

9.0

RUNNING AN
EFFICIENT & STABLE
GOVERNMENT



2036

**WILL MARK
SOUTH AUSTRALIA'S
BICENTENARY.**

Obviously, we have much to be proud of and grateful for, but I think most South Australians feel things could be a lot better. Where we once led the nation, we now follow. We need to reclaim our greatness.

2036 is more than just a date, it's a destination. A destination of hope and prosperity for South Australians, where we can have the life we want in the State we love. A destination where we can provide a better future for our children. A destination where our economy encourages opportunity and rewards effort and risk. A destination where possibility is available to all, not just a few.

That vision of 2036 inspires and excites me. However I'm not waiting until the election in 2018. Planning and delivering on the vision of 2036 must start now. And from our end it has.

In the lead up to the State election we will deliver a clear, consultative and responsible pathway to recovery and success.

This is the first step in our plan for a better South Australia. Please read it, talk about it with your friends and family.

Or, talk to me.

**I am Steven Marshall -
Leader of the State Liberals.**

2036 STARTS NOW.



marshall2036.com.au

THE PUBLIC SERVICE WORKS HAND-IN-HAND WITH GOVERNMENTS TO MAKE SOUTH AUSTRALIA GREAT. WITH A FOCUS ON INNOVATION AND COLLABORATION THE PUBLIC SECTOR CAN DELIVER SERVICES WE CAN ALL BE PROUD OF.

9.0

We Believe

- The public service is one of our State's greatest assets, able to drive change in South Australia when given the freedom and respect it needs to unleash its potential
- The public service should be free from political interference, with a premium placed on frank and fearless advice, with jobs won on merit, not as rewards for political loyalty
- The public service can be a place of innovation, where people are encouraged and supported to come up with creative solutions to the challenges facing South Australia
- Governments must use taxpayers' resources in an efficient way by keeping costs in check, avoiding waste and investing in projects with a positive benefit for South Australians
- Government budgets should be carefully planned and managed to avoid burdening South Australian families and businesses with higher taxes and state debt
- A responsible government should always seek to lower the costs imposed on families and businesses
- Elected Members of Parliament and public servants are accountable to South Australians and must act with utmost integrity in their use of resources and interactions with communities

How we will achieve this together

- 9.1 Valuing the public service and investing in its future
- 9.2 Making South Australia productive through innovation and collaboration
- 9.3 Providing high quality services in an efficient way, eliminating waste and overspending
- 9.4 Balancing the budget and reducing state debt over the long-term
- 9.5 Reducing cost of living for families and households
- 9.6 Reducing the cost of doing business
- 9.7 Cutting red tape and modernising regulation

9.1 Valuing the public service and investing in its future

The State Liberals will give the public service the freedom and respect it deserves, while investing in the skills of those working in the sector.

As any successful organisation knows, the productivity of its human and physical capital is the key to realising its full potential. South Australia is fortunate to have a highly capable workforce, with our public sector employees working with government to drive change in our State's economy and society.

“We will invest in our public service, providing training and development opportunities and allowing them to carve out career pathways in the public sector”

The public service is a significant part of our State's workforce and it is this workforce which provides the government with the skills, ideas, characters and physical capacity to make things happen. Our public service has the potential to help transform South Australia and we believe they should be given the capacity to do so.

For too long our public service has been the victim of politicisation, contrary to the principles underlying the Public Sector Management Act, with senior positions handed out as rewards for political loyalty. Such an approach tears the heart out of the public service, undermining the concept of merit selection and crushing morale among thousands of public servants who see their own career paths stymied as political favours are fulfilled.

The State Liberals believe in the power of human potential and that includes within the public service. We will value the public service. We will empower people at all levels of government departments to do their jobs well, confident that they will be supported when they come up with new ideas and better ways to deliver services.

We will invest in our public service, providing training and development opportunities and allowing them to carve out career pathways in the service, pathways which also encourage time spent in the private and not-for-profit sectors.

Under a State Liberal Government the public service will be strong, healthy and confident and it will be a key partner in transforming South Australia now and towards 2036.

9.2 Making South Australia productive through innovation and collaboration

As a community, we are increasingly expecting more from less; to receive more and better quality goods and services from the same or fewer dollars.

To meet this challenge and to maintain the high standard of living we currently enjoy, we need to improve the productivity of our workforce across our public, private and not-for-profit sectors by exploring new ideas and embracing new technologies and innovation.

“We will encourage public servants to explore creative solutions, develop new ideas and innovate across sectors”

Technology and innovation provide the two key opportunities for improving the outcomes achieved by our already talented workforce. Investment in new technologies along with appropriate support in the implementation of these technologies, will be critical for South Australia to compete and succeed in the modern, globalised economy.

The State Liberals are committed to enhancing the productivity of both the public and private sectors in order to create new opportunities and support job creation throughout South Australia. We will do this by working in partnership with the Federal Government, the university sector and the private sector to encourage and promote a culture of innovation and entrepreneurialism, as well as the adoption of new technologies.

We believe that the establishment of a state-based Productivity Commission will play a key role in identifying how South Australia can achieve the productivity gains in the public and private sectors, which will unlock new opportunities and create new jobs in our State.

South Australia is facing significant economic and social challenges. These difficulties cannot be solved by any one sector of our workforce; instead we need the public, private and not-for-profit sectors to work together to discover and implement solutions.

A key role of the public service should be identifying opportunities to work with other sectors and to forge partnerships which deliver for South Australia. The State Liberals will place great value on the public service building strong relationships with the private and not-for-profit sectors, looking for ways to support and maintain these connections.

We will encourage public servants to explore creative solutions, develop new ideas and innovate across sectors.

9.3

Providing high quality services in an efficient way, eliminating waste and overspending

South Australians deserve high quality services from their government; from enrolling your child in a local school, to driving on a public road, visiting a relative in hospital, or registering your car online, you use government services at every turn.

We believe that government services should be simple to use and efficient – your time is important and shouldn't be wasted. Equally, we think that government services and infrastructure should be an efficient use of taxpayer dollars and minimise unnecessary waste.

Our families and businesses make significant contributions towards the cost of providing these services through a range of government taxes, fees and charges, amounting to billions of your taxpayer dollars every year.

In using taxpayers' funds to provide services, government must ensure that they are maximising the efficiency of these funds, delivering more doctors, nurses, teachers and construction projects for every dollar spent, and minimising needless paperwork, bureaucracy and waste.

When government fails to maximise the number and quality of services provided for in the State Budget, everyday South Australians are the ones who suffer. A dollar wasted by government is a dollar that cannot be spent on reducing our class sizes, employing an extra nurse, or improving a section of the state's road network.

As Liberals, we believe in improving the quality of outcomes achieved for South Australians by managing taxpayer funds carefully; responsible government uses your money to benefit you through better services, rather than duplicating unnecessary red tape.

We understand how vital it is that we reduce waste and deliver on our budgets without overspending. Reducing or eliminating waste and overspending will allow more to be spent on the services that actually matter to South Australians instead of being spent within government departments.

“We believe that government services should be simple to use and efficient - your time is important”

Key examples of the type of waste we will eliminate include:

- Allowing capital projects to exceed approved budgets by hundreds of millions of dollars
- Giving excessive termination payments to executives
- Spending hundreds of millions on Targeted Voluntary Separation Packages without reducing the overall size of the public sector
- Cancelling major IT projects before completion
- Excessive spending on party political government advertising and Ministerial spin doctors.

We will always work to identify key areas of waste and overspending within government so that we can eliminate this waste and provide South Australians with the high quality services they deserve.

9.4 Balancing the budget and reducing state debt over the long term

Balancing a government budget is much like managing your household expenses: you cannot spend more than you are able to bring in. Unfortunately South Australia has struggled under multiple government budget deficits over recent years – in some cases as high as \$1.1 billion – which has resulted in a massive increase in state debt and a big interest bill.

We don't believe that South Australian taxpayers should be footing the bill for wasteful government spending. You are already working hard to manage your household and business finances, you should not have to pay down government debt accumulated through wasteful spending. Interest and repayments on government debt reduce the amount that can be spent on vital community services or returned to taxpayers through lower taxes.

While balancing the budget should always be a top government priority, we also believe that debt can be a useful tool for improving prosperity when it is used for investment in productive assets, which will create jobs and grow South Australia's economy.

Like every household and business in South Australia, the government cannot indefinitely add to the state's debt. At some point, South Australian taxpayers will need to repay this debt. Until the state's debt is repaid, South Australians will be paying hundreds of millions of dollars in interest on this debt.

“You should not have to pay down government debt accumulated through wasteful spending ”

The State Liberals will balance the State Budget to ensure taxpayers' money is being spent on the things that matter to everyday South Australians, while reducing the State's debt over the long term.

9.5 Reducing cost of living for families and households

All South Australians deserve a comfortable life, yet cost of living pressures are severely affecting many families and households, with Government taxes, fees and charges being significant contributors to these cost of living pressures.

There is a cost in providing government services due to the investment required to build the infrastructure and run the organisations that deliver these services. Those who can afford to pay these associated costs should make a contribution, however there is an issue with the prices charged for accessing many of these services.

Government taxes, fees and charges should not unduly add to the cost of living for South Australian families and households.

We believe it is important to strike the right balance between providing goods and services at a standard that is consistent with society's expectations, while also ensuring all South Australians can access goods and services in a fair and equitable manner.

“We are committed to reducing the cost of living for South Australian families”

We are committed to taking the actions necessary to reduce cost of living pressures. This is why we have already promised to provide cost of living relief on Emergency Services Levy bills by \$90 million per year for struggling South Australian families and businesses.

We believe it is vital to work with stakeholders, including community groups and economic and regulatory experts, to examine how Government taxes, fees and charges are adversely impacting South Australians. We are committed to reducing the cost of living pressures to end the hardship experienced by many South Australian families.

9.6 Reducing the cost of doing business

South Australia has some of Australia's most innovative and entrepreneurial businesses, and has a proud history of attracting people and investment from around the world to start and grow businesses here.

“South Australia must be an attractive place for businesses to invest”

Despite our success in some areas, South Australia's business environment remains uncompetitive in several aspects, meaning fewer jobs and fewer opportunities for job creation. Many of our business taxes are higher than other states, while our utility prices are amongst the highest in the nation.

When businesses consider where to invest their capital and employ people, they consider a range of factors, including relative rates of return, risk, and opportunities for growth. State taxes, fees and charges all influence these factors and can discourage investment and job creation in South Australia. We need to ensure that our State is an attractive place for businesses to invest through our broad policy settings.

We need to reduce the cost of doing business in South Australia in order to attract new investment to create more jobs and prosperity for all South Australians.

The State Liberals have a strong track record of working to reduce the cost of doing business in South Australia, and we are committed to making South Australia a cost-effective jurisdiction.

We believe it is vital that government delivers policies that reduce the cost of doing business and encourage investment to facilitate job creation in all sectors of the South Australian economy.

9.7

Cutting red tape and modernising regulation

Although the outcomes sought by regulation are typically positive and necessary in many areas, poorly designed or outdated regulation imposes a range of costs on society, including the financial costs of compliance and the restriction of choice and job creation opportunities.

Regulation should be simple, equitable and relevant.

This means:

- The intended outcomes of regulation need to be achieved without imposing any unnecessary costs
- Regulation applicable to one group needs to be applied to all in that group equally
- If the outcome sought by regulation changes or is no longer relevant, the regulation needs to evolve to reflect that change

The State Liberals are committed to bringing a new approach to regulation. This is why we have already committed to establishing a state-based Productivity Commission, to review and remove all unnecessary regulation, and modernise and simplify regulation that has become outdated or which imposes unnecessary costs on South Australian businesses and families.

“We must ensure unnecessary red tape is not imposed on employers, businesses and families”

As Liberals, we understand that it is important to ensure that any new regulation minimises the costs imposed on South Australians. We will work with stakeholders during the drafting of new regulation to ensure unnecessary red tape is not imposed on businesses and families.

**“CUTTING RED
TAPE AND
UNNECESSARY
TAXES WILL PUT
MONEY BACK IN
YOUR POCKET”**

THANK YOU FOR TAKING THE TIME TO READ OUR PLAN TO RECLAIM SOUTH AUSTRALIA'S GREATNESS.

Let me know your thoughts, stay connected,
and let's take the first step toward 2036 together.

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