



# **SA Productivity Commission Inquiry into Health & Medical Research in South Australia**

## **Adelaide BioMed City – Response to the SA Productivity Commission Draft Report**

Sept 2020



## Response to SAPC Draft Report

The Adelaide BioMed City board values the recognition from the SA Productivity Commission of Adelaide BioMed City (ABMC) being an emerging precinct and it's potential to support and increase the efficiency and productivity of health and medical research, secure a greater share of national grant funding and lift the state's HRM competitiveness.

All around the globe, innovation precincts have been established to leverage the benefits of collaboration within health ecosystems. Many examples around the world have shown that co-location combined with a clear direct strategy and facilitation of sharing knowledge, services, infrastructure and a culture of collaboration, can lead to accomplishing globally significant precincts that thrive in industry partnerships, innovation and translation. Innovation precincts are increasingly seen as key to offering economic and productivity advantages to the involved businesses, investors, employees and its community. Globally significant precincts are generally defined by significant economic contribution, sophisticated infrastructure, substantial investment from diverse sources, attraction and retention of talent, a large number of jobs and firms hosted, international partnerships with active leadership and a strong culture of collaboration.

The ABMC Board acknowledges that a great deal of work is required to realise ABMC's ambition of becoming a globally significant precinct, with particular focus on the immediate need to develop a clear strategy, to define and execute on the pathways towards this in collaboration with and on behalf of the members of ABMC.

The draft SAPC report states: "there is scope for much better utilisation of facilities and infrastructure and reduced overheads through better usage arrangements among the parties and one of the early priorities to be around pursuing efficiencies in utilisation of resources and facilities." The Adelaide BioMed City Board acknowledges this. A recent success story is the South Australian Genomics Centre (SAGC). The SAGC is a collective of Health, Agriculture and Environmental genomics and bioinformatics experts and leaders. All parties have come together to consolidate facilities and resources. There is an intention to explore opportunities in other omic areas. ABMC precinct has commenced its process to develop a clear strategic outlook and plan. Part of this process is taking stock on the precinct's performance against the key success criteria of globally significant precincts. A heatmap has been constructed using the 7 factors of success and their underlying characteristics, based on the report about Global Innovation Precincts published by the NSW Productivity and Innovation Council. The heatmap is designed to support the collective in providing clear objective views on how we are performing and to enable leadership to make well-informed decisions about strategic priorities for ABMC. Figure 1 provides an example visual representation of the heatmap. The heatmap is being populated by key stakeholder groups, ranging from (precinct) leadership to researchers, community and SA industry.



## ABMC Heatmap (7 factors of success)

1. LEADERSHIP	2. CULTURE	3. COLLABORATION	4. MARKET DRIVERS	5. COMPETITIVE ADVANTAGE	6. INFRASTRUCTURE	7. AMENITY
A coordinated governance structure and leadership group that makes regular	A community that sees it as a desirable place to work	Regular sharing arrangements and shared physical spaces that provide opportunity for both competing and complementary firms to co-exist in the precinct	Strong market demand for the products or services that the precinct provides, and the enables the precinct to achieve scale, or even dominance, in a specific set of businesses	Leveraged their unique place-based characteristics and opportunities	High-quality transport infrastructure for public and active transport	A unique sense of place and other well-designed, safe and accessible public spaces
An adaptive governance structure to allow the precinct to grow and change at any stage of development	A diversity of businesses and individuals sets in the precinct that regularly and openly collaborate resulting in constant innovation	Frequent informal and formal networking and collaboration, including their encouragement and participation in sub-research hubs	Good access to markets, assets and institutional buyers of innovative products and/or sector market entry or exit	Leveraged the core regional resources and institutional strengths	Fast, reliable, secure and high-bandwidth digital infrastructure	A range of conveniences that support social interaction and a high level of vibrancy and "street life"
A collaborative leadership group that actively builds partnerships between industry, research, education and government stakeholders	Strong education and skill development aimed at providing future talent and entrepreneurship	Strong partnerships between industry and academia creating shared and complementary opportunities	Strong local workforce	Businesses and individuals who see it as a profitable and desirable place to work	Access to advanced technology and equipment	Access to affordable, diverse housing for workers and students
A vision statement that sets out short, medium and long-term economic, physical and social goals, which is used to position the precinct in the market	Successful connections between young firms and research, researchers, students, mentors, specialised and generalist business support	Regular networking and collaboration, including their encouragement and participation in sub-research hubs	Access to legal courses and patent assistance with an understanding of the specific needs of innovative businesses who are seeking collaboration with venture capital firms	Measures for attracting and retaining talent and a continued flow of skilled labour and upskilling of existing workers	Flexible building design with adaptable spaces, spare floor plate and accessible ground floor spaces where the precinct activities can be visible to the public	Visible public and private spaces used from early in the morning to late in the evening and over weekends
Regular, regular and ongoing community and stakeholder engagement	A well-recognised and visible precinct that is a source of pride	Regular networking and collaboration, including their encouragement and participation in sub-research hubs	Access to a good level of transport with an emphasis on signage, pedestrianisation	A compelling brand identity that achieves the precinct's defined competitive advantage and shared vision	Access to affordable commercial space to attract and retain startups, incubators and accelerators	A balanced mix of commercial, research, education, creative, community, civic, cultural, retail, entertainment and potentially residential uses
State government commitment to location generally and to the innovation precinct specifically	A community that accepts some level will be lost	Regular networking and collaboration, including their encouragement and participation in sub-research hubs	Provision of space systems or a platform that supports growth without existing building operations	Provision of space systems or a platform that supports growth without existing building operations	Specialised infrastructure where needed, such as specific energy provisions for large tech companies or unique water provision, for manufacturing processes	Easy access for people to move through and within it
A demonstrated political commitment with supportive policy, governance, regulation and of supporting that spans a long-term view to business	Anchor institutions with additional outcomes that are well integrated with the surrounding precinct	Regular networking and collaboration, including their encouragement and participation in sub-research hubs	Strong networks with universities and research institutions that have an embedded culture of collaboration, ongoing investment in research and emerging in commercialising research	Pro-entrepreneurial and pro-productivity policies that support a culture of entrepreneurship and shared partnerships between government, business and research	High-quality civic, community and cultural spaces	Flexible land-use regulations to allow high-quality public space, repurposing, active events, a mix of innovative activities and help to meet the existing environmental needs of the growing older population

A Strategy Taskforce, existing of representatives from all ABMC partners, has been put in place to define and execute on the strategy process.

A Strategy Workshop is scheduled for Q4 2020 and will focus on what success will look like, the strategic priorities and how to deliver on those priorities. Co-developed with extensive consultation across precinct partners and other key stakeholder groups, including State government representatives, clinical academics, biomedical researchers and industry, will ensure the plan underpins the success of the partners and SA as a Growth State.

Governance follows purpose, vision and strategic goals and objectives. ABMC governance will be reviewed in light of the newly defined strategy and aligned accordingly. In the draft report recommendation 5.1.3, The Commission expressed the need for the Partners to incentivise their representative executives to search for, deliver and report on precinct synergies, efficiencies and general value. Incentivising the executive representatives to deliver on the defined united strategic objectives is seen as beneficial to drive the precinct's performance. The component of the strategy development process around defining clear measures of success and reporting will further drive visibility on its performance.

The draft SAPC report states: "Regarding the southern HMR precinct comprising Flinders University and the Flinders Medical Centre, the picture is somewhat different because its area of HMR operations is largely separate from the North Terrace precinct. The Commission sees merit in explicitly accommodating that reality in the architecture for HMR in South Australia. The draft SAPC report states: "There is a second precinct comprising Flinders University and the Southern Adelaide Local Health Network (SALHN). It makes sense for Flinders University and SALHN to focus principally on this second network."



ABMC Board supports that geographical focus of the precincts and the primary focus of the ABMC Board is on the North Tce precinct. ABMC acknowledges that Flinders University has staff geographically located within SAHMRI at the North Tce precinct and that notwithstanding the emergence of the Southern precinct, Flinders University will continue as a valued ABMC partner in that regard.”

Adelaide BioMed City encourages to keep the opportunity open to build effective knowledge transfer networks between the two biomedical precincts. In the next year, the two precincts will be connected by a 20 min train ride and for biomedical researchers of both health and biomedical precincts, it will be highly beneficial to have accessibility to niche specialty areas and high-end infrastructure or equipment to both SA biomedical precincts.

The ABMC Board appreciates the view of the SAPC Commission on the North Tce precinct and its potential to lift the state’s HMR competitiveness and would like to thank the commission for its support.