** OVER 2 YEARS  
**COST OF LIVING CONCESSION**  
Households that receive the Centrelink JobSeeker Payment received a once-off boost of \$500 as part of the 2020-21 Cost of Living Concession.  
The Cost of Living Concession helps those on low incomes with their cost of living expenses.  
For eligible homeowners, their 2020-21 payment of \$215.10 became \$715.10. Eligible tenants received \$607.60.

**\$13.8m** OVER 2 YEARS  
**INTERNATIONAL STUDENTS SUPPORT PACKAGE**  
International students who have been significantly impacted by COVID-19 restrictions are being supported through the provision of \$500 emergency cash grants for tertiary students mainly administered by universities and \$200 grants per student to homestay families.

**COVID-19 SELF ISOLATION PAYMENTS**  
A \$1 500 paid pandemic leave scheme has been introduced for qualifying members of the community who need to self-isolate as a result of a positive COVID-19 test result or a public health direction. This is funded in partnership with, and administered by, the Commonwealth Government.  
The state will provide \$300 payments to qualifying members of the community who are part of a designated COVID-19 cluster and required to be tested and self-isolate for the period until a negative test result is delivered.

# BUSHFIRE RESPONSE AND RECOVERY



PHOTO COURTESY OF ROB HARTILL

## \$305m PACKAGE

### \$49.8m OVER 2 YEARS TO 2020-21

Recovery grants of up to \$75 000 for eligible primary producers, jointly funded with the Commonwealth.

### \$22.3m OVER 2 YEARS TO 2020-21

Loss of income grants of up to \$10 000 for eligible small businesses, jointly funded with the Commonwealth.

### \$6.0m ACROSS 3 YEARS FROM 2020-21

Back to business grants of up to \$120 000 per hectare to eligible apple growers impacted by the bushfires, funded by the Commonwealth.

### \$2.8m IN 2019-20

Recovery grants up to \$50 000 for eligible small businesses and not for profits, jointly funded with the Commonwealth.

### \$2.9m IN 2019-20

Personal hardship grants up to \$700 per family or \$280 per individual adult and up to \$20 000 re-establishment grants for uninsured households.

### \$1.5m OVER 3 YEARS

#### SMALL BUSINESS PROGRAMS

Including a small business hub on Kangaroo Island, first response financial counselling and tailored training and development, jointly funded with the Commonwealth.

#### CONCESSIONAL LOANS

Loans up to \$50 000 (unsecured) or \$500 000 (secured) for eligible small businesses, primary producers and not-for-profit organisations to restore and replace significantly bushfire damaged assets, and to cover eligible working capital expenses.

### \$1.4m IN 2019-20 AND 2020-21

#### YORKETOWN AND PRICE FIRES

For relief and recovery measures including personal hardship grants, re-establishment grants and temporary accommodation grants to impacted primary producers, a Local Recovery Centre and outreach programs, the appointment of a Local Recovery Coordinator and mental health support.

## COMMUNITY MENTAL HEALTH AND WELLBEING

### \$5m OVER 2020-21 AND 2021-22

Increasing mental health services to support bushfire recovery.

### \$2.6m OVER 4 YEARS TO 2023-24

Targeted community wellbeing and resilience program for those impacted by the fires.

## INFRASTRUCTURE

### \$52.8m OVER 2 YEARS

#### LOCAL ECONOMIC RECOVERY PLAN

Community-led economic recovery projects to support bushfire impacted communities in the Adelaide Hills and Kangaroo Island.

### \$45m OVER 4 YEARS

#### KANGAROO ISLAND BUSHFIRE RECOVERY

Replacing bushfire damaged government assets on Kangaroo Island.

## ENVIRONMENT

### \$21.5m FOR 2019-20 AND 2020-21

#### DISASTER WASTE MANAGEMENT

Clean-up and management of waste and debris (including felled trees and green waste) from the bushfires.

### \$2.7m FROM 2019-20 TO 2021-22

#### WOODLAND BIRD RESILIENCE AND WILDLIFE HABITAT RECOVERY PROGRAM

Reinstate lost habitat for declining woodland bird species and other measures to protect plants and animals and their habitats.

### \$2.7m FROM 2020-21 TO 2022-23

#### FERAL PIG ERADICATION

Co-ordinate the eradication of feral pigs on Kangaroo Island which are detrimental to environmental and economic recovery.

### \$7.7m FROM 2019-20 TO 2021-22

#### BIOSECURITY

Measures to reduce post bushfire biosecurity risks.



**\$4.0  
BILLION**

Stimulus response to meet the economic challenges from devastating bushfires and COVID-19 pandemic. The state government's significant package of measures leverages an additional \$1b of Commonwealth, local government and business spending.

Business and Jobs Support Fund and Community and Jobs Support Fund	\$795m
Support for the community and community infrastructure	\$747m
Support for our educational institutions	\$657m
Tax and fee relief	\$592m
Economic and business growth	\$354m
Investment in road infrastructure	\$317m
Investment in our assets	\$297m
Digital Restart Fund	\$120m
Investment in health infrastructure	\$118m
<b>State economic stimulus package</b>	<b>\$4b</b>



**\$530m**

BUSINESS AND JOBS SUPPORT FUND

**\$265m**

COMMUNITY AND JOBS SUPPORT FUND

**\$220m**

ECONOMIC & BUSINESS GROWTH FUND INCREASE IN THIS BUDGET

**\$12.6m** IN 2019-20 AND 2020-21

**FINANCIAL ASSISTANCE GRANTS**

To a range of sports and community groups to support fee relief for clubs and the ongoing employment of staff impacted by the COVID-19 disruption.

**\$2.5m** OVER 3 YEARS

**MISSION CONTROL CENTRE**

Establish a Mission Control Centre co-located with the Space Discovery Centre at Lot Fourteen.

**\$1m** IN 2020-21 AND 2021-22

**DEFENCE JOBS ATTRACTION**

Campaign in partnership with major defence companies.

**CONSTRUCTION JOBS**

**\$100m** OVER 2020-21 AND 2021-22 FUNDING AT LEAST \$200M OF PROJECTS

**LOCAL GOVERNMENT INFRASTRUCTURE PARTNERSHIP PROGRAM**

Partnering with local government by providing grants to fund up to 50 per cent of the cost of local government infrastructure projects. Projects can include construction or upgrades to community facilities, and will be assessed through a competitive grants process.

**\$76m**

**HOUSING CONSTRUCTION STIMULUS PACKAGE**

Support for the housing construction industry as it transitions following the significant stimulus impact of the HomeBuilder grants.

The government has announced the expansion to the Starter Loan eligibility criteria to enable those on modest incomes to access an interest free loan for up to 5 years through HomeStart.

The government will consider a range of initiatives to support the market, including shared equity for new home construction and opportunities to promote community and affordable housing.

Measures will be determined and announced in 2021.

**SKILLED WORKFORCE**

**\$99.6m** OVER 2019-20 AND 2020-21

Additional resources for TAFE SA to support the transition to the government's direction for the delivery of Vocational Education and Training.

**\$87.9m** OVER 2020-21 AND 2021-22

**SKILLS AND JOBTRAINER PACKAGE**

In partnership with the Commonwealth to ensure job seekers can reskill and upskill for in-demand jobs, school leavers are provided a pathway into their careers, and businesses are able to get the skilled workers they need.





# \$851m

BOOST IN SPENDING FOR THE NEXT TWO YEARS  
FOCUSED ON JOBS

**\$37m** OVER 2 YEARS

**ADDITIONAL RESOURCES FOR ALL GOVERNMENT SCHOOLS AND PRESCHOOLS**

Grants of between \$20 000 and \$100 000 depending on need to government schools to undertake priority maintenance works in the 2021 school year and grants to government preschools of \$30 000 to engage local businesses and tradespeople.

**\$60m** OVER 2 YEARS

**GOVERNMENT BUILDINGS ENERGY EFFICIENCY**

Capital upgrades to government buildings to improve energy efficiency and deliver long-term electricity cost savings to the state, prioritising upgrades across the government's largest energy users.

**\$45m** OVER 4 YEARS  
(\$21.7M IN FIRST 2 YEARS)

**KANGAROO ISLAND BUSHFIRE RECOVERY**

Clean up, replacement and repair of bushfire damaged state government assets on Kangaroo Island.

**\$58m** OVER 2 YEARS

**ROAD MAINTENANCE STIMULUS**

Road maintenance works in metropolitan areas on high priority roads.

**\$42m** OVER 2 YEARS

**ROAD SAFETY PACKAGE**

Shoulder sealing, audio tactile line marking and median treatment.

**\$42.8m** OVER 2 YEARS

**IMPROVING HEALTH FACILITIES**

Infrastructure works to improve health facilities adding to the \$15m acceleration of SA Health's existing regional sustainability works program from future years into 2020-21.

**\$32m** OVER 4 YEARS  
(\$12M IN FIRST 2 YEARS)

**PARKS 2025 - CONSERVING OUR NATURAL LANDSCAPES AND WILDLIFE**

A range of projects providing improvements to infrastructure in parks across the state. Works include visitor facilities, trails, campground facilities, road sealing, upgraded car parking. This takes total Parks 2025 funding to \$44m.

**\$30.6m** OVER 4 YEARS  
(\$13.6M IN FIRST 2 YEARS)

**LEIGH CREEK TOWNSHIP**

Transforming the Leigh Creek Township into a sustainable and open regional government service centre for government workers, surrounding communities and tourist visitation following the transition to government ownership on 1 January 2017.

**\$20m** OVER 3 YEARS  
(\$15M IN FIRST 2 YEARS)

**CRITICAL ROAD BRIDGE MAINTENANCE PACKAGE**

Road bridge maintenance for bridge strengthening, widening and replacement works.

**\$20m** OVER 3 YEARS

**MARINE INFRASTRUCTURE UPGRADE**

Upgrade a number of state controlled jetties and a range of boating facilities, including boat ramps.

**\$9.1m** OVER 2 YEARS

**MUNICIPAL SERVICES IN ABORIGINAL COMMUNITIES**

Upgrading infrastructure in regional and remote Aboriginal communities, including road repairs, improvements to waste management and community infrastructure upgrades.



### ARTS AND CULTURE

**\$200m**  
**ABORIGINAL ARTS AND CULTURES CENTRE - LOT FOURTEEN**  
 Additional funding of \$50m bringing total budget spend to \$200m.

**\$86.5m** OVER 5 YEARS  
**CULTURAL INSTITUTIONS - STORAGE FACILITY**  
 Relocate part of the collections under the custodianship of the major South Australian cultural institutions from existing facilities to a new consolidated purpose-built facility.

**\$31.2m** OVER 4 YEARS  
**FESTIVAL PLAZA**  
 Public realm works as part of the Festival Plaza upgrade including installation of escalators on the northern side of the railway station entry stairs, a new lift in the Dunstan Playhouse and a range of other works around the Festival Centre and Parliament House precinct, bringing total Festival Plaza works to \$214m.

**\$10.2m** IN 2020-21  
**ARTS RECOVERY FUND**  
 Specifically focused on creating employment for professional practising artists through:

- collaboration and partnerships between artists and arts organisations
- theatre and festival re-opening
- digital innovation.

Grants of up to \$20 000 for individuals and \$100 000 for groups and organisations.

**\$2.3m** IN 2020-21  
**COUNTRY THEATRE UPGRADES**  
 \$1.5m to complete the upgrade of the Chaffey Theatre, Renmark to ensure it meets fire safety and disability access standards and \$800 000 for the conversion of the old Varcoe's Foundry building adjacent to the Sir Robert Helpmann Theatre at Mt Gambier into a thriving artist hub and flexible performance space.

**\$5.4m** OVER 2020-21 AND 2021-22  
**POST PRODUCTION, DIGITAL AND VISUAL EFFECTS REBATE SCHEME**  
 Expand the scheme, managed by the South Australian Film Corporation, to include video game development.

### TOURISM

**\$20m** OVER 2020-21 AND 2021-22  
**TOURISM INDUSTRY DEVELOPMENT FUND**  
 Grant program to stimulate private sector investment in new and improved regional accommodation, and the development of quality tourism products and experiences.

MORE THAN **\$120m** OVER 4 YEARS  
**TOURISM MARKETING**  
 Marketing will be directed to markets that are open to tourists. Funding allocated for international markets will be directed to domestic markets while international travel remains restricted.

**\$4m** IN 2020-21  
**GREAT STATE TRAVEL VOUCHERS**  
 Vouchers up to \$100 for accommodation across the state to further boost the visitor economy and local jobs. Funded from existing resources.

**\$32m** OVER 4 YEARS  
**EVENT AND CONVENTION BID FUNDING**  
 To secure major leisure events and conventions to further drive future visitation and economic development of the state, building on significant funding previously provided by the state. Funding allocated to the Adelaide 500 will be added to this fund.



**REDUCING COSTS**

**\$233m**

**PAYROLL TAX RELIEF**

15 month waiver of payroll tax for businesses and business groups with annual Australian grouped wages below \$4m.

6 month waiver of payroll tax due over the period January 2021 to June 2021 for businesses receiving JobKeeper from 4 January 2021.

Up to a 9 month deferral of payroll tax for businesses with a payroll greater than \$4m adversely effected by COVID-19.

Extended repayment arrangements for deferred payroll tax are also available.

Payroll tax exemption on all JobKeeper payments, and a payroll tax exemption on wages paid to new eligible apprentices and trainees for the first 12 months.

**WATER AND SEWERAGE COSTS**

Businesses and families will save hundreds of dollars each year on their water bills.

From 1 July 2020, average businesses receive savings of around \$1 400 , while average households are saving approximately \$200 each year.

In total, South Australians will benefit from \$186m worth of water and sewerage bill savings in 2020-21.

**\$106m** IN 2020-21

**LAND TAX RELIEF - \$237M OVER 3 YEARS**

Land tax reforms from 1 July 2020 provided an estimated reduction in private land tax bills of \$189m over 3 years.

Additional relief increases the land tax transition fund providing support to taxpayers impacted by changes to the aggregation of land. Relief will be increased from 50% to 100% off the relevant increase in an eligible taxpayer's land tax assessment in 2020-21. All other criteria remain unchanged.

Landlords can receive up to a 50% reduction on their 2019-20 land tax liability on affected properties, where they have provided relief to affected tenants or lost income due to a vacancy.

Commercial owner-occupiers who own the land where they operate their business will be eligible to receive relief of 25% off their 2019-20 land tax liabilities where they are eligible for the JobKeeper payment from 31 October 2020, and have annual turnover of not more than \$50m.

Businesses and individuals paying land tax quarterly in 2019-20 were able to defer payment of third and fourth quarter instalments for up to six months.

Total land tax relief is estimated to be \$237m over 3 years.

**SUPPORTING SMALL BUSINESS**

**\$186m** IN 2019-20

Small Business Grants (Round 1) provided grants of up to \$10 000 to over 18 700 small businesses and not-for-profits adversely impacted by COVID-19.

**\$82m** IN 2020-21

Small Business Grants (Round 2) will provide a second round of \$10 000 grants to small businesses and not-for-profits who remain adversely impacted by COVID-19, and a \$3 000 grant for owner operated small businesses conducted from a commercial premises that do not employ staff.

**\$10m** IN 2019-20 AND 2020-21

Support packages for the Taxi Industry, Bus and Tourism Industry and Regional Bus Services.

**\$7.5m** IN 2019-20 AND 2020-21

Rent relief for non-residential tenants of government properties and tourism properties leased on Crown Land.

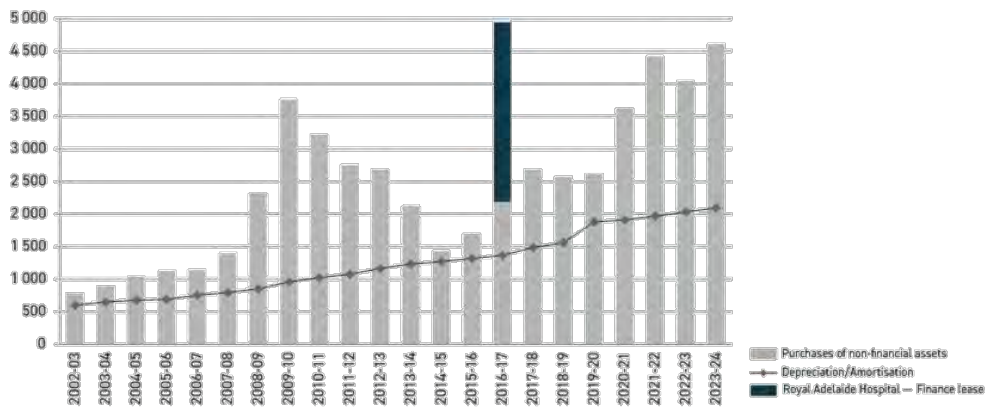
**\$5m** IN 2020-21

Business Advisory Services Scheme to support small to medium enterprises to access business advice to support the development of sustainable business strategies.



# \$16.7 billion

INVESTMENT IN INFRASTRUCTURE OVER 4 YEARS



<b>\$6.9b</b>	INVESTMENT IN ROAD INFRASTRUCTURE OVER 4 YEARS
<b>\$2.2b</b>	INVESTMENT IN WATER INFRASTRUCTURE OVER 4 YEARS
<b>\$1.7b</b>	INVESTMENT IN HEALTH FACILITIES OVER 4 YEARS
<b>\$1.3b</b>	INVESTMENT IN EDUCATION FACILITIES OVER 4 YEARS
<b>\$782m</b>	INVESTMENT IN RESIDENTIAL HOUSING OVER 4 YEARS
<b>\$772m</b>	INVESTMENT IN PUBLIC TRANSPORT OVER 4 YEARS



**\$6.9b** INVESTMENT IN ROAD INFRASTRUCTURE OVER 4 YEARS

<p><b>\$250m</b> OVER 4 YEARS <b>HAHNDORF TRAFFIC IMPROVEMENTS</b> Improved access from the South Eastern Freeway to Hahndorf.</p> <p><b>\$185m</b> OVER 5 YEARS <b>FLEURIEU CONNECTIONS IMPROVEMENTS PACKAGE</b> Improvements for road safety and traffic flows south of the existing duplication works on Main South Road and Victor Harbor Road.</p> <p><b>\$135m</b> OVER 3 YEARS <b>STRZELECKI TRACK</b> Complete a continuous sealed corridor to the Queensland border (\$180m total cost). Other funding sources, including possible contributions from the private sector, will be investigated to fund the remaining portion.</p>	<p><b>\$30m</b> OVER 2 YEARS <b>GOLDEN GROVE ROAD - STAGE 2</b> Further road widening, bike lanes and upgrades.</p> <p><b>\$35m</b> OVER 2 YEARS <b>SOUTH EASTERN FREEWAY</b> Upgrade the South Eastern Freeway to improve road safety, travel times and transport efficiency.</p> <p><b>\$26.4m</b> OVER 2 YEARS <b>GOODWOOD, SPRINGBANK AND DAWS ROAD</b> Additional funding to complete the upgrade of the Goodwood, Springbank and Daws Road intersection.</p> <p><b>\$18.3m</b> OVER 4 YEARS <b>STATEWIDE ELECTRIC VEHICLE CHARGING NETWORK</b> To increase the uptake of electric vehicles, accelerate smart charging and vehicle-to-grid charging trials.</p>
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**ROAD MAINTENANCE AND SAFETY**

<p><b>\$58m</b> OVER 2 YEARS <b>ROAD MAINTENANCE STIMULUS</b> Road maintenance works in metropolitan areas on high priority roads.</p> <p><b>\$20m</b> OVER 3 YEARS <b>CRITICAL ROAD BRIDGE MAINTENANCE PACKAGE</b> Bridge strengthening, widening and replacement works on priority bridges across South Australia.</p>	<p><b>\$269.5m</b> OVER 3 YEARS <b>ROAD SAFETY PACKAGE</b> Improved intersections, lighting, shoulder sealing, physical barriers, median treatments and audio tactile line markings.</p> <p><b>\$52m</b> OVER 3 YEARS <b>REGIONAL ROAD NETWORK PACKAGE</b> Upgrades to the Stuart, Dukes, Spencer and Riddoch Highways.</p>
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**NORTH-SOUTH CORRIDOR**

**\$8.9b**

The government has decided a final design for the remaining section of the North-South Corridor – River Torrens to Darlington, with construction to be completed by 2030.

The first stage of about 6km connecting Darlington and Anzac Highway will include an at-grade section and over 4km of tunnels.

The second stage will connect Anzac Highway to the River Torrens with a combination of a tunnel and an at-grade section.

Current estimates put the project cost at \$8.9b and the final cost estimate will be determined later next year after a detailed business case and consideration by InfrastructureSA and Infrastructure Australia. The project will be funded jointly with the Commonwealth.

# BUILDING WHAT MATTERS

## SPORT AND RECREATION



**\$204m**

OVER 4 YEARS ON SPORT AND RECREATION  
INFRASTRUCTURE PLAN

Implementation of the Sport and Recreation Infrastructure Plan supporting the upgrade of key stadia and facilities as well as expanding programs to support small-scale recreational infrastructure at the local level.

The first projects to be delivered under the plan are:

**HINDMARSH STADIUM**

\$45m investment bringing the venue to a contemporary elite sport standard. An additional \$8m will be spent on technology enhancements to the stadium.

**MEMORIAL DRIVE TENNIS CENTRE**

\$44m for stage two of the Memorial Drive Tennis Centre redevelopment. Building on the momentum of Stage One and continuing the transformation of one of the nation's most iconic sporting precincts.

**REGIONAL SPORTING FACILITIES**

\$10m over 2 years to develop regional sport and recreation facilities in partnership with councils that attract users from across a region.

**GRASSROOTS GRANT PROGRAM**

Provides for an expansion of the grassroots grants program to \$25m over the next 2 years supporting construction of shared use clubrooms and other facilities for local sporting clubs.





# BUILDING WHAT MATTERS

## EDUCATION

# \$1.3b

INVESTMENT IN EDUCATION FACILITIES  
OVER 4 YEARS

### NEW SCHOOLS

#### NORTH AND SOUTH SCHOOLS

Two birth to year 12 schools at Aldinga and Angle Vale, with associated enabling works.

The new schools will each accommodate 1500 students, 100 inclusive places for students with a disability and a 75 place children's centre (total 1675 places).

The new schools are being delivered as a public private partnership.

#### NEW WHYALLA SCHOOL

Construction of the new \$100m secondary school in Whyalla is underway. The school will accommodate 1500 students in years 7 to 12. This includes 48 inclusive places for students with a disability.

**\$10m** OVER 2 YEARS

#### NEW HIGH SCHOOL IN GOOLWA

Upgrade the recently purchased former Investigator College site in Goolwa to make the facilities suitable for use as a government high school with capacity for approximately 400 students in years 7 to 12 from the beginning of 2022.

### SUPPORTING NON-GOVERNMENT SCHOOLS

**\$320m** EXPANDED SCHOOL LOANS SCHEME

Loans to the non-government school sectors to support investment in new and updated learning facilities.

Loans will be interest free for the first 5 years and low interest rates for the remaining term.

**\$11.6m** IN 2020-21

Additional funding to the non-government school sectors for capital purposes to improve school facilities.

**\$37m** OVER 2 YEARS

#### ADDITIONAL FUNDING FOR ALL GOVERNMENT SCHOOLS AND PRESCHOOLS

To undertake priority maintenance works.

**\$66.9m** OVER 2 YEARS

#### ACCELERATING EDUCATION CAPITAL WORKS

Brings forward approved capital works at government schools included in the department's sustainable enrolment growth and other school projects program, delivering a mixture of traditional and modular school facilities.

# BUILDING WHAT MATTERS

## HEALTH



**\$1.7b**

**\$685m**

### INVESTMENT IN HEALTH FACILITIES OVER 4 YEARS

TOWARDS THE CONSTRUCTION OF THE NEW **WOMEN'S AND CHILDREN'S HOSPITAL** CONNECTED TO THE ROYAL ADELAIDE HOSPITAL

**\$50m** in additional sustainment works that continue to be delivered at the current Women's and Children's site, such as a new Special Care Baby Unit and the Pediatric Emergency Department upgrade.

**\$50m**

Additional spending on the Queen Elizabeth Hospital delivering expanded emergency department and intensive care units, more rehabilitation beds, operating theatres, medical imaging and pathology. Taking the total stage 3 redevelopment to \$314m.

**\$42.8m** OVER 2020-21 AND 2021-22

**IMPROVING PUBLIC HEALTH FACILITIES**

Expansion of the Gawler Hospital Emergency Department	\$15m
Additional sustainability works at regional health facilities in addition to the \$15m acceleration of SA Health's existing regional sustainability works program	\$10m
New transitional rehabilitation accommodation at the Repatriation Health Precinct	\$6m
Upgraded Port Augusta Ambulance Station	\$4.3m
Improvements to the Strathalbyn Aged Care Lifestyle facilities	\$4m
Completion of the redevelopment of Katimna hostel	\$2m
Lift upgrades at the Modbury Hospital	\$1.5m





THE 2020-21 BUDGET CONTINUES TO DELIVER SIGNIFICANT COST-OF-LIVING RELIEF DRIVING DOWN THE COST OF AVERAGE HOUSEHOLD BILLS.

#### **WATER AND SEWERAGE BILLS**

From July 1 this year, average households are saving approximately \$200 a year on their SA Water bills. In June, the government took the first opportunity to revise down the value of SA Water's regulated asset base delivering huge savings for consumers.

#### **EMERGENCY SERVICES LEVY REDUCTIONS**

The 2020-21 Budget continues to fund Emergency Services Levy remissions of \$90 million a year leading to cheaper ESL bills. The saving in 2020-21 for an average household is \$163.60.

#### **COMPULSORY THIRD PARTY REFORMS**

Resulting in a \$100 saving per car on average.

#### **SPORTS VOUCHERS**

The budget continues funding for the doubling of sports vouchers for primary school-aged children's swimming lessons and other sports participation (from \$50 to \$100).

#### **TRANSPORT RELIEF FOR HOSPITAL STAFF**

Provides hospital staff with free car parking and public transport during the coronavirus pandemic. Hospital staff are able to access free public transport, free parking across all SA metropolitan hospitals and receive reimbursements up to \$101 per month for non-site related car parking.

#### **COST OF LIVING CONCESSION**

Households that receive the Centrelink JobSeeker Payment received a once-off boost of \$500 as part of the 2020-21 Cost of Living Concession. For eligible homeowners, their 2020-21 payment of \$215.10 became \$715.10. Eligible tenants received \$607.60.

#### **INTERNATIONAL STUDENTS SUPPORT PACKAGE**

International students who have been significantly impacted by COVID-19 restrictions are being supported through the provision of \$500 emergency cash grants for tertiary students mainly administered by universities and \$200 grants per student to homestay families.

#### **RENT RELIEF AND SUPPORT FOR LANDLORDS PROVIDING RELIEF**

The rent relief scheme provides for two rounds of grants of up to \$1 000 to residential landlords who reduce the rent of a tenant experiencing financial hardship due to the COVID-19 pandemic.

Landlords can also receive up to a 50% reduction on their 2019-20 land tax liability on affected properties, where they have provided relief to affected tenants or lost income due to a vacancy.

#### **LOWERING ELECTRICITY BILLS**

Electricity reforms introduced by the government have resulted in an average saving to households of \$158 per year over the last two years.

The budget invests an additional \$18 million into the government's Home Battery Scheme to support consumer choice for larger home batteries. More than 13 000 households have signed up for a subsidy to install a home battery system, which drives down the cost of their electricity delivering further savings and alleviates pressure on the grid. This, along with measures like the SA-NSW Interconnector, will continue to deliver savings to households.



**\$196.8m** OVER 3 YEARS  
 Completes the roll-out of the Sunrise Electronic Medical Record (EMR) and Patient Administration System (PAS) across remaining metropolitan local health networks.

**\$14m** OVER 5 YEARS  
 South Australia will receive \$14 million from the Commonwealth Government towards a centre to provide mental health services for adults over extended opening hours in central Adelaide, reducing the demand on hospital emergency departments.

**\$10m** IN 2020-21  
 Contribution to the Cancer Council of South Australia to support the construction of new purpose-built accommodation that will support those that need to travel to Adelaide for cancer treatment.

**\$5.6m** OVER 3 YEARS  
 Establishment of an expanded Home Hospital service. The program will significantly expand the level of services for certain conditions (where it is clinically safe) delivered in a person's home, rather than a hospital setting. Home Hospital has the dual benefit of delivering quality, safe services to people in a setting that is more comfortable for them.

**\$5m** OVER 2020-21 AND 2021-22  
 Establishment of a Commonwealth funded Veteran Wellbeing Centre to provide current and former serving veterans and their families with greater access to health and wellbeing services and support in their local community.

**\$4.6m** OVER 4 YEARS  
 First phase of the government's Youth Treatment Order program which will support children and young people who are struggling with drug addiction. Phase one allows for treatment orders to be made in respect of young people already subject to detention in a training centre at the time the order is made.

**\$2.8m** IN 2020-21  
 To support the accelerated uptake of the new Commonwealth funded nationally accredited Infection Prevention and Control Training skills set (or equivalent nationally accredited training), for customer-facing employees in any industry.

The training is intended to support Australian businesses to re-open in response to reducing the risk of transmission of COVID-19 and supporting consumer confidence that it is safe to re-engage with businesses.

**\$897m** OVER 5 YEARS  
 ADDITIONAL SUPPORT FOR THE ONGOING OPERATION OF THE HEALTH SYSTEM



**\$120m**

**DIGITAL RESTART FUND**

\$120m will be invested in projects that support an improved digital experience and access to information for businesses and individuals dealing with government.

**\$14.8m** OVER 5 YEARS  
 Skills information system upgrade in Department for Innovation and Skills to enable improved service delivery, data management and productivity.

**\$14.2m** IN 2019-20 AND 2020-21  
 Upgrade the Audio-Visual Link capability across the justice sector to enable more services and court proceedings to be undertaken remotely.

**\$13.4m** OVER 2 YEARS  
 Transition a range of government services onto a new portal providing a more user friendly single point of entry customer interface to government.

**\$8.0m** OVER 3 YEARS  
 Upgrade and replace the current Consumer and Business Services systems supporting increased online access to Consumer and Business Services functions for businesses and individuals.

**\$7m** IN 2020-21 AND 2021-22  
 Ticketing system enhancements to enable a 'tap on' facility for debit and credit cards in addition to the existing Metrocard facility used on public transport.

**\$3.7m** OVER 4 YEARS  
 Reforms to enable electronic roll mark-off in polling and pre-polling booths, an online portal for candidate lodgments, and the ability to apply for a postal vote online.

**\$3.3m** OVER 3 YEARS  
 Converting Births, Deaths and Marriages records to electronic records. Improving public access to records dating back to 1842.

**\$3m** OVER 3 YEARS  
 Replace the Public Trustee customer relationship management system improving services for customers.



In addition to the government’s \$305m commitment to bushfire response and recovery the 2020-21 Budget provides additional resources to support our Police and Emergency Services.

**\$1.2m** IN 2019-20 AND \$600 000 ONGOING

**COUNTRY FIRE SERVICE**

Managing the risk of firefighting chemical pollutants (including PFAS) through the construction of a filtration plant at the State Training Centre and management of substances identified at the site.

**\$185 000** PER ANNUM

**STATE EMERGENCY SERVICE**

Management of regional fleets, vehicle checks, audits of service providers and other measures to ensure compliance with National Heavy Vehicle regulations.

**POLICE**

**\$21.2m** OVER 4 YEARS

**SAPOL - COVID-19 RESOURCES**

Increase police resources to maintain service delivery while police and protective security officers undertake additional functions as part of the State’s COVID-19 response. SA Police will accelerate the recruitment of 72 cadets, recruit 54 temporary Protective Security Officers, recruit SES & CFS volunteers on a temporary basis and establish a Police Operation Centre at Thebarton.

**\$34.9m** OVER 4 YEARS

Mobile Workforce Transformation program to upgrade systems and establish remote connectivity for all SAPOL staff, and in SAPOL vehicles.

**\$8.5m** OVER 4 YEARS

Providing personal issue multi-purpose load-bearing vests for front line police officers to protect against ballistic and edged weapons.

**\$6.2m** FROM 2020-21 TO 2022-23

Continuation of fixed wing aviation capacity for SAPOL to February 2023 to ensure essential capability.

**\$19.4m** OVER 2 YEARS

Installation and management of fixed mobile phone detection safety cameras at high-risk metropolitan sites.

**\$4m** OVER 4 YEARS

The government will no longer proceed with the introduction of a user pays scheme to recover costs for police attendance at significant events which are beyond SAPOL’s general responsibility. Policing at these events will remain free of charge to event organisers.



# \$69.3m

TO IMPROVE BUSHFIRE PREPAREDNESS AND RESPONSE CAPABILITIES

**\$28m** OVER 4 YEARS

**HAZARD REDUCTION**

To undertake more hazard reduction burns in the Mount Lofty Ranges and Kangaroo Island, as well as on private land in collaboration with landholders and the CFS.

**\$900 000** PER ANNUM

**CFS STAFFING**

For CFS regional staffing enhancements, including the establishment of a permanent CFS presence on Kangaroo Island.

**\$5m** OVER 3 YEARS

**EMERGENCY VEHICLE LOCATION SYSTEM**

For the implementation of an automatic vehicle location system for the emergency services sector providing real time location of firefighting and other emergency response vehicles during incidents.

**\$7.2m** OVER 4 YEARS

**CFS FIRE TRUCK REPLACEMENT**

To accelerate the replacement of CFS heavy fire trucks. The trucks will be fitted with the latest safety and operating systems to improve volunteer firefighter safety and capability.

**\$2.7m** OVER 2 YEARS

**CFS FIRE APPLIANCE SAFETY MEASURES**

To retrofit additional CFS operational response vehicles with safety systems to improve burn-over protection while fighting bushfires. The retrofit will include a cabin deluge water spray with wheel spray, in-cabin breathing system, in-cabin pump control, cabin window heat resistant curtains and retrofitting fire retardant air filter elements on pumps and fire appliances.

**\$11.5m** OVER 4 YEARS

**MFS FIRE APPLIANCES**

To accelerate the replacement of MFS general purpose pumper appliances.

**\$2.5m** IN 2020-21

**EMERGENCY ALERT**

South Australia's contribution to the upgrade of Emergency Alert, the national telephone warning system used by emergency services to send voice messages to landlines and text messages to mobile phones within a defined area about likely or actual emergencies.

**\$8.8m** OVER 4 YEARS

**IMPROVED FACILITIES, CAPABILITY AND MENTAL HEALTH SUPPORT**

To address a range of review recommendations covering bushfire preparedness and improved support structures for volunteers.



**\$805m**

MORE WILL BE SPENT ON EDUCATION IN 2023-24 THAN 2019-20 ADDING 1768 MORE EMPLOYEES

**SUPPORTING NON-GOVERNMENT SCHOOLS**

**\$8.3m** OVER 4 YEARS

Grants to the non-government school sectors to assist in the provision of the most appropriate regional transport services to their students.

**\$180m** BROUGHT FORWARD FROM 2020-21 TO 2019-20

State government funding to non-government schools brought forward to assist in meeting cash flow requirements in the short-term due to the impact of COVID-19.

**VET AND SUPPORT FOR APPRENTICESHIPS**

**\$99.6m** OVER 2019-20 AND 2020-21

Additional resources to TAFE SA to support the transition to the government's direction for the delivery of Vocational Education and Training.

**\$68.9m** OVER 2020-21 AND 2021-22

Additional expenditure for the Department for Innovation and Skills (DIS) to deliver on the JobTrainer Fund National Partnership Agreement with the Commonwealth.

**\$19m** OVER 2020-21 AND 2021-22

Leveraging the JobTrainer initiative in order to maximise employment outcomes for the South Australian economy.

**\$32.9m** OVER 4 YEARS

Supporting a further 750 traineeship and apprenticeship places in government agencies and funded projects, in qualifications that are assessed as having high growth potential.

This includes cyber security, aged care, disability services, and in housing construction.

The intent of the program is to deliver government funded employment during the training period, and a qualification to the individual that will equip them to pursue ongoing employment in the applicable sector.

**PRESCHOOL**

**\$28.2m** OVER 2 YEARS

Extension of the National Partnership Agreement on Universal Access to Early Childhood Education to continue providing South Australian children access to up to 15 hours of quality education per week in the year before school.

# BETTER SERVICES

## PROTECTING THE VULNERABLE



### HOUSING

**\$13.6m** OVER 3 YEARS

Provides short-term emergency accommodation and support services to rough sleepers, including those from remote Aboriginal communities in response to the COVID-19 pandemic.

**\$873 000** OVER 2 YEARS

Supporting Aboriginal people from remote communities in South Australia to remain safe during the COVID-19 pandemic, avoid homelessness or displacement during travel restrictions and meet isolation requirements before returning to their home communities.

**\$1.1m** IN 2020-21

Street to Home Program - providing a range of services for people sleeping rough in the inner city.

### DISABILITY SUPPORT

**\$3.5m** OVER 4 YEARS

Expand the Adult Safeguarding Unit to include adults living with a disability who may be vulnerable to abuse. Implementing a recommendation of the Safeguarding Taskforce.

**\$1.1m** IN 2020-21

Extra resources for administration of restrictive practices for people under guardianship, in aged care and disability accommodation.

**\$6.8m** OVER 4 YEARS

Case management and services provision for NDIS clients and to address an increase in guardianship and administration orders.

### CLOSING THE GAP

**\$5.1m** OVER 4 YEARS

Funding for the new National Agreement on Closing the Gap to further address Aboriginal and Torres Strait Islander disadvantage.

Also includes funding to support the functions of the South Australian Aboriginal Community Controlled Organisations Network.

### CHILDREN AND FAMILIES

**\$124m** OVER 4 YEARS

To meet the costs of an increase in the number of children and young people in care.

**\$9.8m** OVER 4 YEARS

Child and Family Assessment and Referral Network program supporting children and families with complex needs, and a trial to support young women under 23 years of age with child protection histories.

#### SOCIAL IMPACT BONDS

The government is partnering with the Commonwealth Government and non-government service providers to introduce family preservation and reunification services through social impact bonds and pay-by-result contracts. These are expected to promote innovative service provision and enhance support for families in need.

### DOMESTIC VIOLENCE

**\$3.8m** OVER 4 YEARS

For domestic violence measures including the continuation of the Domestic Violence Disclosure Scheme to ensure people who request information about a partner's criminal history have support from a specialist women's domestic violence service, the personal protection app linking high-risk individuals with SA Police and the development of a statewide early support counselling service for perpetrators of domestic violence.



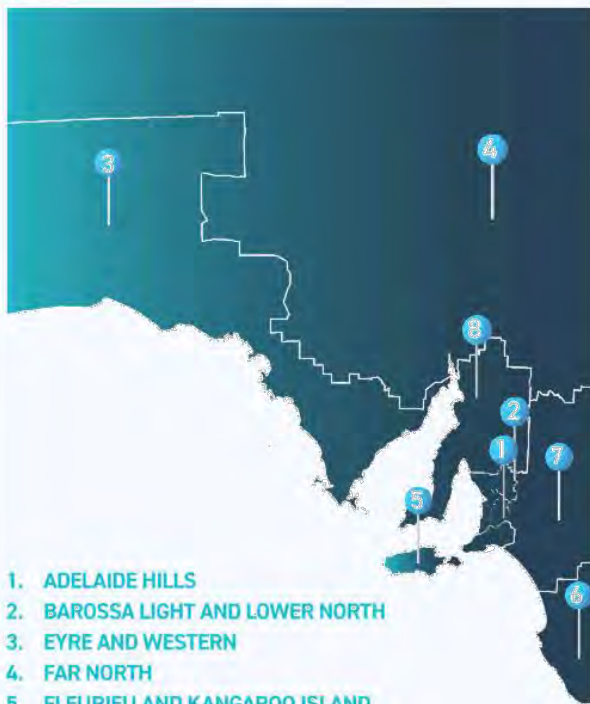
Regional South Australia contributes around \$28.7b to the state's economy, over one quarter of total GSP.

Regional communities make up 29% of the state's total population.

### SUPPORTING SMALL BUSINESS IN REGIONS

**\$48.8m** was paid to small businesses and not-for-profits impacted by COVID-19 through Small Business Grants Round 1.

The 2020-21 Budget provides further support to regional small business through a second round of small business grants.



- 1. ADELAIDE HILLS
- 2. BAROSSA LIGHT AND LOWER NORTH
- 3. EYRE AND WESTERN
- 4. FAR NORTH
- 5. FLEURIEU AND KANGAROO ISLAND
- 6. LIMESTONE COAST
- 7. MURRAY AND MALLEE
- 8. YORKE AND MID NORTH

24

### BUSHFIRE SUPPORT

**\$293m**

Supporting regions impacted by bushfires, providing immediate relief, recovery and response.

### ECONOMIC STIMULUS

**\$1b**

In further economic stimulus to support regions as the state emerges from the impacts of the COVID-19 pandemic, including:

**\$908.8m** in new rural transport infrastructure projects.

A special **\$25m** Regional Growth Fund Strategic Business Round in 2020.

**\$20.3m** in additional infrastructure works in regional health facilities over the next two years, adding to \$15 million acceleration of SA Health's existing regional sustainability works program from future years.

**\$24.5m** to support the sustainability of the marine scale-fish industry through the implementation of reforms, including a government funded licence buy-back scheme.

**\$32m** to build the capacity of our regional national parks to conserve our natural landscapes and wildlife, and boost visitation and the local economies.

**\$20.9m** towards a Drought Support Package aimed at supporting farm families, local businesses and rural communities dealing with drought conditions.





### ACROSS REGIONS

**\$211.4m** IN 2020-21  
Generational improvement of regional schools' infrastructure with a total value of \$353.9m.

**\$269.5m** OVER 3 YEARS  
Road safety stimulus works in regional areas including shoulder sealing, lighting, audio tactile line marking and barriers.

**\$52.8m** OVER 2 YEARS  
Community-led economic recovery projects to support bushfire impacted communities in the Adelaide Hills and Kangaroo Island.

The first project announced in this package is a \$19.8m contribution to SA Water's new desalination plant on Kangaroo Island.

**\$52m** OVER 3 YEARS  
Regional Road Network Package funding upgrades to the Stuart, Dukes, Spencer and Riddoch Highways.

**\$25m** IN 2020-21  
Regional Growth Fund Strategic Business Round in 2020 supporting long term job creation in the regions.

### ADELAIDE HILLS

**\$250m** OVER 4 YEARS  
Improve access from the South Eastern Freeway to Hahndorf.

**\$50m** OVER 3 YEARS  
Enhancements and renewal of the South Eastern Freeway, including the Heysen Tunnels.

**\$4.1m** OVER 4 YEARS  
\$1.1m investing expenditure in 2020-21 and ongoing operating expenditure to establish a Service SA centre in Mt Barker.

### MURRAY AND MALLEE

**\$37.6m** OVER 2 YEARS  
Sustaining Riverland Environments Program delivering Murray Darling Basin Plan outcomes.

**\$4.6m** IN 2020-21  
Completing the \$5m upgrade of Loxton High School.

### BAROSSA, LIGHT AND LOWER NORTH

**\$6.2m** IN 2020-21  
Continuing upgrades at Nuriootpa High School and Nuriootpa Primary School.

**\$800 000** IN 2019-20  
To examine the potential for the development of an irrigation scheme for the Barossa and Eden Valleys using treated water from Bolivar.

### LIMESTONE COAST

**\$5.1m** IN 2020-21  
Completing the \$6.3m upgrade of Grant High School.

**\$3.4m** IN 2020-21  
Completing the \$4m upgrade of Kingston Community School.

### YORKE AND MID NORTH

**\$50m** IN 2020-21  
Port Wakefield overpass and highway duplication works.

**\$30.6m** OVER 4 YEARS  
Transforming the Leigh Creek Township.

**\$3.2m** IN 2020-21  
Completing the \$4m upgrade of Moonta Area School.

### FLEURIEU AND KANGAROO ISLAND

**\$185m** OVER 5 YEARS  
Improvements for road safety and traffic flows on Main South Road and Victor Harbor Road.

**\$10m** OVER 2020-21 AND 2021-22  
To upgrade the recently purchased former Investigator College site in Goolwa to make the facilities suitable for use as a government high school.

**\$4.0m** IN 2019-20 AND 2020-21  
For the upgrade of nature based tourism sites such as a new visitor precinct at Antechamber Bay, as well as facilities at Murray's Lagoon, D'Estrees Bay and Cape Willoughby.

**\$3.0m** IN 2020-21  
For the improvement of visitor facilities at Seal Bay.

**\$45m** OVER 3 YEARS  
Replacing bushfire damaged government assets on Kangaroo Island.

### FAR NORTH, EYRE AND WESTERN

**\$135m** OVER 3 YEARS  
Complete a continuous sealed corridor to the Queensland border (\$180m total cost).

**\$37m** OVER 4 YEARS  
Critical maintenance works on the Port Bonython Jetty to ensure the ongoing use of the port for oil and gas exports.

**\$8.5m** IN 2020-21  
New solar photovoltaic and battery storage capacity at the Central Power House in Umuwa.

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# A RESPONSIBLE BUDGET

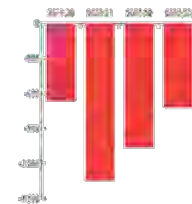
## THE ECONOMY

Economic growth in South Australia during 2019-20 has been shaken firstly by drought and bushfires and then by the COVID-19 pandemic. Real GSP is estimated to contract by 1% per cent.

Employment in South Australia declined by 0.6 per cent in year average terms in 2019-20. While South Australia's employment declined significantly in April and May following the implementation of lock downs and social distancing policies, employment has recovered significantly in each of the four months since. Employment levels are expected to continue to grow through the remainder of 2020-21.

## \$3.8B GST REVENUE LOSS SINCE 2019-20 BUDGET

South Australia has experienced a significant reduction in estimated GST revenue of \$3.8 billion since the 2019-20 Budget due to the impacts of COVID-19 restrictions on national consumption spending and a reduction in South Australia's share of the national GST pool.



## NECESSARY RESPONSE

The 2020-21 Budget responds to the economic and community challenges of devastating bushfires and global pandemic. Importantly the budget provides essential economic stimulus to support business and employment. The significant stimulus response is consistent with advice from the Governor of the Reserve Bank of Australia on the level of fiscal stimulus required by governments to protect and support jobs. The significant stimulus and reduction in GST revenue has resulted in net operating deficits and an increase in public sector debt levels. The budget is projected to return to net operating surplus in 2023-24.

The decision to respond with significant stimulus measures was made in the knowledge that interest costs are at historically low levels making these necessary stimulus measures affordable.

The ability to decisively respond to economic challenges underscores the importance of sound fiscal management across the economic cycle.

## SAVINGS

New operating savings in the 2020-21 Budget total \$198 million over the next four years. These savings continue to address the government's agenda for an efficient public sector.

## FEES AND CHARGES

The government has introduced a number of responsible revenue measures, including:

- An increase to the Victims of Crime (VOC) Levy by 50 per cent from 1 January 2021, with the exception of the Youth Levy which remains unchanged.
- The fees for admitted surgical interventions and admitted births/deliveries were increased on 1 July 2020 for Non-Medicare patients to more accurately reflect the costs associated with actually providing these services in South Australian hospitals.
- Requiring the upfront payment of vehicle clamping and impound fees at the time of release.
- Government fees and charges rose by around 1.9% on 1 July 2020 reflecting the average increase in the cost of providing services.
- The government is intending to introduce a road user charge for plug-in electric and zero emission vehicles. The charge will include a fixed component (similar to current registration charging) and a variable charge based on distance travelled. Electric vehicles do not attract fuel excise and therefore make a lower contribution to the cost of maintaining our road network. The proposed road user charge will ensure road maintenance funding is sustainable into the future.
- The Public Trustee will increase the investment management fee for the growth common funds from 1.0 per cent to 1.2 per cent from 1 July 2021.

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# STATE BUDGET 2020-21

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