

## **SPEECH NOTES**

**“DOES THE NAME ADELAIDE REFLECT A PLACE TO DO BUSINESS?”**

**WAYNE GOSS, CHAIRMAN, DELOITTE**

**SOUTH AUSTRALIAN PRESS CLUB ON WEDNESDAY, 22 AUGUST**

FOR NEARLY THIRTY I HAVE BEEN COMING TO ADELAIDE IN ONE ROLE OR ANOTHER – LAWYER, PREMIER, COMPANY DIRECTOR AND FOR THE LAST YEAR CHAIR OF THE GOVERNMENT REFORM COMMISSION.

TODAY I HAVE ARRIVED FROM PERTH WHERE I HAVE BEEN FOR A BOARD MEETING OF A COMPANY THAT BUILDS MINES ANY WHERE IN THE WORLD.

WHAT DO WE THINK WHEN WE HEAR ADELAIDE?

WHAT DO WE THINK ABOUT PERTH – MONEY AND MINING?

MELBOURNE – ESTABLISHMENT?

BRISBANE – BEAUTIFUL ONE DAY, PERFECT THE NEXT.

SYDNEY – ACTION!

OVER THE LAST MONTH I SAID TO A NUMBER OF PEOPLE IN SYDNEY, MELBOURNE AND BRISBANE WHAT DO THEY THINK OF WHEN I SAY ADELAIDE – RESPONSES: “CHURCHES”, “WINE”, “LOVELY BUT” – AND A RANGE OF OTHER RESPONSES. EITHER WAY I DIDN’T GET “EXOTIC MURDER CAPITAL OF AUSTRALIA”.

BUT THE BOTTOM LINE IS THAT IN A NATIONALLY COMPETITIVE ECONOMY, IN A GLOBALLY COMPETITIVE ECONOMY IT IS HARD TO DIFFERENTIATE TO YOURSELF AND IT IS HARD TO MARKET WHAT IT IS YOU HAVE TO OFFER.

I TRAVEL A FAIR BIT AS I SAID BEFORE AND I’M GOING TO ATTEMPT TO ADDRESS THE QUESTION TODAY FROM ALL THOSE PERSPECTIVES, OF BUSINESS, GOVERNMENT AND LIFE.

INCREASINGLY IN AUSTRALIA I THINK THERE ARE TWO ECONOMIES – SYDNEY AND AUSTRALIA. ALL AROUND AUSTRALIA WE SEE THE DRIFT FROM SMALL TOWNS TO LARGE TOWNS, TO CAPITALS, TO SYDNEY AND THEN SO MANY AUSTRALIANS GO AND SUCCEED OVERSEAS. WE SEE INCREASINGLY, TALENTED AUSTRALIANS MOVING TO CAPITAL CITIES, MOVING TO SYDNEY, MOVING OVERSEAS WHETHER IT BE FOR FINANCIAL CAREERS, OR ADVENTURE.

SO WHETHER IT'S ADELAIDE OR WHEREVER, YOU HAVE TO ASK YOURSELF HARD QUESTIONS.

WHAT ARE YOUR ADVANTAGES – CULTURE, LIFESTYLE, WINE, RESOURCES, DEFENCE, INNOVATION?

WHAT ARE YOUR DISADVANTAGES – REMOTE, COMPARATIVE SIZE OF POPULATION?

DO LOWER COSTS MAKE A DIFFERENCE? – YES, BUT .....

DOES CULTURE MAKE A DIFFERENCE? - YES, BUT ...

ARE YOU WINNING THE RECENT WAR FOR TALENT? YES, BUT...

DO YOU HAVE OR NEED PLANNING SCHEMES? - YES, BUT ...

DO YOU HAVE A CAPACITY - IN THE PUBLIC AND PRIVATE SECTOR – TO INNOVATE? - YES, BUT ...

BACK IN ANOTHER CENTURY I REMEMBER BEING LEADER OF THE OPPOSITION AND THE THEN PREMIER BJELKE-PETERSEN USED TO PROCLAIM LOUDLY THAT “A THOUSAND PEOPLE A WEEK ARE COMING TO QUEENSLAND BECAUSE OF .....” – THE NATIONAL PARTY USED TO TALK ABOUT ALL THESE PEOPLE COMING BECAUSE OF HIS GREAT LEADERSHIP. WE SCOFFED OF COURSE. SOME YEARS LATER WHEN I WAS PREMIER AND THE STATE WAS PERFORMING SO WELL I CAME TO SEE THAT IN FACT PEOPLE WERE CONTINUING TO FLOCK INTO QUEENSLAND BUT IN MY DAY – “THE GOLDEN YEARS” - THIS WAS BECAUSE OF A COMBINATION OF FACTORS RELATING TO MY ROLE AS PREMIER - INTELLIGENCE, CHARISMA AND OF COURSE ... LEADERSHIP. AS FOR THE CURRENT PREMIER WELL ....

I POINTED THAT EVERY STATE HAS ITS ADVANTAGES AND DISADVANTAGES. YOU HAVE TO IDENTIFY THE ADVANTAGES AND MARKET THEM WELL. PEOPLE SAY THERE ARE THREE SECRETS TO SUCCESS IN REAL ESTATE – LOCATION, LOCATION, LOCATION. I USED TO TELL MY COLLEAGUES IN GOVERNMENT THAT THERE ARE THREE SECRETS TO SUCCESS IN POLITICS – REPETITION, REPETITION, REPETITION.

SO FROM MY OUTSIDER, INSIDER, WHATEVER PERSPECTIVE I WANT TO TALK ABOUT A NUMBER OF ISSUES: WHAT ARE ADELAIDE’S ADVANTAGES (AND DISADVANTAGES), COSTS, CULTURE, SKILLS, PLANNING, REGIONAL ATTRACTIONS, INNOVATION.

ADELAIDE: WHAT ARE YOUR ADVANTAGES? YOU REALLY HAVE TO ASK YOURSELF THIS QUESTION, BUT YOU HAVE TO ASK OTHER PEOPLE AS WELL.

FROM MY PERSPECTIVE THE LIFESTYLE, CULTURE, WINE AND SO ON ARE ALL GREAT ADVANTAGES. WHAT ARE THE DISADVANTAGES? -- IT'S A LONG WAY AWAY. I DON'T SUBSCRIBE TO THE CRITICISM THAT ADELAIDE IS A BIT BLAND BECAUSE OF YOUR UNFORTUNATE LACK OF A CONVICT SETTLEMENT. SERIOUSLY HOWEVER I THINK THE ADVANTAGES THAT YOU DO HAVE IN RELATION TO CULTURE, LIFESTYLE, WINE ARE IMPORTANT. I THINK THE FACT THAT INDEPENDENT STUDIES HAVE SHOWN THAT ADELAIDE IS COST COMPETITIVE IS IMPORTANT. HOWEVER THESE KINDS OF ADVANTAGES ARE NOT ENOUGH ON THEIR OWN, THEY ADD TO THE PICTURE, THEY ADD TO THE ATTRACTION BUT IN TERMS OF BUSINESS WHAT ARE THE FUNDAMENTALS THAT YOU HAVE TO MARKET?

I WANT TO TALK ABOUT THESE ISSUES PROBABLY FROM THREE MAIN PERSPECTIVES, INNOVATION, PLANNING AND PEOPLE.

## **INNOVATION**

I AM A STRONG BELIEVER IN THE POWER OF INNOVATION. IN A NUMBER OF ORGANISATIONS WITH WHICH I AM ASSOCIATED --

ESPECIALLY DELOITTE, INNOVATION IS VERY IMPORTANT.

FORTUNATELY FOR ADELAIDE THE STATE GOVERNMENT SEEMS TO HAVE A REAL COMMITMENT TO INNOVATION. ALSO THE PRIVATE SECTOR SEEMS TO HAVE A VERY GOOD TRACK RECORD IN TERMS OF INNOVATION.

FROM MY PERSPECTIVE INNOVATION HAS THE CAPACITY TO MAKE A DIFFERENCE EXTERNALLY AND INTERNALLY. EXTERNALLY IN THE SENSE THAT THE NATIONAL AND GLOBAL MARKETPLACE SEE ACTUAL BENEFIT FOR THEM. INTERNALLY IN THE SENSE THAT IT MAKES ADELAIDE A MORE ATTRACTIVE PLACE TO WORK, TO STAY HERE OR TO COME HERE. THIS IS VERY IMPORTANT IN TERMS OF THE WAR FOR TALENT WHICH IS JUST GETTING HARDER AND HARDER.

AS FOR THE PUBLIC SECTOR THERE ARE A RANGE OF PROGRAMS BEING DRIVEN IN PARTICULAR BY ORGANISATIONS SUCH AS THE DEPARTMENT OF ECONOMIC AND TRADE DEVELOPMENT AND THE DEPARTMENT OF EDUCATION AND SO ON.

I HAVE HAD AN OPPORTUNITY TO GET AN INSIDERS VIEW – IN MY ROLE AS CHAIRMAN OF THE GOVERNMENT REFORM COMMISSION - OF WHAT THE SOUTH AUSTRALIAN PUBLIC SECTOR CAN DO, ~~THROUGH MY ROLE AS CHAIRMAN OF THE GOVERNMENT REFORM COMMISSION~~ THE COMMISSION IS AN EIGHTEEN MONTH EXERCISE WHERE WE HAVE IDENTIFIED A NUMBER OF AREAS FOR REFORM, MADE REPORTS AND IN

MOST CASES THOSE REPORTS HAVE BEEN ADOPTED BY THE GOVERNMENT. I WANT TO GIVE REAL CREDIT TO MY COLLEAGUES AT THE GOVERNMENT REFORM COMMISSION - WHO ARE SOUTH AUSTRALIAN PUBLIC SERVANTS – WHO HAVE COME IN FOR SPECIFIC PROJECTS AND WORKING ON THOSE PROJECTS EITHER INTERNALLY IN THE COMMISSION OR WITH PUBLIC SERVANTS FROM OTHER DEPARTMENTS. LET ME MENTION A FEW OF THE PROJECTS WHICH HAVE BEEN PICKED UP:

- a) THE CABINET OFFICE – AS STATE GOVERNMENTS ARE REQUIRED TO OPERATE MORE AND MORE ON THE NATIONAL STAGE AND UNDERTAKE CROSS PORTFOLIO REFORMS, HAVING A SERIOUS POLICY BACK ROOM IS FUNDAMENTAL. OUR RECOMMENDATION FOR A CABINET OFFICE HAS BEEN ADOPTED BY THE GOVERNMENT AND IT IS IN THE PROCESS OF ESTABLISHING THAT OFFICE NOW. THIS OFFICE HAS THE CAPACITY TO ADD SIGNIFICANTLY TO THE PUBLIC SECTOR AS A WHOLE BUT ALSO TO ADELAIDE AND SOUTH AUSTRALIA’S CAPACITY TO BE COMPETITIVE.
- b) PREMIER’S AWARDS – THE PREMIER HAS AGREED TO HAVE A SERIES OF AWARDS TO RECOGNISE EXCELLENCE IN THE PUBLIC SECTOR. THE AWARDS WILL BE BASED ON ACHIEVEMENT, RATHER THAN LENGTH OF SERVICE, AND TIED TO THE STATE’S STRATEGIC PLAN. THIS WILL UNDOUBTEDLY ENCOURAGE PUBLIC SERVANTS TO COMPETE AND ENCOURAGE INNOVATION.

- c) INFORMATION SHARING – WORKING WITH THE CIO TO REMOVE BARRIERS TO THE SHARING OF INFORMATION WITH CABINET RECENTLY AGREEING TO OUR SUBMISSION FOR THE SHARING OF AGENCY INTRANETS WHICH WILL HAVE A RANGE OF BENEFITS INCLUDING THE SENSE OF BELONGING TO A WIDER SECTOR.
- d) ON A RANGE OF OTHER REFORMS INCLUDING CUSTOMER SERVICE, REGIONAL BOUNDARIES, PROJECT COORDINATION AND SO ON.

I MUST SAY THAT I HAVE BEEN SO IMPRESSED WITH THE IDEAS THAT PUBLIC SERVANTS HAVE BROUGHT TO US AND HAVE BEEN ABLE TO DELIVER BECAUSE OF THE PREMIER'S COMMITMENT TO THIS PROGRAM.

WHAT IS HAPPENING IN THE PRIVATE SECTOR HOWEVER?

ONE MEASURE IS THE ABS STATISTIC SHOWING THAT SOUTH AUSTRALIA RATES AT THE TOP IN TERMS OF INVESTMENT IN INNOVATION. LET ME NOMINATE A FEW EXAMPLES THAT HAVE BEEN GIVEN TO ME OVER THE LAST COUPLE OF WEEKS:

- a) ALLOY TECHNOLOGY INTERNATIONAL: WORKING IN PARTNERSHIP WITH CSIRO HAS DEVELOPED AND COMMERCIALISED NEW LIGHT ALLOY CASTINGS, PARTICULARLY MAGNESIUM FOR THE AUTOMOTIVE AND DEFENCE SECTORS.



- b) OSMOFLO: HAS DEVELOPED STATE OF THE ART WATER TREATMENT SOLUTIONS INCLUDING THE BUILDING, INSTALLATION AND OPERATION OF MORE THAN TWO HUNDRED WATER TREATMENT PLANTS THROUGHOUT AUSTRALIA, NEW ZEALAND AND OVERSEAS.
- c) SAGE AUTOMATION: HAS DEVELOPED ADVANCED AUTOMATION AND SYSTEMS INTEGRATION SOLUTIONS.
- d) BIONOMICS: ESTABLISHED BY A GROUP OF LEADING HEALTH CARE RESEARCHERS TO DEVELOP NEW TREATMENTS FOR CANCER AND SERIOUS DISORDERS OF THE CENTRAL NERVOUS SYSTEMS. INCIDENTALLY IT IS RANKED IN THE TOP 10 IN THE DELOITTE TECHNOLOGY FAST 50 AUSTRALIAN TECHNOLOGY COMPANIES.

THERE ARE OTHERS THAT I CAN TALK ABOUT AS WELL BUT WHAT'S INTERESTING ABOUT THESE COMPANIES IS THAT THEY ARE OPERATING IN PARTICULAR SECTORS – AND HAVE SHOWN THAT THEY HAVE THE INTELLECTUAL HORSEPOWER TO COMPETE WITH THE BEST.

THERE ARE A LOT OF PEOPLE WITH GREAT IDEAS, BUT YOU HAVE TO FIND A WAY TO HARVEST THEIR IDEAS.

LET ME GIVE AN EXAMPLE FROM DELOITTE, WHICH IS MY MAIN BOARD ROLE. DELOITTE HAS MADE A VERY SUBSTANTIAL INVESTMENT OF MONEY AND PEOPLE INTO OUR INNOVATION

PROGRAM. ANY ONE OF OUR STAFF – NEARLY 4000 PEOPLE, CAN PUT FORWARD AN INNOVATION WHETHER IT BE DELIVERING A NEW SERVICE TO CLIENTS, DELIVERING A CURRENT SERVICE BUT A DIFFERENT WAY OR CHANGING THE WAY IN WHICH DELOITTE DOES ITS BUSINESS. ANY STAFF MEMBER CAN PARTICIPATE AND THEY DON'T HAVE TO GO THROUGH A SERVICE LINE OR THE LOCAL STATE OFFICE IT CAN GO STRAIGHT TO A SENIOR COMMITTEE OF PARTNERS WHO ASSESS IT AND GIVE THEN PROMPT FEEDBACK.

I SPOKE BEFORE ABOUT THE BENEFIT OF INNOVATION IN TERMS OF THE EXTERNAL PERCEPTION IN THE MARKETPLACE AND INTERNALLY IN TERMS OF ATTRACTING AND RETAINING GOOD PEOPLE. LET ME JUST GIVE YOU A COUPLE OF RECENT EXAMPLES OUT OF OUR JUNE INNOVATE NEWSLETTER:

- a) “VITAMIN ME”: WHAT BEGAN AS AN ONLINE STORE IDEA IT WAS SUBMITTED BY A STAFF MEMBER TO THE INNOVATION ZONE, AND HAS NOW BECOME A START-UP COMPANY. IT SELLS DISCOUNT VITAMINS AND SUPPLEMENTS TO THE AUSTRALIAN AND NEW ZEALAND MARKET AND IN THREE MONTHS SINCE START-UP HAS AVERAGED \$1,200 A DAY IN SALES.
- b) “XBRL FOR GROWTH SOLUTIONS CLIENTS”: A DATA STANDARD SUPPORTING DATA ANALYSIS AND BENCHMARKING FOR FINANCIAL REPORTING AND INFORMATION SHARING. CURRENTLY HALFWAY THROUGH A WEB BASED PILOT.

- c) "EMUE": OUT OF ADELAIDE. A MUTUAL AUTHENTICATION INNOVATIVE TOOL WHICH CAN COUNTER FRAUD. WHILE THERE IS STILL SOME WORK TO DO ON THIS PROJECT IT COULD END UP BEING HUGE IN THE BANKING AND TELECOMMUNICATION SECTOR. IT'S CURRENTLY BEING MARKETED TO OVERSEAS BANKS BY DELOITTE.

IT HAS REALLY MADE A DIFFERENCE EXTERNALLY AND INTERNALLY. BUT THE CHALLENGE WITH INNOVATION HOWEVER IS THAT ITS MUCH EASIER SAID THAN DONE. IT REALLY REQUIRES A COMMITMENT WHETHER IT BE IN THE PUBLIC SECTOR OR THE PRIVATE SECTOR BUT IF YOU CAN GET IT RIGHT <sup>IT</sup> MAKES A REAL DIFFERENCE ~~AND~~ IN TERMS OF <sup>6/1/18</sup> ~~MAKING~~ ADELAIDE A SENSE OF EXCITEMENT.

## PLANNING

THIS ALSO IS INCREASINGLY IMPORTANT WHEN IT COMES TO ATTRACTING BUSINESS.

QUEENSLAND IS QUITE A DIFFERENT STATE TO SOUTH AUSTRALIA IN THE SENSE THAT QUEENSLAND IS THE MOST DECENTRALISED STATE IN AUSTRALIA. WE HAVE REGIONS WHO HAVE BASICALLY DIFFERENT ECONOMIES, DIFFERENT ADVANTAGES AND DISADVANTAGES SO WE UNDERTOOK A FAIRLY SUBSTANTIAL REGIONAL PLANNING EXERCISE.

LET ME TELL YOU ABOUT WIDE BAY, MARYBOROUGH AND HERVEY BAY! ON A MORE SERIOUS NOTE THERE WAS THE GLADSTONE INDUSTRIAL LAND USE STUDY, THE SOUTH-EAST QUEENSLAND PLAN AND NOW THE GOVERNMENT IS LOOKING AT THE OTHER PLANS AS WELL, FOR EXAMPLE THE NORTHERN ECONOMIC TRIANGLE (TOWNSVILLE, MOUNT ISA, BOWEN).

ADELAIDE ALSO NEEDS TO THINK ABOUT ITS CAPACITY TO MARKET ITSELF AS A GATEWAY TO VARIOUS OTHER ASPECTS OF THE SOUTH AUSTRALIAN ECONOMY. REGIONS, RESOURCES, DEFENCE, NEW TECHNOLOGY – OPPORTUNITIES THAT EITHER HAPPEN IN ADELAIDE OR WHERE ADELAIDE IS THE GATEWAY.

THE STATE GOVERNMENT HAS ITS STRATEGIC PLAN WHICH IS IMPORTANT IN THIS REGARD. HOWEVER ALL AROUND AUSTRALIA THIS CHALLENGE IS A HARD ONE AND REQUIRES UNDERSTANDING AS WELL AS A SERIOUS COMMITMENT BY BOTH GOVERNMENT AND THE PRIVATE SECTOR.

I READ A REPORT RECENTLY OF THE SIGNIFICANT INCREASE IN EXPLORATION RESOURCES SECTOR IN SOUTH AUSTRALIA. THE QUESTIONS ARISE HOWEVER IN TERMS OF WHETHER THIS WILL ACTUALLY LEAD TO GROWTH IN MINING. IS THE INFRASTRUCTURE ADEQUATE? WHAT OTHER OPPORTUNITIES ARE THERE TO ADD VALUE IN ADELAIDE OR SOUTH AUSTRALIA?

THE GOVERNMENT HAS TAKEN THE LEAD BY NOT JUST DROPPING ANTI-MINING POLICIES BUT PUTTING SOME PUBLIC MONEY ON THE TABLE TO BOOST EXPLORATION. HOWEVER WHEN DEPOSITS ARE FOUND WILL THERE BE AN INFRASTRUCTURE PROBLEM? THESE NORMALLY ARISE IN RESPECT OF PORT OR TRANSPORT INFRASTRUCTURE. WE'VE SEEN THIS CHALLENGE IN OTHER PLACES AND CERTAINLY IN MY HOME STATE OF QUEENSLAND WHERE INADEQUATE INFRASTRUCTURE CAN DELAY THE DEVELOPMENT OF SIGNIFICANT RESOURCES PROJECTS.

YOU HAVE THE BHP OLYMPIC DAM PROJECT. I SEE IN THE LAST FEW MONTHS THERE HAS BEEN DISCUSSION ABOUT WHETHER OR NOT BHP MIGHT SCALE BACK VALUE ADDING PROCESSING.

OTHER PROJECTS SUCH AS THE ILUKA ZIRCON DISCOVERY, OXIANA'S PROMINENT HILL, ONESTEEL'S IRON ORE PROSPECT NEAR WHYALLA.

WHAT IS ESSENTIAL IS THAT THERE IS LONG TERM PLANNING AND INFRASTRUCTURE RELEVANT PROCESS INVOLVING BOTH THE PUBLIC AND THE PRIVATE SECTORS SO THAT THIS POTENTIAL CAN BE REALISED. PLANNING GENERATES CONFIDENCE AND DRIVES OPPORTUNITY

I NOTE IN PASSING INCREASINGLY THERE IS A NATIONAL APPROACH BEING TAKEN THROUGH THE COUNCIL OF AUSTRALIAN GOVERNMENTS (COAG).

### **THE WAR FOR TALENT**

THE WAR FOR TALENT IS GOING TO GET HARDER NOT JUST IN ADELAIDE BUT IN AUSTRALIA AND AROUND THE WORLD. PEOPLE ARE OUR MOST IMPORTANT RESOURCE AND WHETHER IT'S THE PUBLIC OR PRIVATE SECTOR YOU HAVE TO ADDRESS THIS ISSUE.

IT'S IMPORTANT IN THE PUBLIC SECTOR TO RECRUIT AND RETAIN GOOD PEOPLE AND THE MONEY THAT IS BEING PAID IN THE PRIVATE SECTOR MAKES THIS AN INCREASINGLY DIFFICULT TASK FOR THE PUBLIC SECTOR. THERE ARE MANY PEOPLE IN THE PUBLIC SECTOR RIGHT ROUND THE COUNTRY WHO ARE PREPARED TO WORK LONG HOURS FOR LESS MONEY BECAUSE THEY ACTUALLY BELIEVE IN PUBLIC POLICY, THEY BELIEVE IN DELIVERY OF PUBLIC SERVICE.

THESE FACTORS ARE NOT ALWAYS ENOUGH TO RECRUIT AND RETAIN GOOD PEOPLE. THIS IS WHERE THE GOVERNMENT REALLY HAS TO STEP IN TERMS WITH INITIATIVES LIKE THE CABINET OFFICE, THE EXECUTIVE SERVICE AND SO ON. THESE DAYS WHETHER IT'S THE PUBLIC SECTOR OR THE PRIVATE SECTOR YOU HAVE TO MAKE AN INVESTMENT IN PEOPLE. YOU HAVE TO HELP THEM BUILD THEIR

CAREERS. YOU HAVE TO PROVIDED OPPORTUNITIES FOR MORE EXPERIENCED WORKERS TO MAINTAIN SOME CONTRIBUTION RATHER THAN JUST RETIRE COLD. YOU HAVE TO FIND NEW WAYS TO ENCOURAGE GRADUATES.

AS I SAID BEFORE I AM CHAIRMAN OF DELOITTE AND WE HAVE A VERY BIG PEOPLE AND PERFORMANCE PROGRAM. I SPOKE BEFORE ABOUT INNOVATION AND THAT IS PART OF IT IN THE SENSE OF THAT EXTERNAL INTERNAL ELEMENT OF DIFFERENTIATION. IN ADDITION TO THAT HOWEVER WE REINVEST A LOT OF MONEY IN TRAINING OUR PEOPLE, AT ALL LEVELS. WE HAVE A PARTICULAR PROGRAM TO ADVANCE THE STATUS OF WOMEN WITHIN THE FIRM. WE HAVE A CULTURAL DIVERSITY PROGRAM BECAUSE OF THE WIDE RANGE OF BACKGROUNDS OF PEOPLE THAT WORK IN THE FIRM. WE BELIEVE THAT IF YOU DON'T ADDRESS THESE CHALLENGES THEN YOU LOSE GOOD PEOPLE.

NOBODY CAN AFFORD TO LOSE GOOD PEOPLE. IN THE PRIVATE SECTOR HERE I UNDERSTAND THERE WAS A RECENT SURVEY THAT SHOWED THAT 60% OF RESPONDENTS SAID THEY WOULD LEAVE THE STATE FOR A BETTER PAID JOB OR BETTER CAREER PROSPECTS. I AM SURE THAT APPLIES EVERYWHERE. THIS IS WHERE THE PRIVATE SECTOR ALSO NEEDS TO BE SMART IN TERMS OF RECRUITING AND RETAINING GOOD PEOPLE.

## **CAN ADELAIDE FIGHT ABOVE ITS WEIGHT?**

ADELAIDE AND SOUTH AUSTRALIA HAVE BEEN SUCCESSFUL IN DOING SO IN THE PAST, BUT YOU HAVE TO KEEP AT IT. YOU HAVE TO FIND NEW WAYS OF ADDRESSING THE CHALLENGE.

LEADERSHIP IS ALWAYS IMPORTANT AND THE STATE HAS HAD SOME GREAT LEADERS IN THE PRIVATE AND PUBLIC SECTOR – THEY MUST CONTINUE TO ADDRESS THIS CHALLENGE. SOUTH AUSTRALIA HAS LED THE COUNTRY IN SO MANY AREAS IN TERMS OF SOCIAL REFORM, INNOVATION AND JUST COMING OUT OF LEFT FIELD. FROM INVENTING “THE STRIPPER” THE WORLDS FIRST MECHANICAL GRAIN HARVESTER TO WHATEVER YOU DO NEXT YEAR. YOU HAVE TO KEEP AT IT AND BE SEEN TO BE KEEPING AT IT.

PROGRAMS SUCH AS YOUR “ADELAIDE THINKERS IN RESIDENCE PROGRAM” ARE WONDERFUL AND HAVE GREAT POTENTIAL. THE CURRENT PERSON DR GEOFF MULGAN IS DOING SOME GREAT WORK IN THE SHORT TIME THAT HE HAS BEEN HERE ALREADY. DR MULGAN’S INTERIM REPORT ON PROMOTING INNOVATION IS ONE THAT IS FASCINATING IN TERMS OF WHAT HE TALKS ABOUT IN TERMS OF THE PUBLIC SECTOR AND THE PRIVATE SECTOR. DR MULGAN HAS SOME FASCINATING IDEAS IN TERMS OF HOW THE STATES TRACK RECORD IN TERMS OF INNOVATION AND PERFORMANCE VARIOUS INSTITUTIONS CAN BE DRAWN TOGETHER MORE EFFECTIVELY.



DR MULGAN TALKS ABOUT GOVERNMENTS DEVELOPING WHAT HE CALLS A "CHANGE MARGIN" WHERE BY SUCCESSFUL GOVERNMENTS WILL BE THE ONES WHO CAN INCREASE THE SIZE OF THAT MARGIN. DR MULGAN TALKS ABOUT SOMETHING THAT I THINK IS IMPORTANT AND THAT IS IDENTIFYING WHAT HE CALLS "PRIORITY FIELDS" WHERE OPTIONS ARE DESIGNED, TESTED AND THE MOST SUCCESSFUL ONES TAKEN FORWARD.

THE BENEFIT OF PROGRAMS LIKE THIS IS THAT NOT ONLY PEOPLE LIKE DR MULGAN HAVE A LOT TO CONTRIBUTE BUT IT BRINGS TO BEAR A VERY DEEP KNOWLEDGE OF HOW THESE PROGRAMS HAVE OPERATED SUCCESSFULLY OVERSEAS.

LAST BUT NOT LEAST YOU CANNOT COMPETE ACROSS THE BOARD, NOBODY CAN COMPETE ACROSS THE BOARD. LOOK AT YOUR ADVANTAGES, LOOK AT YOUR FOUNDATIONS AND BUILD ON THOSE. WHETHER IT BE IN NEW TECHNOLOGY, WHETHER IT BE IN THE RESOURCES SECTOR, OR WHEREVER. WHAT IS YOUR ADVANTAGE AND HOW CAN YOU BUILD ON THAT HERE IN ADELAIDE?

LET ME CONCLUDE MY REMARKS WITH A BRIEF DESCRIPTION OF THE SCENE FROM A GREAT CLINT EASTWOOD FILM "UNFORGIVEN" – "DESERVEDS GOT NOTHING TO DO WITH IT".

YOU ARE DOING MANY THINGS WELL, BUT YOU HAVE TO KEEP YOUR SHOULDER TO THE WHEEL. YOU HAVE TO FOCUS TO IDENTIFY YOUR EDGE AND THEN SHARPEN IT, AND THEN SHARPEN IT AGAIN.

CAN ADELAIDE FIGHT ABOVE ITS WEIGHT? I BELIEVE IT CAN BUT IT IS UP TO YOU.