



COMMITTEE FOR
ADELAIDE

JOINT STANDING COMMITTEE ON MIGRATION
Inquiry into Migration in Regional Australia

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EXECUTIVE SUMMARY

With some parts of Australia struggling under the burden of too much population growth and others crying out for people, there's never been a better time to review regional migration in Australia.

The Committee for Adelaide is an alliance of organisations and individuals drawn from across the full spectrum of South Australian business, educational, art, design and infrastructure sectors. The Committee's diverse and influential membership represents a significant contribution to the economy and employment of this state and has a clear and vested interest in the future of South Australia's economy and society.

Nationally, Adelaide trails the eastern seaboard for net migration well and truly beyond what can be explained by population differences between the capitals.

While Australia's population nudged over 25 million this year, the vast proportion of annual immigrants are settling in and contributing to the growth and prosperity of Melbourne and Sydney. In the 2016-17 financial year Melbourne grew by 125,400 people – Sydney by 101,600.

The Committee for Adelaide has given deep thought, investigated best practice approaches elsewhere and undertaken broad consultation with our membership.

The most important takeaways from our submission to Parliament's inquiry is that while politicians appear to be focussed on growing regional migration, policies currently in place do not support this. States and Territories need to have a greater say and more control over migration settings and outcomes while community-led settlement programs are critical to long term success.

There are strong economic indicators and economic precedents and case studies which all prove the correlation between population and economic vibrancy.

Committee for Adelaide member Deloitte in its *Make it Adelaide*¹ report, found that doubling South Australia's current growth levels to reach a population of 2 million people by 2027 would inject an extra \$38 billion into our economy and create 59,000 extra jobs.

Yet, as a State we have little control of our immigration destiny and are heavily reliant on our national system for better representation in Australia's immigration pie.

As tensions mount and populations become increasingly crowded in Melbourne and Sydney, distribution strategies need to be put in place.

Since 2012, South Australia has had the lowest population growth on the mainland, with a net loss of more than 20,000 people to other states.

We must reverse this trend and the Committee for Adelaide has supplied its framework for how we can step-change our position as a globally competitive destination for job creating, innovative and highly -skilled, economic assets – aka: Migrants.

While the terms of reference for the Select Committee on regional Migration are broad, we have focussed our responses on three key areas:

- Migration Policy
- Attracting people to regional Australia
- Retention strategies

¹ <https://www2.deloitte.com/au/en/pages/future-of-cities/articles/shaping-future-cities-make-it-adelaide.html>

MIGRATION POLICY

Moving from a points-based system to a demand-driven system

The Federal Government has identified about 47,000 job vacancies in regional Australia.

The failure to plug many of these gaps is costing not just businesses looking to expand, but entire communities the opportunity to grow and thrive.

Recent University of Adelaide Centre for Economic Studies research² commissioned by Migration Solutions along with numerous other stakeholders shows that for every unfilled job filled by a skilled migrant, one extra job is created.

We know that one of the primary reasons people move to cities and towns is employment with other factors such as lifestyle and community also playing an important, but often secondary, role (however, community and lifestyle are key to retaining migrants).

Therefore, ensuring the migration system is primarily a demand-driven system rather than points driven is essential to ensure the best outcomes for regional areas, including cities such as Adelaide.

Most skilled migrants come to Australia using the points-based system and the way this program has been set up – particularly the program’s focus on employment opportunities that are generally found in larger cities rather than regional areas – means that migrants naturally gravitate to Melbourne, Sydney and Brisbane where there are more jobs on offer.

Our current system unfairly advantages larger metropolitan cities at the expense of the regions by providing an uneven playing field from the outset.

However, with a demand driven system one of the key motivators for people to settle in an area – employment - is taken care of.

A demand-driven system that includes occupation lists and skill level requirements that better reflect local market conditions would have an immediate impact on our regions, including Adelaide, ensuring a genuine demand-supply connection and resulting in better outcomes for both migrants and our State.

RECOMMENDATION 1: Move to a predominately demand-driven system that includes occupation lists and skill level requirements that better reflect local market conditions along with improved data to better understand market needs.

² <http://www.migrationsolutions.com.au/category/saces-economic-research/>

Adopt a bottom up approach to migration

Australia has a top down approach to migration and states and territories have limited influence on the system via the skilled applicant nomination process.

In other countries that have successful migration programs, this is not always the case. For example, in Canada states and territories have a greater role in setting and selecting immigration targets.

The Provincial Nominee Program³, for example, is regarded as a success, giving provinces more control over migration to help their towns and cities thrive.

At the moment there is a significant disconnect between occupation lists put together at the Federal level and the needs of regional communities and this needs to be fixed as a priority.

The Federal Government has flagged the adoption of a bottom-up approach and this is welcome.

It has also flagged making population discussions a fixture of future COAG discussions and again this is welcome.

In addition to this, we would also suggest that this is underpinned by the formation of a specific Regional Australia Ministerial Council on Population.

As part of our advocacy efforts in Canberra at the Federal level, we are all too aware that conversations around population growth tend to focus on too much rather than too little growth.

A particular focus on regional Australia needs to be made to ensure the policy changes that are needed to turn around the fortunes of regional communities come into force and a Ministerial Council can assist with this.

RECOMMENDATION 2: Adopt a “bottom up” approach that provides states and territories with greater control over local migration policy, including occupation lists, as well as a more significant role for local government and/or appropriate regional authorities.

RECOMMENDATION 3: Make population a fixture of future COAG discussions.

RECOMMENDATION 4: Create a specific Regional Australia Ministerial Council on Population.

³ <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/provincial-nominees/works.html>

A population strategy

Population has a profound effect on the lives of individuals and communities and our country is facing major demographic challenges such as ageing populations. Given this, a population strategy is paramount and we welcome the announcement of a National Population and Planning Framework.

Without such a framework, planning infrastructure and setting migration targets both in terms of numbers and the skill mix requirement will always be problematic and piecemeal.

To consider skilled migration in isolation without looking at the broader economic and social needs of the nation; without reflecting on current trends and without having a clear picture of where we want our nation to head in terms of population growth is difficult.

As a nation, we need to have a conversation that transcends the heated and divisive pro and con-migration debates that have been the hallmark of population discussions to date.

A population strategy would provide a clear sense of direction, paving the way for better planning, policy and decision making.

Such a strategy would need to outline the roles of federal, state and local governments as well as community groups, service providers and businesses ensuring a holistic approach and we applaud the shared responsibility methods being adopted.

We also understand the Federal Government has established a Centre for Population and we welcome this move which will help inform the overall strategy, providing clear direction and ensuring all of the policy levers available to achieve more evenly distributed population growth are implemented.

At the moment, migration policy levers are generally developed by the Department of Home Affairs and while there is no doubt that this Department should be responsible for enforcement, policy development needs much broader input, involving all tiers of government.

RECOMMENDATION 5: Ensure that decentralisation and a focus on regional Australia are key components of the National Population and Planning Framework.

Ensure whole-of-government approach to population distribution

Infrastructure Australia has identified that to ease infrastructure pressures in cities such as Melbourne and Sydney, there needs to be a focus on getting people to live in cities such as Hobart, Perth, Darwin and Adelaide.

To achieve this, it is not just national migration policy and regulation levers that need to be moved: the Federal Government needs to adopt a broader decentralisation policy that works across all parts of Government.

Strategies such as relocating major government projects and departments and agencies to regions, developing infrastructure to accommodate population growth and developing marketing campaigns to entice more skilled migrants to regions are essential.

The Federal Government can help, for example, by presenting the opportunity for people to work in regional areas in a more positive light.

Strategies achieving greater population distribution could form part of reporting criteria and KPIs for relevant government departments to ensure a consistent and coordinated effort.

In June 2018, the Select Committee on Regional Development and Decentralisation released numerous recommendations⁴ on best practice approaches to regional development, the decentralisation of Commonwealth entities and supporting corporate decentralisation.

One of the recommendations included the establishment of a Joint Standing Committee on Regional Development and Decentralisation and we believe this recommendations and others need to be implemented.

RECOMMENDATION 6: Ensure and drive a whole-of-government approach to decentralisation and implement the recommendations from the Select Committee on Regional Development and Decentralisation.

⁴ https://www.aph.gov.au/Parliamentary_Business/Committees/House/Former_Committees/Regional_Development_and_Decentralisation/RDD/Final_Report/section?id=committees%2freportrep%2f024136%2f25550

Retain Adelaide's Regional Migration Status

Committee for Adelaide member Deloitte in its [Make it Adelaide](#)⁵ report, found that doubling South Australia's current growth levels to reach a population of 2 million people by 2027 would inject an extra \$38 billion into our economy and create 59,000 extra jobs.

While Adelaide is a reasonably large city by European standards, it is essential it retains its status as a regional migration destination.

Associated incentives in both the human accumulation and demand-driven systems are essential to help boost the city's population and with the program titled the Regional and Low Population Growth Program, we comfortably meet the criteria.

RECOMMENDATION 7: Retain Adelaide's Regional Migration Status.

Family reunification visa

Migrants often thrive in communities when they have adequate support systems in place and one of the best ways to achieve this is by reuniting family units.

This has enormous benefits in terms of migrant settlement, helping create a sense of belonging and increasing the chances of a person remaining in a particular area and in our view until recently the system worked reasonably well.

Yet recent changes to the visa system for migrants wishing to sponsor family members is making it harder for this to happen.

For those arriving as refugees, there is little chance under current policies for them to reunite with their families while income changes that now require a couple with no children to earn upwards of \$88,000 instead of around \$34,000 to sponsor their parents, for example, are expected to result in fewer families being reunited.

Ironically, it's regional Australia rather than cities such as Melbourne, Sydney and Brisbane which will be hit hardest by these changes, given the lower wages in these areas.

In South Australia, the average income including overtime is around \$78,000.

While the Prime Minister is calling for a more evenly distributed population, this is once again an example of a policy that reflects conditions in major cities rather than regional Australia and will have the opposite impact, illustrating the disconnect between intent and policy outcomes.

RECOMMENDATION 8: Review family reunification visas to make it easier for migrants in regional Australia to reunite with family members.

⁵ <https://www2.deloitte.com/au/en/pages/future-of-cities/articles/shaping-future-cities-make-it-adelaide.html>

Better monitor the movement of migrants

At the moment, there is little data on how migrants move around the country once visas are granted.

This is concerning as we have heard of people calling for regional sponsored programs to be culled, citing concerns about people ending up in Sydney and Melbourne based on anecdotal rather than actual evidence.

This is clearly an enforcement issue rather than a structural visa issue and as such, better monitoring is needed to deter movements to larger cities. In addition, such information would help the Government to better understand how migrants are moving around the country to allow better planning and policy decisions.

RECOMMENDATION 9: Investigate ways to better monitor the movement of migrants both via demand-driven and human accumulation systems within Australia, allowing better comparison of the success and limitations of both systems.

Reform the Temporary Skill Shortage (TSS) and Regional Sponsored Migration Scheme (RSMS)

Since their introduction around 25 years ago, regional temporary and permanent employer sponsored visa programs have become more and more restrictive resulting in much fewer visas granted to the detriment of regional areas.

One of the most significant negative impacts on regional migration has resulted from the abolishment of the regional 457 visa, as well as changes to the RSMS 187 visa.

In 2012/13, about 20,500 regional visas were granted but in 2017/18, this dropped to about 6200.⁶

The TSS and RSMS visas do not work well for South Australia and other regional parts of the nation for a host of reasons. This is because they:

- do not generally include semi-skilled workers
- have a minimum salary threshold (TSMIT) which has been designed with major cities such as Melbourne and Sydney in mind and is too high for most parts of regional Australia, including Adelaide
- require visa applicants to have two to three years post qualification work experience in the past five years, essentially ruling out many migrants and most international graduates (a valuable pool of labour for employees)
- include numerous caveats
- often do not include pathways to permanent residency

The work experience component, in particular, is a major issue limiting the ability of employers to access the migration program as effectively as they were able to do previously.

In the previous program year, nearly 1500 RSMS visa applications were received. From July to October 2018, just 50 were submitted.

RECOMMENDATION 10: Conduct a major overhaul of the TSS and RSMS visas, using the former regional 457 visa as a template, including:

- revising occupations to include semi-skilled workers
- reviewing the TSMIT to reflect local conditions
- removing post qualification work experience requirements
- removing caveats
- creating pathways to permanent residency.

⁶ <https://www.homeaffairs.gov.au/research-and-stats/files/report-migration-program-2017-18.pdf>

Priority processing

Theoretically, priority processing is in place for regional migration areas but with a cap on the number of places available, in reality it makes no difference.

The backlog of unprocessed Regional Sponsored Migration Scheme visa applications was 22,600 as at June 2018.⁷

With about 6,200 RSMS visas granted and more than 17,000 applications received in 2017/18, places fill up quickly and those that miss out wait years for approval.

For businesses and migrants alike, this is unsatisfactory and the system needs a major overhaul.

RECOMMENDATION 11: Increase the number of RSMS visas available to reflect demand in regional migration areas.

Designated Area Migration Agreements

The Committee for Adelaide has been a long-time supporter of DAMAs and assisted in negotiations between the State and Federal Governments by providing background information and case studies.

Both the Regional and City Deal DAMAs are important for South Australia, handing back some of the control to local communities.

However, we are concerned that the DAMAs in their current form will not have the desired impact due to onerous application procedures, high fees and operational limitations. For example, skill assessments - not required in the Northern Territory DAMA but part of the South Australian DAMAs - can cost upwards of \$1000 per employee while other criteria put similar barriers in place.

The DAMA process needs to be improved and streamlined if it is to succeed in South Australia.

RECOMMENDATION 12: Improve and streamline the DAMA process and remove unnecessary criteria and fees.

⁷ <https://www.homeaffairs.gov.au/research-and-stats/files/report-migration-program-2017-18.pdf>

ATTRACTING PEOPLE TO REGIONAL AUSTRALIA

The most effective way to attract people to Regional Australia is with a demand-driven system that provides a primary attractor for migrants: employment. In addition, other ways to attract people include:

Marketing Regional Australia

Ensuring regional Australia is an attractive migration destination needs a concerted effort at the federal, state and local levels by governments, community groups and businesses.

The Federal Government can play an essential role in helping to facilitate this, shining a light on regional Australia and promoting it both at the international level and through national based marketing campaigns.

Some regions in Australia have specific websites promoting their destinations as great places to live such as the Live in Melbourne website⁸ and the Territory's Boundless Possible campaign⁹ yet there doesn't seem to be a similar type of portal for migrants looking to move to Australia.

The Immigration and Citizenship part of the Home Affairs website,¹⁰ for example, focuses on border control and visa issues.

This is in contrast to other countries such as New Zealand which also has a website¹¹ dedicated to immigration procedures but combines this with compelling information on why people should consider a new life in that country.

There is a real opportunity for the Federal Government to use the Home Affairs website – the central point for anyone considering moving to Australia – as a place where regional Australia can play a starring role. In addition, other marketing tools could also set out the case for skilled migrants to relocate to Australia.

While border control will and should remain an essential component of migration, immigration should not be approached solely through this lens but rather be broadened out to recognise the economic activity and community benefits generated via the flow of migrants to cities such as Adelaide as well as other towns and communities.

RECOMMENDATION 13: Develop migration campaigns and marketing activity that focus on regional areas.

⁸ <https://liveinmelbourne.vic.gov.au/>

⁹ <https://boundlesspossible.nt.gov.au/>

¹⁰ <https://immi.homeaffairs.gov.au/>

¹¹ <https://www.immigration.govt.nz/new-zealand-visas/options/live-permanently>

Other programs to attract migrants

Migration from larger cities and from around the globe is also critical when considering ways to boost the population in regional Australia.

To this end, the Committee for Adelaide is working with passionate South Australian individuals and businesses to bring more people to our state through our Adelaide Abroad program, to be launched in the coming months.

Modelled on the national [Advance](https://www.advance.org/)¹² program, this business and community-led program aims to cement Adelaide's reputation as a desirable place to live, invest and do business and provide networks that ensure that those who come (back) here assimilate easily and thrive.

The program will also help create a new narrative for the State about people coming, rather than leaving while providing communities with the ability to tap into valuable international networks of expats, foreign alumni and people that have chosen Adelaide as their home.

It includes a virtual, online community to generate a better understanding of how Adelaide is changing and ultimately encourage people to return.

As well as a platform for positive stories about the State's businesses and people, this online community seeks to provide practical support for people looking to move to South Australia, linking them with employment and industry information and providing networks to enhance their experience and ensure that once they move to Adelaide, they are more likely to stay.

It will work in with State Government initiatives such as the South Australian Club in the UK and include an "inner circle" – a team of Adelaide Abroad volunteers who are committed to meeting one-on-one with internationals and expats to discuss how they can re/establish themselves in the South Australian business community.

While this program focuses on the metropolitan Adelaide region, there is no reason why it can't be expanded out into regional communities as well.

¹² <https://www.advance.org/>

RETENTION STRATEGIES

While attracting migrants is one part of the equation, ensuring they stay is just as important.

The most effective way to retain people in Regional Australia is with a demand-driven migration system that provides employment.

In addition to jobs, creating a sense of community and belonging are other vital elements.

Welcoming Cities¹³, an initiative of Welcoming Australia supported by the Scanlon Foundation, includes cities and towns committed to providing a welcoming environment for migrants.

It includes standards and checklists providing practical help for predominately local government councils and shires, helping them to provide services on the ground ranging from appropriate housing to implementing buddy programs that help people to better integrate.

The involvement of local government and/or appropriate regional authorities in creating welcoming environment for migrants is paramount.

Our understanding is that there is potential to expand this program to include “welcoming sporting clubs” and “welcoming business communities” and extra federal funding to allow these programs and others to occur would have positive impacts.

RECOMMENDATION 14: Increase funding to allow programs such as Welcoming Cities to be expanded more broadly to more local government jurisdictions as well as organisations sitting outside of local government.

Expanding knowledge and understanding of the issues migrants face – whether arriving in Australia through a skilled or humanitarian program – and providing communities with the tools to deal with these provides not just better outcomes for migrants, but can also ease tensions providing better outcomes for communities as a whole.

In addition, knowledge sharing is important so that communities can understand what has worked elsewhere and adapt these strategies to suit their own needs.

To this end, a central database would be helpful.

This could, for example, include tools and case studies such as the successful resettlement of Karen refugees into Nhill in north western Victoria as outlined in the AMES and Deloitte Access Economics report¹⁴ *Small Towns, Big Returns*.

RECOMMENDATION 15: Provide a virtual one-stop shop with tools, advice and case studies for regional communities looking to increase regional migration.

¹³ <https://welcomingcities.org.au/>

¹⁴ <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-small-towns-big-returns-nhill-resettlement-270415.pdf>

The key ingredients leading to successful resettlement program in Nhill as identified in the report included:

- strong leadership in the host community
- a host community which is well prepared for the new settlers
- initial accommodation for the new arrivals
- support for the new families
- management of the degree and complexity of 'cultural adjustment' on both sides
- strong leadership in the settling community
- potential settlers prepared for the new environment

Notably, strong leadership was highlighted as a major contributor, helping the community to understand why migration was important and ultimately leading to a welcoming environment best summed up by the Hindmarsh Shire Council CEO:

"The social impact of the Karen settlement is extraordinary. Nhill, a very conservative community, has embraced and opened their minds and hearts to the Karen. This has made Nhill a better place to live."

These social impacts are in addition to the significant economic impacts of \$41.5 million as estimated in the report.

Creating a welcoming environment is very much dependent on community acceptance of migrants and again, this is essential for any community considering an increase in migration.

Around the world, migration has become a divisive issue which has been highly politicised, leading to negative perceptions of migration often with little regard or understanding of the enormous benefits that migrants bring.

Australia's discussions around migration need to mature and evolve to acknowledge and celebrate the positive impacts that migrants have had on our communities throughout our nation's history while recognising that these contributions need to and should continue.

A number of brands in recent times have taken an activist stance to support migration such as Budweiser's 2017 Super Bowl commercial *Born the Hard Way*,¹⁵ Jigsaw's *Love Immigration* poster campaign¹⁶ in the UK and closer to home CGU's *Australia as it Gets* campaign¹⁷.

A marketing campaign to celebrate migrants' past, current and future contributions is needed while our political and business leaders need to take a leadership role on this issue to ensure more acceptance of immigrants to Australia.

RECOMMENDATION 16: Develop a campaign to celebrate migrants and ensure greater political leadership that promotes the positive benefits of migration.

¹⁵ <https://www.youtube.com/watch?v=IZaQQvlfPQ>

¹⁶ <https://www.thedrum.com/news/2017/10/12/jigsaw-marketer-deliberately-divisive-immigration-campaign-not-racial-box-ticking>

¹⁷ <https://www.adforum.com/creative-work/ad/player/34561873/australian-as-it-gets/cgu-insurance>

SUMMARY OF RECOMMENDATIONS

Migration Policy Recommendations

RECOMMENDATION 1: Move to a predominately demand-driven system that includes occupation lists and skill level requirements that better reflect local market conditions along with improved data to better understand market needs.

RECOMMENDATION 2: Adopt a “bottom up” approach that provides states and territories with greater control over local migration policy, including occupation lists, as well as a more significant role for local government and/or appropriate regional authorities.

RECOMMENDATION 3: Make population a fixture of future COAG discussions.

RECOMMENDATION 4: Create a specific Regional Australia Ministerial Council on Population.

RECOMMENDATION 5: Ensure that decentralisation and a focus on regional Australia are key components of the National Population and Planning Framework.

RECOMMENDATION 6: Ensure and drive a whole-of-government approach to decentralisation and implement the recommendations from the Select Committee on Regional Development and Decentralisation’s 2018 report.

RECOMMENDATION 7: Retain Adelaide’s Regional Migration Status.

RECOMMENDATION 8: Reviews family reunification visas to make it easier for migrants in regional Australia to reunite with family members.

RECOMMENDATION 9: Investigate ways to better monitor the movement of migrants both via demand-driven and human accumulation systems within Australia, allowing better comparison of the success and limitations of both systems.

RECOMMENDATION 10: Conduct a major overhaul of the TSS and RSMS visas, using the former 457 visa as a template, including:

- revising occupations to include semi-skilled workers
- reviewing the TSMIT to reflect local conditions
- removing post qualification work experience requirements
- removing caveats
- creating pathways to permanent residency.

RECOMMENDATION 11: Increase the number of RSMS visas available to reflect demand in regional migration areas.

RECOMMENDATION 12: Improve and streamline the DAMA process and remove unnecessary criteria and fees.

Attractions for Recommendations

RECOMMENDATION 13: Develop migration campaigns and marketing activity that focus on regional areas.

Retention Strategy Recommendations

RECOMMENDATION 14: Increase funding to allow programs such as Welcoming Cities to be expanded more broadly to more local government jurisdictions as well as organisations sitting outside of local government.

RECOMMENDATION 15: Provide a virtual one-stop shop with tools, advice and case studies for regional communities looking to increase regional migration.

RECOMMENDATION 16: Develop a campaign to celebrate migrants and ensure greater political leadership that promotes the positive benefits of migration.

REFERENCES

- ¹ <https://www2.deloitte.com/au/en/pages/future-of-cities/articles/shaping-future-cities-make-it-adelaide.html>
- ² <http://www.migrationsolutions.com.au/category/saces-economic-research/>
- ³ <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/provincial-nominees/works.html>
- ⁴ https://www.aph.gov.au/Parliamentary_Business/Committees/House/Former_Committees/Regional_Development_and_Decentralisation/RDD/Final_Report/section?id=committees%2freportrep%2f024136%2f25550
- ⁵ <https://www2.deloitte.com/au/en/pages/future-of-cities/articles/shaping-future-cities-make-it-adelaide.html>
- ⁶ <https://www.homeaffairs.gov.au/research-and-stats/files/report-migration-program-2017-18.pdf>
- ⁷ <https://www.homeaffairs.gov.au/research-and-stats/files/report-migration-program-2017-18.pdf>
- ⁸ <https://liveinmelbourne.vic.gov.au/>
- ⁹ <https://boundlesspossible.nt.gov.au/>
- ¹⁰ <https://immi.homeaffairs.gov.au/>
- ¹¹ <https://www.immigration.govt.nz/new-zealand-visas/options/live-permanently>
- ¹² <https://www.advance.org/>
- ¹³ <https://welcomingcities.org.au/>
- ¹⁴ <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-small-towns-big-returns-nhill-resettlement-270415.pdf>
- ¹⁵ <https://www.youtube.com/watch?v=IZaQQvlfPQ>
- ¹⁶ <https://www.thedrum.com/news/2017/10/12/jigsaw-marketer-deliberately-divisive-immigration-campaign-not-racial-box-ticking>
- ¹⁷ <https://www.adforum.com/creative-work/ad/player/34561873/australian-as-it-gets/cgu-insurance>

ABOUT THE COMMITTEE FOR ADELAIDE

The Committee for Adelaide exists to drive positive change economically, socially and culturally in South Australia.

We are membership-based, a-political and non-sector specific, bringing together diverse organisations ranging from non-profits to large corporations, sporting and community groups and universities.

Provided on the next page is a summary of our current members and partner organisations.

MEMBERS

Our members represent a broad cross-section of South Australian businesses and organisations with a stake and belief in the future of South Australia.

GOLD MEMBERS



SILVER MEMBERS



BRONZE MEMBERS



CONTACT US

If you would like to know more about any of the suggestions made in this document, we encourage you to contact:

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