

BEYOND OUR BORDERS

An International Engagement Framework for South Australia



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PREMIER'S FOREWORD



‘South Australia’s future prosperity remains intrinsically linked to our ability to engage effectively in the highly competitive international arena.’

South Australia has always been a state that looks beyond our national borders. From the early years of settlement to the present period, the state has relied upon engagement with the world for its prosperity.

South Australia, with its relatively small population but vast land mass has always relied upon foreign direct investment to maximise the economic potential held in our significant resources. We realise that the state’s future prosperity remains intrinsically linked to our ability to engage effectively in the highly competitive international arena.

We also know that our society benefits from international engagement. Cultural exchange, in its many diverse forms, broadens our understanding. South Australia has always gained from the experiences of people from diverse backgrounds, and our communities are welcoming. Approximately 22% of South Australia’s population was born overseas.

South Australia is a dynamic regional centre with a strong international focus. The International Engagement Framework will guide the state’s international activities in the immediate future.

We must build greater recognition to be able to compete favourably for investors, for migrants, for visitors and students and for people who want to buy our goods and services. We have developed a new state brand to create international awareness of South Australia.

This document frames the manner in which the South Australian Government will pursue our international engagement agenda, outline the breadth of activity, and identify the areas of priority focus.

The framework will guide greater cooperation and integration between South Australian Government departments, and help enhance greater coordination of resources and expertise in international relations and business development.

In order to deliver on this vision, the International Engagement Framework outlines three key objectives:

- Ensure the government’s approach to international engagement is coordinated and coherent, aligned with our state policy priorities, advances our interests through influential advocacy, and demonstrates our credibility as an international partner;
- Advance South Australia’s capabilities, strengths, and advantages; and
- Create platforms for international exchange through strategic networks and connections to communicate our key strengths and advantages through effective representation and clear, consistent branding.

We have a strong, diverse, and resilient community. To make our mark on the world and realise our vision for South Australia, we need to be pro-active, ready to grasp the opportunities and meet the challenges we will surely face during the ‘Asian Century’.

A handwritten signature in black ink that reads "Jay Weatherill". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Jay Weatherill
Premier of South Australia

OUR VISION FOR INTERNATIONAL ENGAGEMENT

South Australia will be recognised internationally as a globally-engaged, dynamic regional centre, a resource-rich and rewarding investment location, which offers an innovative and competitive business environment and values global partnership. It will attract entrepreneurs, scientific researchers and international students, and be seen as a place of opportunity for migrants settling in Australia. Renowned for its city's vibrancy and lifestyle advantages, its unique regional attractions, and its cosmopolitan appeal, it will be a popular destination for tourism, conferences, major arts and sporting events, and business.

In order to innovate and prosper, the South Australian Government needs to foster strategic partnerships which offer mutual benefits through the pursuit of shared objectives - whether through economic synergies, research and development collaboration, capacity development, or cultural enrichment.

SOUTH AUSTRALIA'S STRATEGIC PRIORITIES

SOUTH AUSTRALIA'S STRATEGIC PLAN

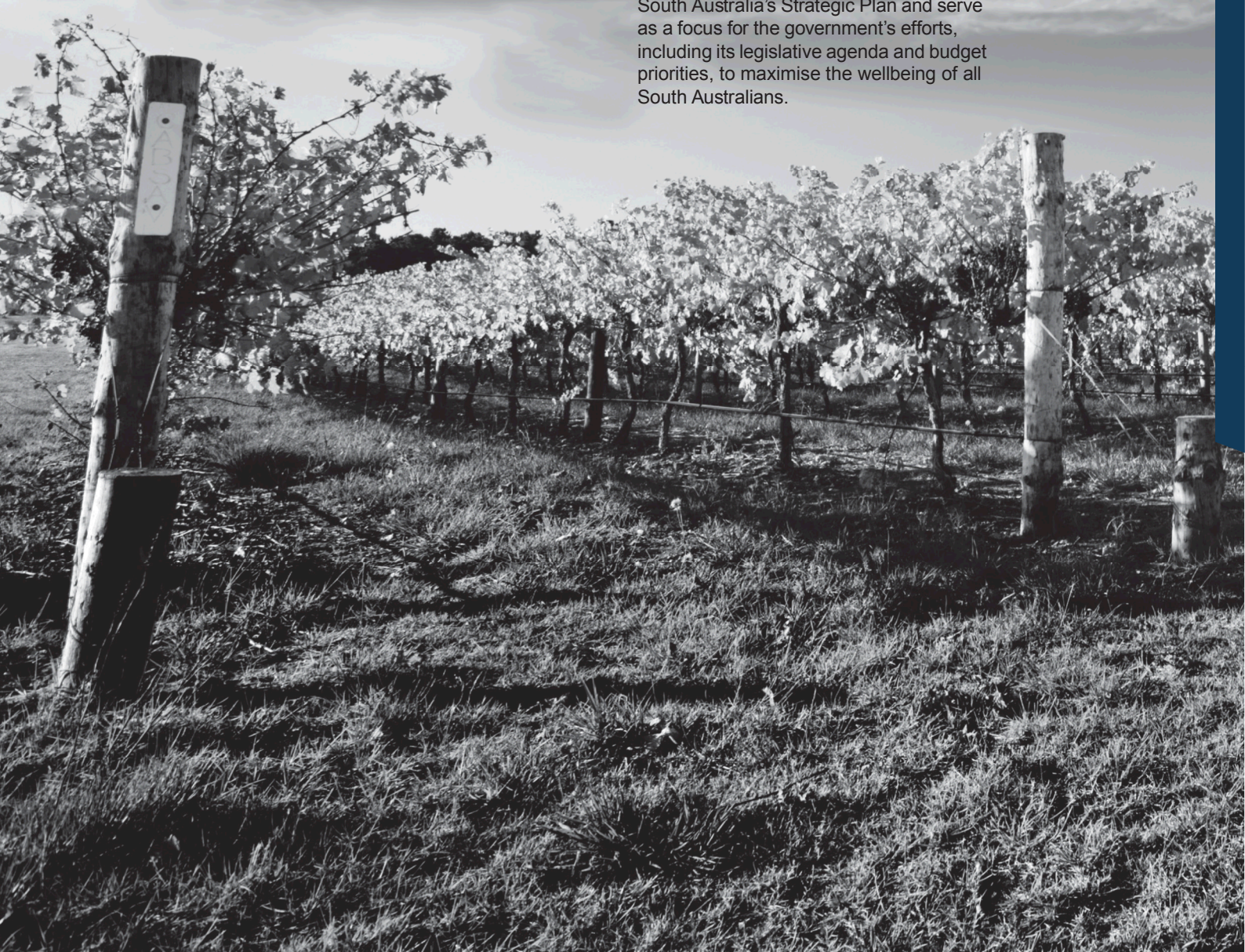
South Australia's Strategic Plan, first introduced in 2004, is an ever-evolving blueprint for a future shaped by choice, and not by chance. The Plan enables us to move forward in a concerted and systematic way towards the goals we want to achieve looking forward to 2050. Many of the targets outlined in the Plan require access to international markets, or cooperative international partnerships. Other targets create the environment that tells the world what we value and what we want to achieve for our community.

SEVEN STRATEGIC PRIORITIES

Early in 2012, under the leadership of Premier Weatherill, the government established seven strategic priorities to reinforce the linkages between economic growth and an inclusive society. They are:

- Creating a vibrant city
- Safe communities, healthy neighbourhoods
- An affordable place to live
- Every chance for every child
- Growing advanced manufacturing
- Realising the benefits of the mining boom for all South Australians
- Premium food and wine from our clean environment

These priorities complement the vision of South Australia's Strategic Plan and serve as a focus for the government's efforts, including its legislative agenda and budget priorities, to maximise the wellbeing of all South Australians.



WHY DO WE NEED A FRAMEWORK FOR INTERNATIONAL ENGAGEMENT?

South Australia's social, economic and environmental sustainability demands an international focus

In a more globally interdependent and competitive world, an external focus is integral to South Australia's social, economic and environmental sustainability. South Australia's economy is fortunately diverse, but in key sectors growth can only occur through integration with global markets. We must increasingly look beyond our national borders to capture opportunities and optimise our state's capacity to maintain the high living standards that South Australians have come to expect and to secure a prosperous future for our state.

Our aim is to create our future - not leave it to chance

South Australia's Strategic Plan and the government's seven strategic priorities envision 'a future shaped by choice, not chance'. Successful international engagement is critical to realise the full potential of our state, and by taking a more targeted, coordinated and strategic approach, we aim to take control and create our future.

Investment is imperative for our state's development - a catalyst for high-value manufacturing and trade

Attracting investment in our economy is one of our foremost priorities. We are a resource-rich state at a time when primary commodities are in strong demand over the medium to long-term. New investment can be a catalyst for innovation, higher-value manufacturing and increased trade. We must take decisive action to capture the interest of overseas investors in South Australia's major projects - to grow our economy and employment base, and to ensure that the resultant benefits will flow through the whole community.

China and India are presenting new prospects for prosperity in our region

As detailed in the South Australian Government's Economic Statement, in the coming decades of the Asian century the dynamic powerhouse economies of China and India will continue to open up new pathways to prosperity. Australia is well placed geographically to take advantage of these developments, and at sub-national (or regional) scale, South Australia can have a concentrated impact. We are at the crossroads between East and West – with a huge opportunity to nurture new partnerships with targeted regions in the Asia Pacific.

This will be achieved in concert by consolidating our more developed and mature relationships in Europe and North America where, often through our shared history, language and culture, our established partnerships continue to underpin and support the growth and development of our state.

Government will lay the foundations and create the environment for global interaction

Government has a responsibility to assist South Australia's progressive development as a state: ensuring a robust economy with a diverse sectoral base; creating a competitive business environment; and assisting firms to be flexible, adaptive and ready to meet global opportunities.

Region-to-region partnerships will be pivotal

In moving towards our vision, government-to-government partnerships in Asia will be pivotal in establishing enduring foundations on which to advance trade, migration, international education and research, business and commerce, and tourism.

Such bilateral partnerships need to be underpinned by genuine region-to-region friendship, respect and cross-cultural understanding.

Our networks must be used strategically to achieve our goals

South Australia is known for its close networks, and we are well connected internationally through our people – including migrants from many nations who have made their home here, international students who have studied in our educational institutions, and other high profile ambassadors. South Australia has produced many talented high achievers in a variety of different fields, including the arts, sporting endeavours, science and commerce. Our cosmopolitan character and our multicultural connections are a rich source of competitive advantage - which can be leveraged strategically to assist us to achieve our goals.

Raising South Australia's international profile requires new, high-impact branding

How we portray South Australia to the rest of the world will help us to shape our future. New state branding reflects our values and beliefs, captures our essence as a modern contemporary destination with great potential, and provides clarity and consistency in the positioning of our state. We need to ignite interest in our key economic sectors, in our city and our regions, and ensure that our tourist attractions and major arts, cultural and sporting events, our creativity, our hospitality, and our capabilities as a global partner, are understood and more widely appreciated on the national and international stage.

We need to be prepared for global opportunities and challenges.

We cannot afford to leave the future to chance. To make our mark and advance our vision for international engagement, there is a compelling need to be prepared for, and pro-active about, the global opportunities and challenges we face in the Asian Century.

‘The pace of change is accelerating, and as a government we must meet this challenge while building our state’s credibility as a global partner.’

Jay Weatherill
Premier of South Australia

OBJECTIVE ONE

Ensuring the government's approach to international engagement is coordinated and coherent, aligned with our state policy priorities, advances our interests through influential advocacy, and demonstrates our credibility as an international partner.

INTERNATIONAL COORDINATION

The South Australian Government recognises that innovative ideas can come from within and outside of the state, and is eager to learn and adapt from global best practice in areas that align with our strategic goals. For international coordination to be effective, communication and dynamic relationships are essential.

The Office of International Coordination (OIC) within the Department of the Premier and Cabinet was established during 2011 specifically to coordinate resources and effort across government, maximising the effectiveness of the state's international relations to ensure consistency and support for state policy priorities.

OIC works closely with the government's Strategic Advisers, and across government and industry, to strengthen linkages and identify opportunities for increasing the economic, social and cultural benefits flowing from South Australia's international relations.

OIC is a central liaison point for intelligence gathering and dissemination, and for facilitating strategic bilateral relations which are beneficial to South Australia's development.

Knowledge enhancement is an essential element of South Australia's international engagement and a fundamental role for OIC.

The South Australian Government will:

- **Coordinate the implementation of this framework through the International Coordination Steering Committee.**
- **Proactively 'horizon scan' for international best practice that can be adapted to South Australia's environment to inform progress on the key priorities of government.**
- **Identify key initiatives where a collaborative approach across government can add value to our international efforts.**

ADVISERS ON INTERNATIONAL ENGAGEMENT

Advisers have been engaged to provide market-specific intelligence into South Australia's international strategies, connect investors with relevant opportunities, and assist with planning and supporting inbound and outbound delegations. Selected for their commercial knowledge, cultural understanding, and networks in priority markets, the Advisers are a valuable resource, with a mandate to work across government portfolios to add value to South Australia's international engagement.

The South Australian Government will:

- **Appoint Advisers to Chair or contribute to the respective Advisory Councils and lead the governance, oversight and progressive refinement of the engagement strategies.**

NATIONAL ADVOCACY

Acknowledging that foreign policy decisions and associated policy settings determined by the Australian Government directly affect our international engagement efforts, effective advocacy and influence at the Federal level is imperative if we are to optimise opportunities for South Australia.

State representation on key national decision-making forums, and regular inter-government liaison, is undertaken on an ongoing basis by South Australian Government agencies where Commonwealth policy and program issues routinely intersect with their core business. Examples include:

- consultation on trade agreements, human rights and environmental treaties and protocols, foreign affairs and aid; and
- influencing national policy settings related to immigration, international education, investment, regional development and tourism programs, communications and infrastructure.

Where there are significant whole-of-government implications for South Australia (for example, the state's response to the Australia in the Asian Century White Paper), OIC provides a leadership role in coordinating activity.

OIC also works across government to reflect South Australia's interests where specific promotional initiatives invite multi-jurisdictional participation, or where national events enable South Australia's participation as part of Australia's federation.

FACILITATING INTERNATIONAL DEVELOPMENT

South Australians enjoy a quality of life that is the envy of many. The state is committed to the principles of democratic governance and recognises the importance of balancing economic progress equally with social objectives and enhanced environmental protections. We have a responsibility to foster these principles around the globe.

Leadership on Climate Change and Sustainability

The South Australian Government, through the Department of Environment, Water and Natural Resources (DEWNR), has been actively engaged in international deliberations on climate change and sustainable development issues. The quality and breadth of the government's work in this area, is acknowledged through the Premier's appointment to co-chair the States and Regions Alliance (the Alliance), a group of over fifty sub-national governments committed to accelerating action on Climate Change.

Involvement in such fora further develops our international networks with leading business representatives and other sub-national governments who share commitment to the climate change and clean revolution agenda. The Alliance and related events provide opportunities for South Australia to explore the development of collaborative relationships and partnerships with sub national governments, and pursue shared objectives in relation to water, renewable energy, and other low carbon technologies.

The South Australian Government will:

- **Lead two working groups comprising state and provincial governments from around the world to:**
 - develop innovative approaches for the financing of energy efficiency solutions; and
 - identify and promote innovative mechanisms for climate change adaptation.
- **Host the Greenhouse 2013 Conference.**
- **Focus on strengthening representation from the Asia Pacific region in the Alliance.**

CAPACITY DEVELOPMENT

The South Australian Government has (through various departments such as Premier and Cabinet, Primary Industries and Regions, Education and Child Development, and government entities such as Austraining International, the South Australian Research and Development Institute and Rural Solutions SA) partnered with external organisations such as CSIRO, AusAID and the private and not-for-profit sectors, to provide a broad range of social and capacity development projects, scholarships, and training services. These projects, extending to the Asia Pacific, Africa, Latin America and the Middle East, encompass:

- collaborative research programs related to climate change impacts, food security, disease and stress risk management in produce and livestock, biological controls, aquaculture, and others;
- facilitating agreements between international partners which promote opportunities for transnational exchange;
- strengthening of the international VET sector through the provision of internationally recognised VET training, teacher development, and curriculum support; and
- the provision of consultancy and advisory services to develop technical and vocational education frameworks and curriculum to enable these countries to build their own expertise and long-term sustainable solutions.

The South Australian Government will:

- **Continue to seek opportunities to provide assistance and/or knowledge transfer to communities in the Asia Pacific.**
- **Monitor Commonwealth-funded grants or initiatives (eg. through AusAID) to identify projects that align with the state's policy priorities.**

Leading

OBJECTIVE TWO

Advancing South Australia's capabilities, strengths and advantages.

INVESTMENT ATTRACTION

South Australia has a number of significant investment opportunities which support the government's strategic priorities, and contribute substantially to longer-term targets in South Australia's Strategic Plan. Investment drives development, economic diversification, and employment.

Our investment interests are broadly based, extending to resources and energy, clean technologies and renewables, agriculture, urban development, defence, advanced manufacturing, education, and tourism.

However, it is important to acknowledge that these opportunities exist in a very competitive global marketplace, and a key challenge for the attraction of foreign investment into our economy is to have investment ready projects of merit. As a result, South Australia needs to be more aggressive in its approach to attracting investment and more strategic when it comes to targeting project proponents.

To provide the leadership and direction required, the South Australian Government established an Invest in South Australia Advisory Board, led by globally experienced business leaders. The Board's role is to provide high-level guidance and advice to ensure South Australia is positioned in the global marketplace to attract and capture productive foreign direct investment.

Additionally, a cross-government investment attraction unit, Invest in South Australia – a team of investment professionals with specialist expertise in the state's key industries – was established in 2011 to attract business and capital investment into the state.

In acknowledging South Australia will only reach its economic potential if the benefits of increased investment are retained within the state, a case-management network ensures the investment experience in our state is well-coordinated and streamlined.

The South Australia Government will:

- **Maintain a pro-investment environment including an accelerated exploration program, dedicated industry precincts, and specialist skills development initiatives.**
- **Develop specific South Australian investment 'products' that are at the right phase for targeting FDI into our target sectors, and other special focus opportunities.**
- **Leverage major mining and defence projects to attract new global firms to South Australia and to expand or retain existing company capabilities.**

'...this is South Australia's once-in-a-lifetime opportunity to leverage its major projects across the value chain to maximise economic and social benefit.'

Raymond Spencer
Chair, Economic Development Board

GROWING OUR EXPORTS

Exporting is a critical component of South Australia's economy, and securing our continued share in emerging Asian markets will be of increasing importance in maintaining our competitive position. However, achieving our export targets over the coming decades will also demand a more innovative, productive, and internationally competitive manufacturing sector.

South Australia's traditional export strengths in wine, cereals, meat and automotive manufacturing have, in recent years, been augmented by exports of minerals and metal ores which now constitute our largest contribution to South Australia's export performance – a trend that is expected to continue as global demand for commodities continues to expand.

Additionally, increasing attention to the security and safety of the world's future food supply in recent years has placed agriculture firmly back on international agendas. South Australia has a strong reputation for clean and safe food with solid environmental credentials, and as food production and trade become increasingly globalised we are not only looking to increase production, but will also be targeting markets and consumers globally who seek out the highest quality food and beverage products.

The South Australian Government's approach to export development has been premised on international competitiveness being critical to export growth, an approach supported by the government's 'Manufacturing Works' strategy. Accordingly our efforts and resources are focused on supporting local businesses to build competitiveness, capacity and capability, and assisting exporters to anticipate and identify emerging market trends and pursue global supply chain opportunities. TradeStart, co-funded by Austrade, and the Gateway Business Program are two initiatives supporting businesses to become export-ready.

Critically, the Government is also supporting programs and initiatives to increase the digital capability of our small to medium businesses. This is to ensure they have the skills to adopt and use innovative digital technologies to drive productivity and participate in the global marketplace.

The South Australian Government will:

- **Conduct market research to drive the development of industry sector market entry strategies to be developed in partnership with industry.**
- **Facilitate links between South Australian businesses and research institutions to encourage greater innovation to produce and implement effective and highly valued solutions that meet the needs of global markets.**
- **Ensure greater alignment between TradeStart and the Gateway Business Program to facilitate flexibility to ensure these programs are responsive to the needs of business.**
- **Support South Australian companies gain enhanced access to business opportunities in the supply chains of large global mining and defence companies.**

achieving

INTERNATIONAL EDUCATION

The international education industry delivers vibrancy to the city of Adelaide and comprises South Australia's largest service sector exporters. The South Australian Government recognises that the true value of international education goes far beyond the immediate economic impact to the state, with benefits extending to our education system, our students and graduates, a skilled workforce for industry, and the positive influence on the knowledge, skills, and cross-cultural understanding of the wider South Australian community.

The sustainable growth of the international education industry is of great importance to the state.

It is widely acknowledged that the global education market is highly dynamic, and that markets continually emerge as a result of changing economic conditions or policy shifts overseas. Enhanced government relationships in priority regions foster greater awareness and appreciation of our education sector, and thus support education providers as they adapt, diversify and respond to global demands.

The excellence of South Australia's school, vocational, higher education, and ELICOS (English Language Intensive Courses for Overseas Students) sectors and their collective program offerings are internationally recognised, attracting students and teacher exchanges from more than 120 countries. The social and community engagement initiatives on offer in Adelaide further enhance the international student experience.

South Australia's international education services, and the experience for international students and teachers, continue to be held in high repute in international markets. The continued success of these sectors is dependent upon the valuable partnerships between the state's education providers, agents, home stays, industry, and government and non-government agencies both locally and overseas.

The state government recognises that education is fundamental to economic growth. The University of Adelaide, Flinders University and the University of South Australia all have overseas representation and are internationally recognised for their strengths in higher education and research capabilities.

Our local universities are complemented by Australian campuses of two high-calibre international universities, United States-based Carnegie Mellon University (CMU), and University College London (UCL) from the United Kingdom. A third international university, Laureate Education's Torrens University of Australia, will be launched in 2013.

Given the importance of international education to the state, the government is proactive in the development of and contribution to national policy and projects that underpin the quality of education, teaching, and the wellbeing of international students.

The South Australian Government will:

- Support South Australia's international education sector to further develop and diversify; enabling providers to respond to global trends and opportunities.
- Continue to expand South Australia's share of the national education export market by promoting Adelaide as a centre of education excellence, highlighting the many advantages for international students who choose to live, study and work in South Australia.
- Deliver against the objectives of the Australia in the Asian Century White Paper; increasing the take up of Asian languages by South Australian school and further education students, increasing the number of South Australian students undertaking either study or a work placement in Asia, and promoting the benefits of employing Asian-literate graduates.
- Leverage government-to-government relationships to develop further reciprocal arrangements between South Australian and international education providers and authorities.
- Continue to work with the education sector to ensure the positive experience of international students during their studies in South Australia.
- Improve the nexus between international education and research and development through the creation of pathways for talented international graduates into the research sector to augment the local workforce.
- Represent state interests in relevant policy fora to ensure a positive policy environment for the growth of quality international education, and ensure the state can respond strategically to critical issues and implement effective sector wide initiatives cooperatively and seamlessly.

RESEARCH AND DEVELOPMENT COLLABORATIONS

Innovation is vital to economic growth and development. This premise guides every one of the government's seven priorities, from advanced manufacturing and premium food and wine, through to housing affordability, and children's wellbeing.

South Australia is internationally recognised for its research strengths in a number of areas including agriculture and aquaculture, food innovation, health and medicine, material sciences, and mineral and energy resources.

International collaboration in these and other disciplines builds capacity, facilitates access to new knowledge and expertise, attracts foreign capital, and grows our influence as a centre for research and innovation. Additionally, collaboration enables the strengths of each participant to be realised, resources to be pooled and for costs to be shared for large-scale and complex projects.

As such, South Australia actively seeks opportunities for scientific and technological research to be conducted with international partners or consortiums which target outcomes in areas that are of direct strategic benefit to the state.

The South Australian Government will:

- Continue to promote the Premier's Research and Industry Fund's International Research Grants to support and facilitate South Australian scientific and technological research opportunities with international partners with outputs that directly relate to the state's priority areas.
- Explore opportunities to expand South Australia's research engagement in China and India through Federal funding programs.
- Work with our local universities and research institutions to expand the state's research talent and support a world competitive research leadership in areas that are of benefit to the strategic development of the state.
- Create further opportunities to build relationships between South Australian research centres and multinational companies to encourage technology transfer.
- Focus efforts to encourage international Research and Development in priority growth areas of our economy, including functional foods, advanced manufacturing, medical and health.
- Promote the research expertise of the state's universities and research institutions to prospective investors.

TOURISM

The South Australian tourism industry contributes to the state's economic activity, generating jobs and export dollars by attracting interstate and international visitors. It also adds to the vibrancy of our city, and our regions, enhancing the state's cultural attributes and offers sustainable development for the preservation of our environment.

The South Australian Government, through the South Australian Tourism Commission, works closely with Tourism Australia as well as other State Tourism Organisations, Airlines, and the international travel trade in cooperative marketing and training initiatives to optimise the promotion of South Australia as a unique and appealing destination. It also provides various forms of support to lift the capacity of our state's tourism operators.

While new global trends are impacting upon the ability of our industry to be competitive, new consumer patterns are emerging that reflect more discerning travellers, playing to South Australia's strengths and presenting new opportunities to develop our authentic tourism attributes and experiences. However, South Australia's success as an international tourism destination increasingly lies in the ability of consumers to begin or end their Australian journey in Adelaide. Therefore improving international airline access is also critical for our state and a priority for the South Australian Government.

By providing a strategic framework, cultivating leadership, and supporting industry to respond to changing consumer behaviours, we are confident the South Australian tourism industry will continue to exceed the expectations of travellers who gravitate towards our state.

The South Australian Government will:

- Continue to focus on creating consumer awareness through media and public relations activity, social media, and cooperative marketing campaigns, and develop new international consumer motivational collateral and video assets which, where appropriate, showcase South Australian talent and artists.
- Commence implementation of SATC's 'Activating China' strategy with industry.
- Develop a specific tourism strategy for India.
- Implement a multifaceted Aviation Attraction Strategy to target airlines through a focus on leadership, route development and partnerships.
- Work closely with key stakeholders to position Kangaroo Island as a tourism icon of Australia.
- Encourage greater distribution of South Australian tourism product in international wholesale brochures and train agents to achieve greater length of stay in the state.
- Develop strategic tourism assets and experiences, through the attraction of foreign investment.

MIGRATION

Migration plays an important role in South Australia's economic development and will continue to be essential in supporting the state's population and workforce, and augment skill shortages. South Australia's migration strategy supports a number of the government's priorities and contributes to the state's social and cultural diversity through the effective attraction, retention and settlement of migrants.

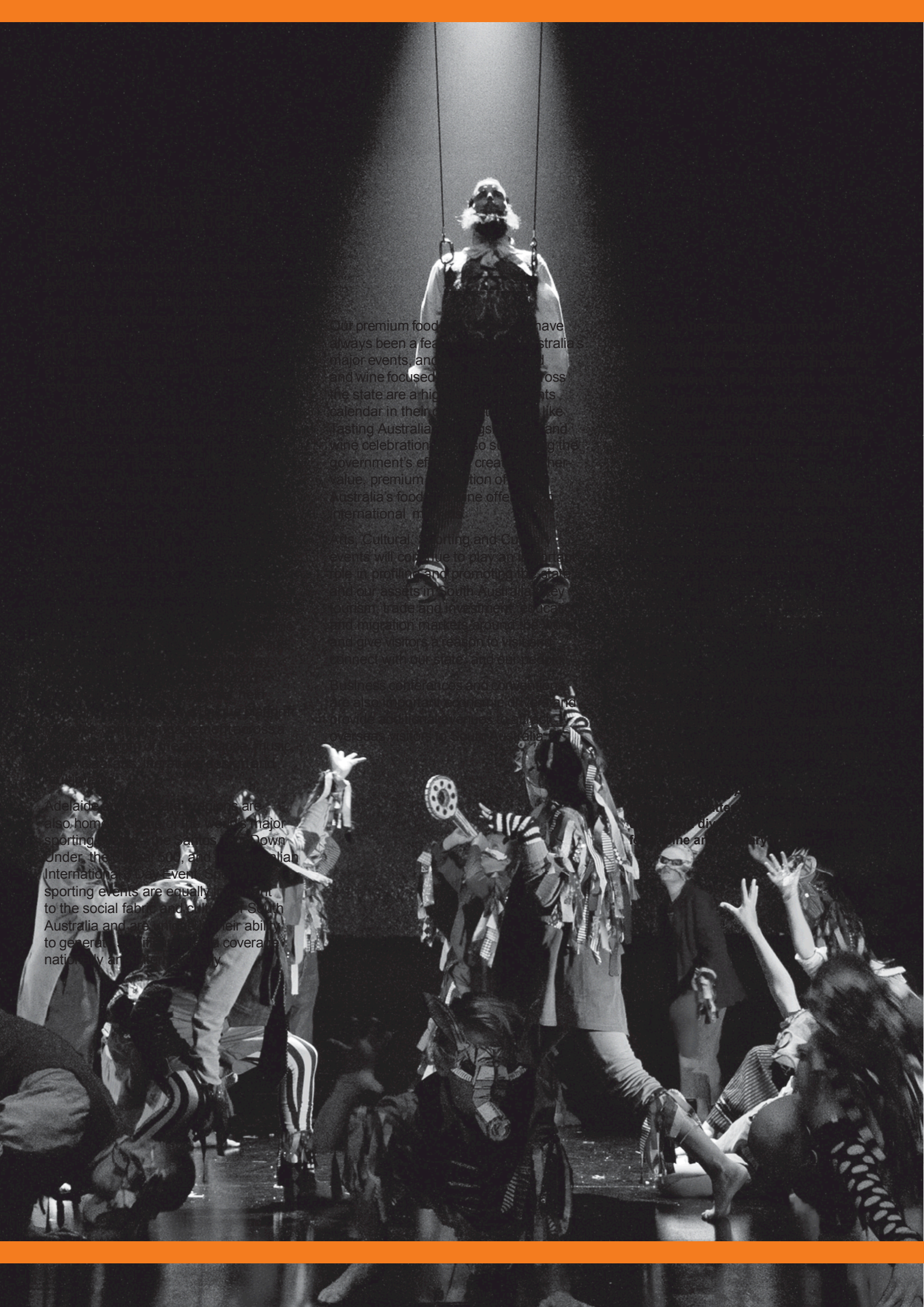
South Australia receives migrants from a variety of source countries which are generally the product of historical ties, large and mobile populations, chain migration flows for families and ethnic communities, as well as humanitarian flows. More recently migration by skilled and business migrants is a result of active participation in the State Specific Regional Migration scheme provided by the Federal Government which enables the state to directly influence migration outcomes.

Efforts by the South Australian Government to support the achievement of migration objectives will naturally overlap with efforts in other aspects of the international framework such as in investment, trade, tourism and international education.

As such, South Australia's migration strategy recognises that increased trade and investment often facilitates and results in the movement of persons between those countries, which can result in the added benefit of improving cultural and business understanding. Similarly, tourist and international student flows, and associated promotion efforts undertaken by the state government supports the attraction and retention of migrants through building awareness and positively profiling the state.

The South Australian Government will:

- **Continue to develop policies that influence and encourage the sustainable population growth of South Australia and contribute to the state's economic and social development, by:**
 - advocating the continuation of the regional dispersal of migrants throughout Australia;
 - supporting improved productivity and participation in the labour market; and
 - developing a state settlement strategy.
- **Continue to participate in State Specific Regional Migration mechanisms to:**
 - facilitate the attraction of business owners and investors to create jobs, facilitate exports and provide capital;
 - nominating skilled migrants to meet skills needs; and
 - enable South Australian employers to access skilled migrants where the skills cannot be sourced from the local labour market.
- **Identify and target priority markets to promote South Australia as a destination of choice for migrants.**
- **Ensure that policy development and public messages consider the need for greater economic integration with Asia and the need to invest in an Asia capable workforce.**



Our premium food and wine have always been a feature of Australia's major events, and our food and wine focused events across the state are a high priority in our calendar in their own right. Like Tasting Australia, the Adelaide and wine celebrations, and so supporting the government's efforts to create higher value, premium production of our Australia's food and wine offerings for international markets.

Arts, Cultural, Sporting and Community events will continue to play an important role in profiling and promoting the state and our assets in South Australia. They attract tourism, trade and investment, educate and migration markets around the world and give visitors a reason to visit, connect with our state, and our people.

Business conferences and conventions are also important, bringing visitors and providing additional revenues to the state, overseas visitors to South Australia.

Adelaide and South Australia are also home to some of the world's major sporting events, the Santos 500 Down Under, the Adelaide 500, and the Australian International. Sporting events are equally important to the social fabric and culture in South Australia and are valued for their ability to generate significant media coverage nationally and internationally.

OBJECTIVE THREE

Creating platforms for international exchange through strategic networks and connections to communicate our key strengths and advantages through effective representation and clear, consistent branding.

HIGH-LEVEL POLITICAL ENGAGEMENT/DIPLOMACY

In achieving our vision for international engagement, high-level diplomacy is one of the most important tools government can use to influence external stakeholders. Accessible international travel, the internet, and persuasive communications all help, but ultimately diplomacy is still about human relationships. Building durable relationships that deliver outcomes requires sustained personal contact, and having the right people in the right places to underpin successful region-to-region economic and cultural relations.

As such, the Premier and state ministers, as high-profile dignitaries, will play a vital role in securing and consolidating cooperative relationships with governments overseas as well as, business and educational institutions. Ministerial involvement needs to be recognised, particularly in Asia but also elsewhere, for its capacity to 'open doors' and foster beneficial international relationships, whether this occurs overseas or in receiving visiting dignitaries domestically.

The South Australian Government will:

- **Ensure South Australian Government Ministers' overseas missions are effectively targeted, planned and supported.**
- **Create opportunities for ministers and senior government officials to promote South Australia and build international relationships in areas of diplomatic and commercial importance to the state.**
- **Maximise the benefit to the state of visits by incoming international delegates.**

REGION TO REGION AGREEMENTS

South Australia's international engagement has involved the establishment of a number of formal region-to-region agreements with countries, regions and provinces overseas to open pathways for social, cultural, educational, and economic exchange. These include Sister State linkages as well as various Memoranda of Understanding with other sub-national jurisdictions.

Memoranda of Understanding and like agreements generally cover specific areas of mutual interest, such as tourism, education, research, business and commerce, and investment in specific sectors. Some have a commercial focus; others serve more as a symbolic expression of mutual goodwill, and the intention to work together to explore areas for cooperation with potential to deliver mutual benefits.

In many Asian cultures, there is an expectation that such formalised agreements will be established as an enduring expression of good faith between the parties, an expectation which is given due consideration as we consolidate the state's relationships. Here again, the role of the Premier and Ministers, because of their status as public figures, can be pivotal in cementing cooperative relationships.

The South Australian Government will:

- **Continue to monitor the status and effectiveness of the state's international agreements and ensure alignment with current policy priorities.**
- **Ensure agreements deliver high impact outcomes aligned to South Australia's social and economic needs.**
- **Refocus our engagement with our Chinese sister state province, Shandong, through the establishment of a regular South Australia – Shandong Cooperation and Development Forum to provide an opportunity for the exchange of information on matters of bilateral trade and economic cooperation, and cultural linkages.**

OVERSEAS REPRESENTATION

Following a review of South Australia's overseas representative network a new model for representation is proposed to shift our focus towards inward investment attraction as a catalyst for driving secondary economic activity.

South Australia's business ties, geographic proximity and economic synergies indicate that countries in Asia (including the Indian sub-continent) will not only grow in importance as South Australia's major investment and trade partners, but also as partners in the advancement of knowledge, innovation, research and cultural engagement.

The revised model has been informed by market specific strategies prepared for South Australia's commercial engagement with China and India by the Department for Manufacturing, Innovation, Trade, Resources and Energy (DMITRE). It will support the state respond to the challenges and barriers faced due to differences in language and business culture, transparency of regulatory frameworks, and business processes in these markets.

In other locations, the state's representative network will be rationalised and resources will be redirected to allow greater flexibility in responding to opportunities in emerging and growth markets with high commercial potential. It is proposed to utilise the extensive network and resources of Austrade for market intelligence and the promotion of commercial opportunities emerging from our state.

The practice of embedding South Australian dedicated resources into the Austrade network has been effective in the past, and will be used to expand our reach into markets as the economic development in a market of interest grows.

The South Australian Tourism Commission (SATC) will look to co-locate their in-market resources in locations where the South Australian Government retains representation. In other markets, similar to the Austrade-embedded arrangement, SATC will co-locate with Tourism Australia or utilise representative companies with dedicated staff. SATC markets have been prioritised based on current performance, growth opportunities and airline access, are aligned with Tourism Australia's international markets, and are reviewed annually and approved by the SATC Board.

The South Australian Government will:

- **Implement a coordinated and strategic approach to overseas representation that most efficiently supports South Australia's commercial objectives:**
 - finalise systematic closure of overseas representative offices except for London and Jinan; and
 - transition in-market representation to Austrade-embedded officers, focused on investment attraction in Shanghai and Mumbai.
- **Establish Advisory Councils for China and India to oversee the implementation of country strategies and assist government better understand commercial opportunities in these key growth markets.**

'The governments and people of Shandong and South Australia have been joined by genuine region-to-region friendship and respect for more than 26 years. Such partnerships provide a valuable foundation on which to advance opportunities that are emerging in areas such as advanced manufacturing, technology, services trade, tourism, and education.'

Guo Shuqing
Governor, Shandong Province

connecting

GENERATION EXPAT

The South Australian Government is developing a number of new initiatives to both stimulate momentum and broaden our access to 'Generation Expat', a term coined by the Adviser on International Engagement to describe South Australia's extensive skilled and creative expatriate and repatriate community.

This community is large in number and widely geographically dispersed, with extensive professional and social networks which are largely underutilised for communicating and disseminating information on the state's interests, and opportunities.

South Australia has also established a pool of expertise through the Thinkers in Residence program, which has brought globally recognised experts to South Australia with innovative ideas and insights in a range of areas including health, education, water, manufacturing, technology, climate change, transport, design and road safety. The Thinkers program, though coming to a close, leaves a lasting legacy of embedded expertise. It has established institutional linkages around the world and provided a global network of high profile ambassadors attuned to South Australia's advantages and developmental aspirations.

Moreover, the Government recognises the importance of a vibrant digital economy. It recognises that building a confident, educated and digitally literate population and supporting creativity and innovation are the ingredients to succeed in a fiercely competitive global economy.

The South Australian Government will:

- **Deepen connections with expatriates, and invite young professionals to become part of a Generation Expat network, which will include:**
 - the development of linkages with expatriates using social media, keeping them apprised of developments in South Australia and connected with opportunities, and;
 - encouraging students and alumni from key source countries to influence family and friendship networks to 'visit', 'study', 'invest', 'migrate' or simply trade with South Australian businesses.
- **Establish International Markets Advisory Boards (IMABs) in priority markets.**

'...we should expect that opportunities will take South Australians beyond our state borders, we should not fear the growth of our expat community but rather take advantage of it. Leveraging Generation Expat as a brain gain not a brain drain will ensure the ideas and energy of South Australians living offshore and interstate will contribute to the growth and development of South Australia.'

Tim Harcourt
Adviser on International Engagement

'Our new state brand passes the brutal simplicity test. Without complicated symbols or advertising puffery it does two things. First, it takes the map of our country and says where we are. Second, it says we're an open door to Australia.'

Bill Minto
Adelaide, 2011

MULTICULTURAL RELATIONSHIPS

As a rich and diverse multicultural community, South Australia is home to many people born overseas who continue to have linkages with their countries of origin. Existing and new migrants and international students bring valuable new ideas and add to the vibrancy and global interconnectivity of South Australia.

They play an important role in raising 'South Australians' understanding of other cultures and global opportunities and are often promoters of South Australia in their country of origin.

Engagement with these communities through Multicultural SA, education institutions and country specific business and community organisations helps to harness this potential, and at the same time reinvigorates existing cultural links.

South Australia's calendar of multicultural events is a feature of South Australian life. These events, many of which are held in Adelaide, and throughout South Australia, project a positive message that we value our multicultural ethnicity, and that we welcome people from overseas, whether as temporary students or permanent residents.

The South Australian Government will:

- Develop a strategy to support South Australia's multicultural community and student networks through the formation of targeted intercultural and business links.

NEW BRANDING

It is clear that South Australia's narrative must be more compelling, broader reaching, and actively promoted through a consistent message. In a crowded and highly competitive global market, place branding is emerging as a vital ingredient in promoting our benefits, and we need to open up the dialogue about what we are doing and what we can offer across the full spectrum of economic, social, cultural, and digital activities and opportunities.

A new South Australia brand is much more than a logo, a slogan or a tag line. It encapsulates our understanding about how South Australians behave, what we build, what our future looks like and how we want investors, purchasers of our goods and services, tourists, students and migrants to perceive and experience the state. How our state is perceived by its citizens and by international audiences is crucial to the vitality and prosperity of our state and our future.

The new brand endeavours to position South Australia as both a compelling part of the Australian experience and a destination in its own right. It effectively supports the state's international efforts by projecting a more relevant and contemporary South Australia, based on the characteristics that make us unique, not only within Australia, but globally.

The South Australian Government will:

- Implement a strategy which mandates the use of the brand across South Australian public sector agencies, and encourages adoption by South Australian industries, businesses and the community.
- Use the brand to support delivery of the South Australian Strategic Plan, 30 Year Plan, and the government's priority focus areas.

