



REVISED AGENDA

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

14 NOVEMBER 2017 AT 6:30 PM

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Cr E Gill (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza
Cr G Reynolds
Cr J Woodman
Mr Brett George (Sporting Club Representative)
Mr Christopher Moore (Deputy Chairman) (Rotary Representative)
Fr Roderick O'Brien (Community Representative)
Mr Pat Trimboli (Service Club Representative)
Mrs Heather Vogt (High School Representative)
(Advisor) Professor Nigel Relph (Dep. Vice Chancellor: Int'l & Advancement, UniSA)
(Advisor) Mr Rik Morris (Executive Director, Int'l Bus. & Gov. Relations, DPC)

REQUIRED STAFF

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

APOLOGIES

Apologies have been received from Cr G Reynolds, Mrs H Vogt and Professor N Relph.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 12 September 2017.

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OTHER BUSINESS

CLOSE



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

12 SEPTEMBER 2017

MEMBERS PRESENT

Cr E Gill (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza (Deputy Chairman)
Cr G Reynolds
Cr J Woodman
Christopher Moore (Rotary Representative)
Roderick O'Brien (Community Representative)

OBSERVERS

Cr S White

STAFF

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

The meeting commenced at 6.35 pm.

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

APOLOGIES

Apologies were received from Mr P Trimboli, Mrs H Vogt, Professor N Relph and Mr R Morris.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr D Balaza
Seconded Cr J Woodman

The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 04 July 2017, be taken and read as confirmed.

CARRIED

REPORTS

SIPSC1 Appointment of Deputy Chairman - Strategic and International Partnerships Sub Committee

Moved Cr D Balaza
Seconded Mayor G Aldridge

1. Mr C Moore be appointed as Deputy Chairman of the Strategic and International Partnerships Sub Committee for the remainder of the current Council term of Council, effective 01/10/2017.

CARRIED

SIPSC2 Amended Policy and Procedures for Assessment of Sister City and Friendship City Relationships

Moved Mayor G Aldridge
Seconded Mr C Moore

1. That this report be received.
2. That the Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 1 and 2 to this report (Item No. SIPSC2, Strategic and International Partnerships Sub Committee, 12/09/2017) be noted.

CARRIED

SIPSC3 Strategic and International Partnerships Assessment of Strategic International Relationships Workshop

Moved Mayor G Aldridge
 Seconded Cr J Woodman

1. That the information be received.
2. That the principles for assessing strategic international relationships as set out in Attachment 4 to this report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be endorsed.
3. That the business case template contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted for assessing future strategic international relationships projects.
4. That the matrix framework contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted as a tool for conducting an assessment of strategic international relationships projects.
5. That the International Bird Sanctuary and Bird Migration to the City of Salisbury draft business case set out in Attachment 5 of SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be endorsed for further development.
6. To facilitate delivery of the International Bird Sanctuary and Bird Migration to the City of Salisbury project a New Initiative Bid for Budget 2018/18 be prepared for Council consideration.
7. That staff prepare a business case assessment for the committee's consideration of the following projects discussed at the workshop held on 22nd August 2017:
 - i. Develop the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component;
 - ii. Developing a project to build strategic civic building partnerships with communities across Australia (such as indigenous communities, and intercultural communities) to enhance understanding.

With leave of the meeting and consent of the seconder Mayor G Aldridge VARIED the MOTION as follows:

1. That the information be received.
2. That the principles for assessing strategic international relationships as set out in Attachment 4 to this report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be endorsed, noting the following change to part a):
 - a) *All international relationships take into consideration the Council's City Plan and strategic priorities.*

3. That the business case template contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted for assessing future strategic international relationships projects.
4. That the matrix framework contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted as a tool for conducting an assessment of strategic international relationships projects.
5. That the importance of the International Bird Sanctuary and Bird Migration draft business case is noted and Council's administration progress this as part of critical actions within the City Plan and the St. Kilda Master Plan delivery.
6. That staff prepare a business case assessment for the committee's consideration of the following projects discussed at the workshop held on 22nd August 2017:
 - i. Develop the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component;
 - ii. Developing a project to build strategic civic building partnerships with communities across Australia (such as indigenous communities, and intercultural communities) to enhance understanding.

CARRIED

OTHER BUSINESS

SIPSC-OB1 International Partnership/Engagement Criteria

Moved Cr G Reynolds
Seconded Cr D Balaza

1. That the Strategic and International Partnerships Sub Committee recommend the Sport, Recreation and Grants Committee give consideration to broadening the selection criteria by the incorporation of Sister City criteria.

CARRIED

CLOSE

The meeting closed at 7:01 pm.

CHAIRMAN.....

DATE.....

ITEM	SIPSC1 STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	14 November 2017
HEADING	China Action Plan
AUTHOR	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
CITY PLAN LINKS	1.2 Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	This report provides a summary of actions undertaken as part of the China Action Plan, a proposed approach for developing the relationship with Linyi and a broadening of international trade activity. Given the China Action Plan aimed to lay the foundations for engagement with China, focused on Linyi, and that the majority of actions have been implemented or tested, it is proposed that the China Action Plan be transitioned into operational activities reflecting progress against the plan since its inception. New initiatives and future directions would be presented as proposals to the Sub Committee using the business case template adopted for assessing future strategic international relationship projects at the Sub Committee's 12 September 2017 meeting.

RECOMMENDATION

1. That the report be received.
2. That the China Action Plan be transitioned into operational activities reflecting progress against the plan since its inception.

ATTACHMENTS

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

1. Summary of progress against actions in the China Action Plan
2. Norman Waterhouse China engagement report

1. BACKGROUND

- 1.1 Council endorsed the China Action Plan at its meeting on 24 October 2015 (Resolution # 0001/2015). The Plan was structured around four main elements namely building capability in small business; positioning Salisbury to attract investment; develop strategic partnerships and build Council's knowledge and professionalism.

- 1.2 The China Action Plan was developed at the same time as the Northern Economic Plan. Similar to the Northern Economic Plan, the aspiration of the China Action was to support growth-oriented businesses to consider new markets.. The Northern Economic Plan notes that *“it is also essential that businesses and councils continue to be involved in international marketing strategies and overseas trade missions.”*

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Nil

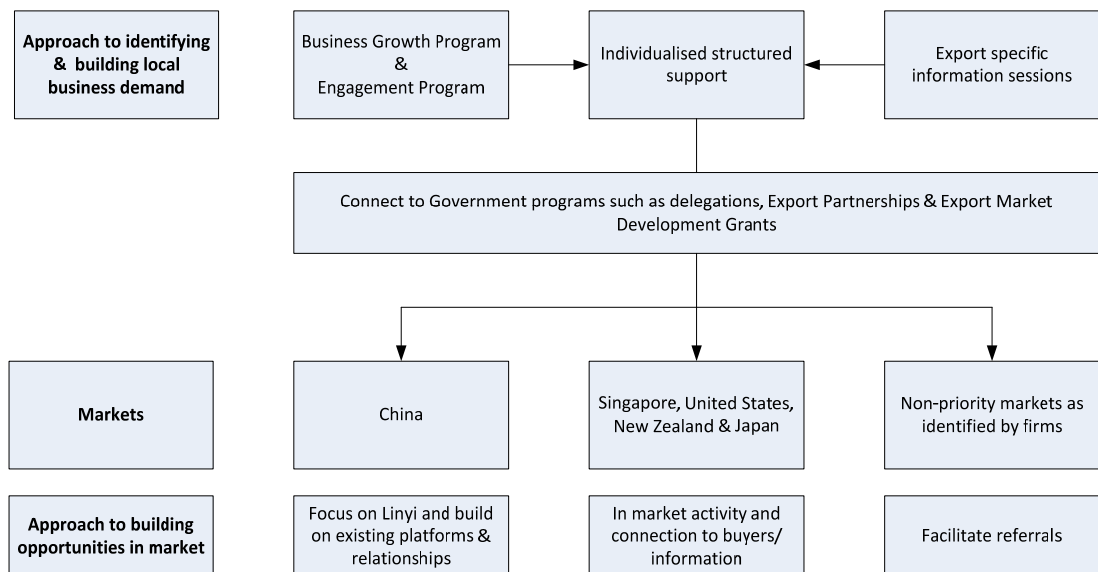
2.2 External

2.2.1 Nil

3. REPORT

- 3.1 The China Action Plan noted that the early focus of implementation has been on building capability and engagement, rather than the achievement of specific sectoral or commercial outcomes (which by their nature have longer lead times). Although not having a specific sectoral focus, the engagement undertaken by Council has indicated strong prospects in the food and beverage sectors. A summary of progress against strategies is provided as Attachment 1 to this report.
- 3.2 Most of the outcomes have revolved around establishing a platform for the development of further civic and trade relationships. These include entering into a Friendship Agreement with the Linyi Municipal Government, establishing an MOU with the Linyi branch of the China Council for Promotion of International Trade (CCPIT), identification of staff within the CCPIT and the National Linyi Economic and Technological Development Area who can provide in market information on business opportunities and participation in in-bound and out-bound delegations that have served to deepen relationships and understanding of the opportunities that exist.
- 3.3 As previously reported to the Sub-Committee the drafting of the Action Plan somewhat over-estimated the interest local firms have in doing business with China. The subsequent international trade survey undertaken found that:
- The majority of firms surveyed have never exported and have no intention of exporting;
 - The most popular markets for existing exporters are South East Asia, North America, New Zealand & Europe followed by China; and
 - No businesses surveyed who are not already exporting are actively considering China.
- 3.4 Further work was then undertaken to determine the relative competitiveness of international markets for the type of products and services provided from within Salisbury. This found that the United States, Singapore, Japan and New Zealand rated highly, while Malaysia, Hong Kong and China held competitive positions in some sectors but were less attractive.

- 3.5 During 2016-17 Norman Waterhouse was engaged to progress Council’s agenda with China. Specifically they were contracted to support Council in hosting inbound visits from Linyi (both government and business), assist in the positioning of the Polaris Centre as a service channel for firms looking to engage with China, build capability and knowledge within local firms regarding opportunities in Linyi and China more broadly and provide ad hoc advice as required.
- 3.6 Sean Keenihan from Norman Waterhouse briefed the Strategic and International Partnerships Sub Committee on their work at its meeting on 4 July 2017. A report provided by Norman Waterhouse (minus the annexures), outlining their activities and outcomes, is provided as Attachment 2 to this report.
- 3.7 That report raises several pertinent questions for Council to consider in determining what role it takes in supporting local firms to become China-ready and how Council might utilise the platforms developed to progress trade and investment opportunities.
- 3.8 Building on previous experience, input from government agencies and following discussions with firms about how Council might support their international aspirations the following approach has been developed to be implemented as one part of the range of services provided though the Polaris Business and Innovation Centre in 2018. The elements of the approach are a more focused program of firm identification flowing into individualised tailored support; leveraging government programs where appropriate; broadening market focus beyond China to the priority markets identified earlier; and supporting firms that may not have an interest in those priority markets through appropriate referrals.



- 3.9 It is envisaged that the manner in which Council supports business to engage internationally will be tailored to the needs of the firm being assisted rather than a “one size fits all” program. Where appropriate firms will be linked with opportunities in Linyi through relationships with key contacts and the further development of the platform explored with the CCPIT. The MOU with the CCPIT includes the desire to explore establishment of “a unique, cooperative platform with the IMC Bonded Area Imported Commodity marketing Centre to

create a supported pathway for South Australian businesses to engage in trade activity in Shandong.”

- 3.10 Council’s Friendship City relationship will be used, should that be required, for introductions and market advice into Linyi. The focus on Singapore, United States, Japan and New Zealand will not be based around a civic relationship, instead the nature of intervention will be determined by business capability and their needs.
- 3.11 Administration has sought advice from the Linyi Municipal Government regarding the activities it undertakes with other cities it has a relationship with that could serve as models for potential opportunities that might be progressed over the coming year. Their response, using their relationships with the cities of Gunpo in South Korea and Eskilstuna in Sweden as examples, identified the following:
- Delegations to events: Gunpo and Eskilstuna have sent delegations to attend the China (Linyi) International Trade and Logistics Fair. Representatives from Linyi have also joined Gunpo at its Azalea Festival.
 - Student exchange: Exchanges between Gunpo and Linyi have been successfully held. Middle school students stay in their Chinese/Korean peer’s home for about one week to learn about each other. Linyi has also conducted academic exchanges among vocational schools with Eskilstuna.
 - Staff exchange: Linyi and Gunpo have had a staff exchange program in place for the past three years.
 - Cultural exchange: Linyi has hosted visits built around historical and cultural foci as well as more specialised visits such as one with a focus on photography.
- 3.12 The above will be considered in the report coming back to the Sub-Committee in relation to its resolution at its meeting on 12 September 2017 for staff to prepare a business case assessment for the sub-committee’s consideration including development of the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component. This will include consideration of the decision by Council at its meeting of 24 July 2017:

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

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

[Resolution 1904/2017]

4. CONCLUSION / PROPOSAL

- 4.1 The implementation of the China Action Plan has laid a foundation for further engagement with Linyi. Since its adoption Council entered into a Friendship City with Linyi and in bound and out bound delegations have occurred. The Plan has provided a focus for working with businesses regarding opportunities in China, albeit interest has been limited. Marketing collateral regarding investment opportunities has been developed and discussions held with various Chinese investors regarding opportunities. The past two years have seen a much closer working relationship with the State Government on trade initiatives into China.
- 4.2 The majority of actions in the Plan have been implemented or have been incorporated into business as usual activities. The learnings from programs delivered through the Polaris Centre and by Norman Waterhouse have indicated a more tailored approach to working with firms across a broader range of markets will better help achieve the City Plan objective of supporting businesses to look beyond Australia for markets. The approach proposed earlier in this report has been discussed with the State Government and key staff have offered to assist with the organisation and facilitation of in-market activities for firms new to exporting. Such activities could include market familiarisation visits, introductions to key buyers and funding support through existing trade programs.
- 4.3 The China Action Plan contained no sunset date. The Plan's introduction noted that it aimed to lay a foundation for Council to respond in a consistent and informed manner to opportunities in China. The foundations for further engagement have been established, trade and investment programs trialled and refined and a network of advisers have been identified to support Council in its dealings with China.
- 4.4 As such it is proposed that the China Action Plan be China Action Plan be transitioned into operational activities reflecting progress against the plan since its inception. Ongoing actions focused on China, and the Linyi relationship will be incorporated into Divisional Business plans as business as usual functions (as is currently the case for activities relating to Mobarra). New initiatives and future directions would be presented as proposals to the Sub Committee as per the business case template adopted for assessing future strategic international relationships projects at the Sub Committee's 12 September 2017 meeting.
- 4.5 Over the coming twelve months these will focus on knowledge exchange, cultural opportunities building on the ideas proposed by Linyi and preparation for the previously endorsed visit to Linyi in 2018-19.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 06/11/2017

Progress Report on Implementation of China Action Plan

STRATEGY 1: Business Growth	
Assist Salisbury organisations to secure business opportunities arising from China's growth	
Actions	Progress
Complete a comprehensive survey of international trade activity and intentions of businesses within Salisbury	International trade survey completed. Intentions of firms to consider participating in market expansion activity (including export) tested as part of Polaris Centre client satisfaction survey indicating 38% might be interested (noting that export intention is a smaller subset of this).
Deliver a program of activity through the Polaris Centre to assist businesses across northern Adelaide to export to China.	New initiative bid developed and approved as part of 2016-17 budget process for international business development program. Initial focus has been on delivering periodic export-related information sessions and furthering the trade links with Linyi through the Norman Waterhouse consultancy. This has led to the near completion of one trade deal and another firm signing an MOU.
Identify and engage mentors to provide practical and focussed support to businesses seeking to engage internationally.	Private sector mentors identified.
Establish, utilising the corporate expertise in NEL, a business to business strategy to support SMEs considering Chinese investment and trade opportunities.	Not progressed in this manner given the focus of NEL has been on regionalisation. However nine firms were identified in the international trade survey who are willing to provide information and advice to new and intending exporters (several of whom are actively involved in international trade with China).
Develop an ongoing program of events to raise aspirations of small businesses to consider opportunities internationally, including China.	Various events held, with around 150 registrations, including: 1 December 2015: China and South Australian Manufacturing 19 April 2016: Exporting On-Line into China 23 September 2016: China Business Training 15 November 2016: Export Showcase held at Osmoflo 31 May 2017: Export Finance event
In conjunction with the private sector and/or government, establish an in-market presence in Shandong.	MOU signed between City of Salisbury (Polaris Centre) and the CCPIT to create a market entry point through the IMC Bonded Warehouse (The IMC Bonded Warehouse which is situated inside the Linyi Free Trade Zone has aspirations to become the largest import commodity gathering centre in China). Informal relationships developed with staff in the National Linyi Economic and Technological Development Area and in the Linyi Municipal Council to provide market information regarding commercial opportunities in Shandong to City of Salisbury businesses.
Link firms with specialist organisations to identify and assist with	Firms have been linked with organisations such as TradeStart, the Australia China Business

appropriate market entry strategies.	Council and Austrade as appropriate.
STRATEGY 2: Attracting investment	
Position Salisbury for Chinese Investment	
Actions	Progress
Maintain and further develop the Makes Good Business Sense website, prospectus and supporting material to target Chinese investment.	Makes Good Business Sense prospectus updated and translated into Mandarin. Chinese language documents uploaded onto Makes Good Business Sense website. Various opportunities discussed with potential Chinese investors.
Develop comprehensive investment cases for Council priority projects where appropriate.	Not progressed as an assessment of priority projects indicated they are not suitable for private sector investment or are the responsibility of other agencies.
Liaise regularly with Invest SA, Austrade, DSD and PIRSA to develop and promote potential investment opportunities, including those within the Salisbury City Centre.	Regular liaison occurs with DSD on trade matters including Tradestart personnel using the Polaris Centre as a base when working in northern Adelaide. Tour of Salisbury highlighting investment opportunities provided to senior staff of the State Government's Investment Attraction Agency on 7 April 2017.
Work with migration agencies and the South Australian Government to identify opportunities to increase the rate of business migration into Salisbury.	Participated in Australia China Business Council and Immigration SA <i>Trade and Investment Fair</i> at the Adelaide Town Hall on 8 November 2016. Participating in South Australia Migrant Small Business Expo on 13 November 2017. Presentation provided to group of Chinese investors at Mawson Lakes on 9 November 2017.
Increase the number of Chinese students living in Salisbury	
Action	Progress
Work with the University of South Australia to investigate the development of high quality student accommodation at Mawson Lakes.	The University of South Australia is not progressing development of student accommodation in Mawson Lakes at this at this stage. However the private sector is active in providing student accommodation with construction of 80 student dwellings in Capital Street, Mawson Lakes.

STRATEGY 3: Partnerships	
Develop partnerships that have the potential to increase engagement with China	
Actions	Progress
Further develop linkages with Linyi City.	Friendship City agreement signed on 9 November 2015. Mayor, Chief Executive and Manager Economic Development & Urban Policy visited Linyi from 7-10 April 2017. Various discussions held with senior government officials and business leaders. Delegations from Linyi hosted on 9 November 2015 and 25 July 2016. Buyers visit from Linyi occurred on 15 November 2016.
Investigate the opportunity for Northern Economic Leaders to enter into an MOU with the Linyi Municipal Bureau of Commerce.	Not progressed at this stage given the focus of NEL has been on regionalisation. Instead an MOU was signed between the ACBC(SA), the Linyi branch of the CCPIT and the Polaris Centre to create a business to business relationship. Subsequently the ACBC(SA) entered into an overarching MOU with the Shandong chapter of the CCPIT.
Participate in broader initiatives to increase engagement with China	
Actions	Progress
Actively contribute to the development and implementation of the MOU administered by the LGA to increase trade and investment between South Australia and Shandong prefectures.	Participation in Local Government Association Shandong Working Group including input into development of SA-SD Connect (a web-based platform to link buyers and sellers in South Australia and Shandong). At this stage four businesses from Salisbury have registered on this platform.
Link with other Councils that are developing relationships with Chinese Cities, including investigating a regional approach with the City of Playford and the City of Port Adelaide Enfield.	Cross-local government approach to leveraging benefits of civic relationships developed with Adelaide (Qingdao), Onkaparinga (Jinan), Playford (Zibo) and Charles Sturt (Yantai) explored but not progressed. Discussions with Port Adelaide Enfield identified they are focusing on their French relationship rather than developing one in China – understanding developed that if they identify firms with an interest in China they would be referred to Salisbury while firms with an interest in France would be referred to Port Adelaide Enfield.
Match local firms with inbound and outbound trade delegations organised by industry associations.	Matching of businesses to delegations has largely focussed on state government organised delegations rather than those organised by industry associations. These have included in-bound and out-bound visits to Shandong. Approximately five delegation opportunities were promoted to firms.
Partner with the South Australian Government as it implements the South Australia-China Engagement Strategy.	Mayor, Chief Executive and Manager Economic Development & Urban Policy participated in State Government-led visit to Shandong in April 2016. City of Salisbury hosted one day of the Shandong Mayors' Training Program on 1 July 2016 with briefings provided on water management, urban design (focussed on Mawson Lakes) and site visits to SA Water Wastewater Treatment Plant and Dry Creek Saltfields. Close liaison with DSD staff on opportunities. Decision made not to participate in 2017 visit to Shandong due to changed

	focus of the government's itinerary and focus of activity.
Work with local education institutions that have a relationship with counterparts in China to explore commercial and cultural development opportunities.	Business case to be developed for this in response to Sub Committee recommendation from 12 September 2017 meeting.
Capitalise on the presence of an international student community	
Action	Progress
Actively support internships of Chinese students to help local SMEs engage with China by assisting with language, cultural understanding and in-market knowledge.	Not progressed at this stage.

STRATEGY 4: Knowledge and professionalism	
Develop Council's internal processes and approach to support deeper engagement with China	
Actions	Progress
Further refine the membership of the Strategic and International Relations Sub-Committee to provide a high-level of strategic advice and input to Council.	Membership altered.
Identify and appoint, on a contract basis, an adviser to help shape Council's China programs, raise cultural awareness within the organisation, support investment opportunities and participate in targeted business meetings/events.	Norman Waterhouse engaged.

City of Salisbury

International Engagement with China



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INTRODUCTION

In the course of 2016/7 Norman Waterhouse worked with the City of Salisbury (**COS**) to support Council's commitment to leading and/or catalysing COS's City Plan objective of:

1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities.

The support by Norman Waterhouse was provided under Professional Services Agreement for China Engagement Strategy – PCMS REF: 10988 (a copy of the agreement is annexed to this report).

It was discussed during the contract review teleconference held on 13 June 2017 that survey results suggest a lack of appetite among City of Salisbury business around global engagement.

We've laid a strong platform for civic and business engagement (which go hand in hand in China) and built some momentum by working one-on-one with COS business to get a deal done.

Below is an outline of the outcomes of the partnership between Norman Waterhouse and the COS around China engagement over the past 12 months, and recommendations in terms of next steps for COS to continue developing same.

SUMMARY OF OUTCOMES

1. COS has identified a potential differentiated, commercially focussed and practical strategy to engage and support more businesses to engage with COS around export, and more COS businesses to engage with the China market for export and growth – i.e. the supported IMC presence in Linyi, the Polaris Centre in COS as an export hub and the bilateral business focussed missions between COS and Linyi in support of these two anchor activities to supporting growth in exports from COS companies to China.
2. COS has built a solid foundation of support from both the Linyi Government and the Linyi CCPIT for the above.
3. COS has identified challenges in engaging businesses within COS to become more China engaged and ready but at the same time has refined the Council's China Action Plan into a potential differentiated, commercially focussed and practical strategy aimed at addressing those challenges.
4. COS has a marker (case study) – the Bent Creek wine deal – to promote how companies can go from 'zero to hero' through involvement with the COS and its China Action Plan platform.
5. Along the 12 months journey COS has managed a range of ad hoc China engagement issues (and potential distractions) with support from Norman Waterhouse and with the COS ultimate objectives always front of mind.

NEXT STEPS

As discussed above, COS must now decide if, and how, it intends to invest and resource activities to confirm, further detail and then implement the refined China Action Plan.

The experience engaging with local businesses over the course of the last 12 months around China engagement, together with the survey results, leads COS to some key considerations in relation to its global engagement plan, namely:

- Whether the Council re-visit the local businesses with a view to working one-on-one to identify and support the transformation of local COS businesses to becoming globally oriented?
- Whether the Council go out and attract (or create an environment to incubate) businesses in COS that are globally oriented in order to ensure a more robust economy and prosperous community for COS;
- What role does the relationship with Linyi – and specifically the CCPIT and IMC – play in this?
 - Is this relationship the supported market entry point for businesses to provide a competitive advantage in seeking to business with China?; if not
 - Can it be developed – in concert with the development of Polaris – to be a one stop, best practice centre for supported, advantaged engagement with the China market?

Some of the factors that may influence the approach to the above are:

- Does the product mix on offer from COS businesses feed into the China market?
- If not, what market does it feed into?
- Are businesses in COS positioned for growth?
- Does COS need/want to attract/incubate growth oriented businesses by presenting a supported pathway to the China market?

Given where COS businesses are at and where opportunity for growth through global engagement lies, the key question to be addressed is *what tangible role COS wants/is prepared to play in economic development.*

CONTRACT ACQUITTAL

We had a series of objectives at the start of this exercise and agreed a scope of services aimed at meeting those objectives.

As we embarked upon delivering the scope, opportunities and challenges – short and medium to long term – emerged and we adapted and refined our scope to suit.

Norman Waterhouse assisted the COS to meet the following agreed **Objectives** (paragraph referencing taken from our original contract and annexure and are re-ordered in line with how we pursued them):

'2.2 Strengthen the Friendly City relationship with Linyi'

We strengthened the friendly city relationship with Linyi through hosting and follow up engagement with both the Linyi Municipal Government and then the Linyi CCPIT. The work with the CCPIT in particular was aimed at strengthening the friendly city relationship in the area of economic cooperation. As a result of this work and the in-bound CCPIT trade mission we expect to see at least one transaction concluded this year being the establishment of a trading relationship between a COS wine company and a Linyi company including an initial order of some \$200,000 of premium grade wine.

'2.3 Refine and Focus Council's China Action Plan'

Through the delivery of our scope we have developed a much clearer understanding of the opportunities and challenges – short and medium to long term – to drive greater trade, investment and collaboration activity between COS and Linyi (and broader China). The identification of these issues and suggested associated actions can be used to refine the Council's China Action Plan into a more commercially practical and focussed strategy for Council to progress.

'2.1 Increase trade and investment between COS and Linyi'

In our original scope we laid out a number of actions to advance this objective.

We initially worked with the Council's economic development staff to identify and engage with businesses within the City of Salisbury ready to do business with China. In short, our collective experience was that it was difficult to engage and involve COS businesses in a process to learn about, prepare for and then engage with the China market.

We endeavoured to build a China-active cohort of businesses in COS through delivering a *China Business Training Workshop* at the Polaris Centre and then giving these businesses a dry run opportunity in the lead up to and during the *Invest in SA Regional Trade and Investment Expo*.

Despite the challenges and (limited) opportunities on the supply side we nonetheless worked hard to develop appetite on the demand side. Following on from the Linyi government delegation's visit to COS, we hosted the Chair of the Linyi CCPIT and two of the more substantial and outward engaged private businesses in Linyi. We facilitated introductions to two COS companies (wine and dairy), secured MOUs with those companies and then

worked hard with both the Linyi side and the COS side to convert the initial interest and MOUs into a commercial transaction.

As a result of these efforts Linyi CCPIT has expressed an interest in supporting a COS presence in its IMC premium imported goods warehouse.

While the 'what' and 'how' of this IMC opportunity was subsequently debated in discussions between NW and COS, we also discussed the concurrent need to position the Polaris Centre as an export hub for Northern Adelaide (and potentially beyond). The two initiatives are inter-related in that the critical point of difference and attraction for the Polaris Export Hub is the connection to the Linyi CCPIT and Linyi Government supported presence at IMC with associated two way business buyer/seller missions.

We discussed the Polaris centre becoming an export ready incubator to feed trade and investment ready propositions for the Linyi market via the supported IMC presence. We also discussed positioning the Polaris Centre (Northern Adelaide Trade Centre) as a key service delivery channel for firms looking to engage with China and as a point of 'first contact' for Chinese entrepreneurs and business migrants seeking to identify trade and investment opportunities in South Australia.

We secured a commitment from the CCPIT to arrange for COS businesses to meet with Linyi buyers and investors during the SA Government mission to Shandong in May together with an undertaking to sign a deal regarding formal structured cooperation with the Council in terms of the IMC-Polaris model. The Council elected not to participate in this year's mission so has thus far been unable to take up these opportunities.

During the period of our engagement we delivered the following **Scope of Services** (paragraph numbering taken from our original contract):

'1.1 One Year Program of Activity and attendance at ISP Meeting'

The program that we set and delivered is referred to above but included the group and individual business training with local businesses and the hosting of two inbound delegations.

Sean Keenihan attended the Strategic and International Partnerships Sub Committee Meeting on 4 July 2017, and spoke to the China Action Plan including current developments and opportunities.

'1.2 Inbound Linyi government delegation'

Delivered

'1.3 Inbound Linyi Trade and Investment delegation'

Delivered

'1.4 Input to Council re strategic direction and priority opportunities for an updated China Action Plan'

Delivered in teleconferences, e-mails and two strategic meetings with Council on 15 November 2016 and 14 December 2016.

'1.5 Assist in positioning of Polaris centre'

Strategy proposed and discussed in meetings referred to in 1.4 above.

'1.6 Build capability and knowledge within local firms'

Delivered through *China Business Training Workshop* at the Polaris Centre on 23 September 2016 and then giving these businesses a dry run opportunity and support in the lead up to and during the *Invest in SA Regional Trade and Investment Expo* on 8 November 2016 plus numerous one on one meetings and telephone discussions with various COS businesses.

Working with local business – Bent Creek – to develop collateral, communicate commercial terms and propositions, and to host and facilitate additional meetings with the Linyi buyers.

'1.7 Ad Hoc Advice to Council on China engagement'

Delivered through:

- At the request of Council we have provided regular assistance translating documents for COS and its businesses to register on SASD and for other purposes;
- Assistance pulling apart an approach by potential 'investors' seeking to leverage the Salisbury relationship with Linyi to secure land, saving Council and a local health business from being exploited;
- Introduced a potential investor to Greg Ratsch and Ben Kirschner seeking to identify a manufacturing/warehouse site in Northern Adelaide;
- Assistance developing COS collateral for the Invest in SA Regional Trade and Investment Expo including the marquee; and
- Regular ad-hoc legal/cultural advice to Ben Kirchner in his engagement with local Australian business seeking to do business with their Chinese counterparts, and with his engagement with Chinese business such as Chinese owned infuse bottling.

SUMMARY

In short, we took a strategic but nimble approach to developing a refined COS China Action Plan underpinned by a practical, differentiated and commercially focussed platform with Linyi. We hosted government and private delegations from Linyi and through exhaustive preparation and follow up secured their support for the platform. We got a deal over the line to give the whole exercise a tangible outcome and hopefully some momentum for the Council to press ahead.

At the same time we supported the Council to avoid distractions and supported COS businesses one-on-one to become more China ready from a low base.

It took a lot more effort and time than we had envisaged but after 12 months the Council has arrived at an informed decision point in relation to both the Linyi relationship and the commercial platform on offer.

We look forward to further discussing the above activities and the Council's China Action Plan with the Council in the future.

ITEM	SIPSC2
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	14 November 2017
HEADING	International Staff Exchange Program
AUTHORS	Gail Page, Manager People and Culture, Business Excellence Julie Douglas, Senior Social Planner, Community Development
CITY PLAN LINKS	4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.2 Develop strong capability and commitment to continually improve Council's performance. 3.4 Be a proud, accessible and welcoming community.
SUMMARY	This report provides costing and considerations for three potential options for an international staff exchange program to support the Sister City and Friendship City relationships with the Cities of Mobara and Linyi.

RECOMMENDATION

1. Information be received.
2. An International Staff Exchange Program is undertaken as a two week program associated with a project linked to a key objective from the City Plan that provides benefits to the individual, the organisation and the community.
3. A New Initiative Bid for \$7,000 is put forward for Council consideration in the 2018/19 budget.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 A report was provided to the Strategic and International Partnerships Sub Committee in June 2017 relating to an International Staff Exchange Program with the Cities of Mobara and Linyi.
- 1.2 The City of Salisbury had received a request from the City of Mobara to develop an international staff exchange program with the City of Salisbury. The communication expressed Mayor Tanaka's wish to promote the Sister City exchange in various fields and deepen the relationship between Salisbury and Mobara. It was requested that the City of Salisbury consider opportunities for participation in an international staff exchange program and communicate with the City of Mobara in relation to:

- Proposed timing of exchanges;
 - Expense sharing considerations; and
 - Procedures to manage exchanges.
- 1.3 The opportunity for staff exchange has also been discussed with Linyi. It should be noted that the Governments of South Australia and Shandong have signed an MOU on staff exchange.
- 1.4 The development of an international staff exchange program with the Cities of Mobarra and Linyi provides Council with the opportunity to strengthen the Sister City and Friendship City relationships, as well as facilitating the exchange of skills, knowledge and best practice between staff.
- 1.5 The rationale for an international staff exchange program, includes:
- Strengthening Sister City, Friendship City and other international relationships;
 - Connecting the cultural and educational programs facilitated by City of Salisbury and the sister cities to provide further context to the City Plan;
 - Fostering the exchange of best practice, knowledge and skills throughout the sector;
 - Assisting organisations to develop their capacity and capability;
 - Providing staff with a means to develop their skills, expose them to new ways of working, motivating them and ultimately assisting them to reach their full potential for the benefit of the organisation and themselves.
- 1.6 The benefits of developing and participating an international staff exchange program were documented in the June report.
- 1.7 It was noted a substantial amount of organisational planning needs to be undertaken to assess the potential risks and benefits, cost and procedures associated with the development of a staff exchange program. This work is a necessary prerequisite to enable further discussion and consideration of the merits of entering into such a program.
- 1.8 At the June 2017 meeting of the Strategic and International Partnerships Sub Committee the following resolution was made:
- 1.8.1 *That a further report be prepared providing an outline of the potential risks, benefits, cost and procedures associated with the development of a staff exchange program with the Cities of Mobarra and Linyi.*
- 1.9 Discussion at the SIPSC meeting in June indicated:
- 1.9.1 It may require a three month exchange in order to make the exchange worthwhile and that language training may be required for the program.
- 1.9.2 The exchange should focus on community programs or initiatives that are done well in the exchange City in order to provide learnings to the City of Salisbury Council and Community.
- 1.9.3 The Program could take the form of a study exchange either to learn a language or as part of a University exchange; or a cultural education exchange or a work placement where our staff member worked within the exchange City organisation for a period of time.

2. CITY PLAN CRITICAL ACTION

- 2.1 Promote a positive image of Salisbury to attract investment, visitors and tourists and increase community pride.

3. CONSULTATION / COMMUNICATION

3.1 Internal

- 3.1.1 Consultation within the People and Culture team was undertaken in relation to:

- The relevance of an international staff exchange in the overall People and Culture strategy as it relates to learning and development, talent management and staff rewards program.
- Employer obligation of duty of care to provide a safe work environment.

- 3.1.2 Consultation within the Community Development team in relation to benefits to the community in relation to cultural development and social planning opportunities that may result from a staff exchange program.

- 3.1.3 Consultation with the Urban Policy and Economic Development team to identify any economic, business benefits or urban planning benefits that may arise through a staff exchange program.

3.2 External

- 3.2.1 The People & Culture Project Officer contacted several other Councils identified in Appendix 1 of Item SIPSC3 Report dated 14 June 2017 to determine if they had similar programs in place:

- City of Campbelltown, South Australia
- City of Warnambool, Victoria
- City of Ballarat, Victoria

- 3.2.2 The following providers were engaged to understand potential costs in managing the program:

- Corporate Travel Management providers
- Language Trainers Australia
- Japanese College of Australia
- Interpreting and Translating Centre, Government of South Australia

4. REPORT

- 4.1 This report provides details of the research undertaken to assess the potential risks and benefits, cost and procedures associated with the development of a staff exchange program. It also provides three options for consideration by the Sub Committee, with associated estimated costs and benefits.

- 4.2 The options include:

- 4.2.1 Staff Exchange as part of a scheduled delegation; or

- 4.2.2 Staff Exchange as a two week visit associated with a project linked to a key objective in the City Plan that would benefit the individual, the organisation and the Community.
- 4.2.3 Staff Exchange as a three month visit associated with a more comprehensive project linked to a key objective of the City Plan that provides a defined benefit to the individual, the organization and the Community.

Staff Exchange Program – City of Ballarat

- 4.3 Appendix 1 of the SIPSC3 Report entitled “*Sister City / Friendship City Program of Activities Undertaken by Australian Councils*” identified a number of Councils that had staff exchanges in place.
- 4.3.1 Of the Councils consulted from this list, the City of Ballarat is the only Council to have a staff exchange program currently in place.
- 4.3.2 Campbelltown, South Australia, does not have a program in place.
- 4.3.3 Warnambool, Victoria, does not have a program in place, has considered one but there is no pending action to propose or design one at this stage.
- 4.4 The City of Ballarat program is well established and well structured. The purpose of their program is to create tangible benefits to the Community. A number of documents were shared with the People and Culture team which detailed the program and procedures associated with it. This included:
- 4.4.1 Every two years, Expressions of Interest are sought from employees, which includes a business case to the benefit to the Community.
- 4.4.2 The five Selection Criteria used to measure and decide on the successful candidate are:
- Benefits to Town of Inagawa or the community;
 - Benefit to participant;
 - Value to the City of Ballarat;
 - Availability and approval to participate; and
 - Capacity to be an ambassador.
- 4.4.3 The employee is on exchange for two weeks (10 working days).
- 4.4.4 The employee is required to complete a project (as outlined in their business case) as part of their exchange and then required to present the results to Executive and the Community upon their return.
- 4.4.5 The Ballarat program sends an employee every second year whilst the opposite year Ballarat hosts an employee. There have been five employees sent from Ballarat and six visitors from Japan hosted so far.
- 4.4.6 The employee is hosted by a Japanese family and a translator is provided.
- 4.4.7 The employee has 2-3 language classes prior to departure.
- 4.4.8 A Travel Risk Management Plan is completed and monitored.

Considerations for International Staff Exchange - Outgoing

- 4.5 Research was undertaken in relation to the elements of a successful staff exchange. The elements include:
- 4.5.1 Clearly defined outcomes of the exchange which would be evidenced in reports and presentations to the Executive Group and Council staff; Elected Members and relevant Community or Business associations upon their return.
 - 4.5.2 Clearly defined Selection Criteria associated with the selection of the successful staff member.
 - 4.5.3 Travel Risk Management Plan to ensure work health and safety requirements are met and DFAT Travel Advisory information had been taken into account.
 - 4.5.4 Cultural awareness and language training to enable maximum learning and transfer of knowledge.
 - 4.5.5 Appropriate visa arrangements.
 - 4.5.6 Assessment of Fitness to Travel which includes a medical clearance and relevant vaccinations.
 - 4.5.7 Travel insurance to include medical treatment and emergency evacuation.
 - 4.5.8 Verification that there are no personal taxation implications for the staff exchange either in the host country or in Australia.

Costs to be considered include:

- 4.6 Airfares
- 4.6.1 Airfares will be approximately \$1,000 - \$1,500 dependent on choice of airline and time of the year. This cost is not impacted by the length of stay.
- 4.7 Accommodation
- 4.7.1 Consideration was given to the accommodation solution used by the City of Ballarat which is a Homestay arrangement. The Host (the Council receiving the exchange employee) arranges the homestay.
 - 4.7.2 Review of the Australian Homestay Network website indicates that it is more designed for student accommodation. It is proposed that the City of Salisbury staff exchange involve accommodation in a serviced apartment or international standard hotel accommodation (if available) to allow for independent living and to eliminate any risks associated with a less formal arrangement.
- 4.8 Visa
- 4.8.1 It is recommended Visas are arranged through a third party to ensure the correct application is completed. A Corporate Travel Management provider can arrange these for any exchange duration. A Letter of Invitation will generally be required from the Host as the purpose of travel is business.

4.9 Insurance

4.9.1 Travel insurance will cover health related matters as well as, but not limited to, insurance for loss or theft of personal items. This can be arranged through a Corporate Travel Management provider or when booking through a travel agent.

4.10 Vaccinations

4.10.1 Vaccinations will be provided in accordance with the requirements in the relevant country. The staff member could attend a travel medicine clinic or their family doctor.

4.11 Cultural Awareness and Language Training

4.11.1 Cultural and language training is an important preparation step before departing on exchange. In the Ballarat example a translator is provided, however, a basic understanding of the language is appropriate to be able to communicate with the host family at minimum. Cultural training will prepare an outbound employee with the social norms, customs and understanding to successfully interact with locals and staff. Additionally, they are an ambassador of City of Salisbury, so will need to be able to observe respectful practices whilst in the Host location. Training can be arranged through a Corporate Travel Management provider, or independent providers.

4.12 Emergency support

4.12.1 Emergency support is provided through the Corporate Travel Management provider. A 24/7 emergency hotline is available through the provider that can be accessed by the traveller in case of emergency. Smart Traveller should also be used as this is the Australian Government's way to track individuals who are overseas, in the event of natural disaster, unrest or other emergencies.

4.13 Taxation Implications

4.13.1 Initial research has indicated as the employee will be performing work for an Australian employer and being paid at home, with their primary residence still in Australia, it may not be necessary to have specific taxation treatments however this will be explored further once the details of the exchange is decided.

4.14 Two travel and exchange management options have been investigated.

4.15 Recoupment of Costs

4.15.1 In considering the cost investment of sending an employee on exchange, it is recommended that an agreement be prepared that requires pro-rata repayment of costs by the employee should they resign from the City of Salisbury within two years of their return.

Considerations for Incoming Staff Exchange

4.16 There are different considerations for hosting an exchange employee that need to be considered. These include:

- Arranging a structured induction to the organisation, Australian cultural aspects, and local Council areas of interest.

- Providing an interpreting service or translation services
 - Arranging accommodation to the standard equal to their local standard of living.
 - A planned itinerary to ensure the visitor gets to see local sites and experiences on the weekend (this could be facilitated through staff volunteers)
 - Timing of the visit to coincide with local cultural festival (for example Mobara Festival)
 - Providing transportation required to get to the office (again this could be a staff volunteer who is located near the visitor accommodation but for a longer term stay may include allocation of a commuter use vehicle or hire car).
- 4.17 The benefits of the incoming exchange is that it is an opportunity for our staff to learn from the visitor who may be someone relatively senior in the organisation or have a particular area of expertise that would benefit the organisation, Council and Community.
- 4.18 Council Staff Time Implications
- 4.18.1 The management of this program and associated chaperoning and accompanying of the exchange staff member will require time and resources. It is envisaged that staff may volunteer some time for this however there will be a level of supervision and transfer of knowledge that may require a dedicated resource.

Options for Consideration

- 4.19 The cost variation for options under consideration is related primarily to the accommodation component.
- 4.20 It is assumed that the incoming and outgoing staff member would have a level of proficiency in the language of the host country but have allowed for intensive tutor style language lessons prior to departure. There is a small allowance for translator services in Option 3 where the staff member may require translation of their formal report into the home language.
- 4.21 It is also proposed that the People and Culture team pay for the cost of cultural awareness training as part of our commitment to the Inter-Cultural Strategy and internal Diversity and Inclusion Plan.
- 4.22 All three options would include a reciprocal arrangement for an incoming staff exchange, upon agreement with the Sister City organisation.
- 4.23 **Option 1 – Staff Exchange as part of Scheduled Delegation**
- 4.23.1 A report to the SIPSC1 on 4 July 2017 indicates a visit to Mobara is scheduled for the 2017-18 financial year and it was suggested that Council aim to lead a delegation to Linyi in 2018-19 with funding for that visit to be considered as part of the budget process for that financial year.
- 4.23.2 The most cost effective option would be to include a staff member as part of the scheduled Delegation as it would be of the shortest duration, generally one week.

4.23.3 The limitation of this option is that the staff member may be restricted by the itinerary of the Delegation and may have limited opportunities to exchange specific business knowledge.

4.23.4 The benefits of this option include:

- Increased cultural awareness
- Establishment of information sharing networks and partnerships
- Basic language skills
- Reward for an employee identified as part of the talent management program for further professional development.

4.24 **Option 2 – Staff Exchange for Two Weeks**

4.24.1 This option is based on the successful City of Ballarat example where the staff member nominates a project that would benefit the community and undertakes research and knowledge exchange with the host.

4.24.2 The focus would be on educational and cultural elements as well as exchange of information on a business practice or process related to the employee's business area.

4.24.3 The benefits of this option are similar to Option 1 but would include a greater opportunity to share specific business knowledge or expertise or explore community initiatives that the Sister City is known for.

4.24.4 Two weeks or ten working days is considered a reasonable time commitment to enable the staff member to research the nominated project, with the view that pre-work is undertaken prior to departure.

4.24.5 The project would be linked to a key objective of the City Plan and may include projects such as:

- International Bird Sanctuary proposed business case, detailed in a report to SIPSC on 12 September 2017.
- Exploration of opportunities for the Salisbury Water Business Unit technology into the host country
- Initiatives relating to food park or associated infrastructure.
- Sharing of knowledge relating to place activation and gaining expertise in infrastructure development.

4.24.6 The staff member would be required to collaborate and provide advice to the internal project teams for either the City of Mobera or City of Linyi programs to further develop the sister city cultural exchanges.

4.24.7 The staff member would be required to provide a report and presentations to Executive Group and staff, Elected Members and relevant Community and Business associations and partnerships. The staff member would be required to collaborate and provide advice to the educational partners who participate in the Mobera student cultural exchange hosted by City of Salisbury, or other cultural exchange programs in the region.

4.25 **Option 3 – Staff Exchange for Three Months**

- 4.25.1 This option would include a more comprehensive strategic project that links directly to a key objective of the City Plan and provides a defined benefit to the individual, the organisation and the Community.
- 4.25.2 The project may include more comprehensive progression of projects identified in 4.25.5 above or provide the framework for other potential long term business strategies.
- 4.25.3 Alternatively it may include study of emerging technologies, or specialist expertise and knowledge that the host country is known for.
- 4.25.4 The staff member would again be required to provide a report and presentations to Executive Group and staff, Elected Members and relevant Community and Business associations and partnerships.

5. CONCLUSION / PROPOSAL

- 5.1 It is proposed that the staff exchange program with the sister cities of Mobara and Linyi is funded wholly by the City of Salisbury, rather than requiring a cost contribution from the employee. This ensures equity in terms of those who may participate.
- 5.2 It is proposed that the cost of sending an employee overseas and the additional cost of hosting a staff member must be considered in relation to the benefit to the Community at this time.
- 5.3 City of Salisbury was asked to consider opportunities for participation in an international staff exchange program and communicate with the City of Mobara in relation to:
 - Proposed timing of exchanges;
 - Expense sharing considerations; and
 - Procedures to manage exchanges.
- 5.4 It is proposed that the International Staff Exchange with the sister cities of Mobara and Linyi is reciprocal and that we agree the arrangements with City Sister organisation to have a staff exchange where we sent an employee one year and we accommodate an employee from the Sister City in the alternate year.
- 5.5 Pending further advice relating to any implications on personal taxation, it is proposed the host country pay for accommodation but all other expenses are paid by the organisation sending the staff member.
- 5.6 Procedures for managing exchanges can be finalised once the option is decided but it is proposed that City of Salisbury leverage the learnings from the City of Ballarat in terms of procedures.
- 5.7 Council has been provided with three options to consider if they wish to proceed with an International Staff Exchange Program.
- 5.8 It is recommended that a two week program is initiated as a trial, with a view to expanding this to a three month program for the second exchange in two years if this is successful, and a more comprehensive project is identified.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 06/11/2017

ITEM	SIPSC3
	STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE
DATE	14 November 2017
HEADING	Delegation to Mobara July 2018
AUTHOR	Jo Cooper, Manager Community Capacity & Learning, Community Development
CITY PLAN LINKS	3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.2 Develop strong capability and commitment to continually improve Council's performance.
SUMMARY	This report provides details of the proposed City of Salisbury delegation to Mobara in July 2018.

RECOMMENDATION

1. The information be received and noted.
2. Advice be provided to the City of Mobara pertaining to the timing of a delegation visit from the City of Salisbury in July 2018.

ATTACHMENTS

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

1. Invitation from the Mayor, Mobara City to the Mayor, City of Salisbury
2. Invitation from the Mayor, Mobara City to the CEO, City of Salisbury
3. Mobara City 2014 Salisbury Delegates Itinerary

1. BACKGROUND

- 1.1 The City of Salisbury has been invited to send a delegation to Mobara City in July 2018 to coincide with the Tanabata-Matsuri Festival.
- 1.2 The City of Salisbury previously sent a delegation to Mobara City in July 2014.
- 1.3 The 2014 Mobara Delegation was formed by way of an expression of interest process open to all Elected Members, Members of the Sister Cities Sub Committee and the Mawson Lakes Rotarians. The 2014 Salisbury delegation included:
 - Mayor Gillian Aldridge and Robyn Aldridge;
 - Cr Betty Gill;
 - Cr Julie Woodman;
 - Cr Donna Proleta;

- John Harry and Sue Harry;
- Sarah Bevan – Salisbury Youth Council;
- Awa Chibikwa – Salisbury Youth Council;
- Gail Jackman – University of SA;
- Linda Vining – Sister City Sub Committee Member;
- Michael Whelan – Reds Baseball Team;
- Brett George – Reds Baseball Team;
- Christopher Moore and Kerrie Moore; Salisbury Rotary Club; and
- Nichola Kapitza – Manager Community Planning and Vitality.

2. REPORT

- 2.1 The Internalisation Promotion Section, Mobara City Hall has sought details of scheduling the City of Salisbury’s delegation visit to Mobara in 2018.
- 2.2 The last delegation from the City of Salisbury to Mobara City occurred in July 2014 at which time the delegation joined in the festivities of the Mobara Tanabata-Matsuri Festival.
- 2.3 As occurred in 2014, Mobara City has invited delegates to Mobara Tanabata-Matsuri in July 2018.
- 2.4 Delegates are responsible for paying all costs of their travel (City of Salisbury Policy) and a further report will be provided to the Strategic and International Partnerships Sub Committee upon confirmation of the visit which will address cost and policy.

3. CONCLUSION / PROPOSAL

- 3.1 The Strategic and International Partnerships Sub Committee Sub Committee consider the request to send a City of Salisbury delegation to Mobara City in 2018 and the preferred timing.
- 3.2 The 2018 delegation be formed by way of an expression of interest process open to all Elected Members and Members of the Strategic and International Partnerships Sub Committee.
- 3.3 A further report be provided to the Strategic and International Partnerships Sub Committee outlining Council Policy, confirmed delegates and draft itinerary for the delegation to Mobara in 2018.

CO-ORDINATION

Officer: CEO
Date: 14/11/2017

Dear Ms. Gillian Aldridge, Mayor of City of Salisbury

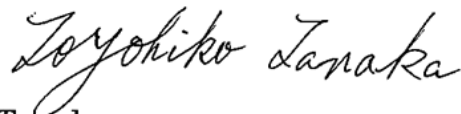
I hope all is well with you. It has been a year since we spent a wonderful time at the Matsuri on Mobara in the City of Salisbury. Thank you very much for all your hospitality and warm welcome from your staffs and citizens of Salisbury last year.

Next year, I would like to invite you and other representatives of Salisbury to Mobara city, hopefully from July 27th to 29th when Tanabata-Matsuri festival is scheduled to be held. I and citizens of Mobara are looking forward to having you all again here in Mobara.

In addition, we would be very happy if students of Mawson Lakes School, Tyndale Christian School and Endeavour College, and baseball team "REDS" would visit Mobara again in near future.

I sincerely believe that these cultural exchanges deepen our friendship and trust, and contribute to the development of both cities.

Yours sincerely,



Toyohiko Tanaka
Mayor of Mobara City

Dear Mr. John Harry, CEO of City of Salisbury

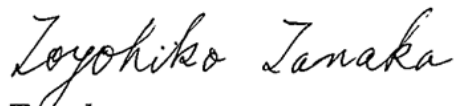
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Yours sincerely,



Toyohiko Tanaka
Mayor of Mobara City

2014 Salisbury Delegates Itinerary

Date		Contents	Notes	
July	24	Thu	<ul style="list-style-type: none"> Tea Ceremony Reception Party 	
	25	Fri	<ul style="list-style-type: none"> Experiencing Traditional Craft Making Mobarra Tanabata-Matsuri Festival (DAY 1) 	
	26	Sat	<ul style="list-style-type: none"> Mobarra Tanabata-Matsuri Festival (DAY 2) 	
	27	Sun	<ul style="list-style-type: none"> Mobarra Tanabata-Matsuri Festival (DAY 3) Visiting the Otaki Castle 	
	28	Mon	<ul style="list-style-type: none"> Visiting a Water Filtration Plant & Technology Company in Mobarra Japanese Cultural Events (Incl. Experiencing Traditional Craft Making) 	
	29	Tue	<ul style="list-style-type: none"> Day Trip to Tokyo (Asakusa, Ginza) 	
	30	Wed	<ul style="list-style-type: none"> Farewell 	