



# Laying the groundwork

## Monitoring and Evaluation Report for the Stretton Centre 2012/13

Ann-Louise Hordacre, Lilly Bukva & John Spoehr  
August 2013

*A report for The Stretton Centre funded by the  
Department of Sustainability, Environment, Water, Population & Communities*

**WISeR**  
Informing Decisions



Australian Government  
Department of Sustainability, Environment,  
Water, Population and Communities



THE UNIVERSITY  
of ADELAIDE  
AUSTRALIAN WORKPLACE  
INNOVATION AND SOCIAL  
RESEARCH CENTRE



# LAYING THE GROUNDWORK

## MONITORING AND EVALUATION REPORT FOR THE STRETTON CENTRE 2012/13

Ann-Louise Hordacre  
Lilly Bukva  
John Spoehr

August 2013

*Report prepared for*

*Department of Sustainability, Environment, Water, Population & Communities*

Australian Workplace Innovation and Social Research Centre  
The University of Adelaide  
230 North Terrace  
Adelaide  
South Australia 5005

[www.adelaide.edu.au/wiser](http://www.adelaide.edu.au/wiser)

Published August 2013.

Suggested citation:

Hordacre AL, Bukva L & Spoehr J. 2013. *Laying the groundwork: Monitoring and evaluation report for the Stretton Centre 2012/13*. Adelaide: Australian Workplace Innovation and Social Research Centre, The University of Adelaide.

***The Australian Workplace Innovation and Social Research Centre (WISeR) focuses on work and socio-economic change. WISeR is particularly interested in how organisational structure and practices, technology and economic systems, policy and institutions, environment and culture interact to influence the performance of workplaces and the wellbeing of individuals, households and communities.***

*WISeR also specialises in socio-economic impact assessment including the distributional impacts and human dimensions of change on different population groups and localities. Our research plays a key role in informing policy and strategy development at a national, local and international level.*

# CONTENTS

OVERVIEW .....	III
<b>1 THE STRETTON CENTRE .....</b>	<b>1</b>
<b>2 PROJECT MANAGEMENT .....</b>	<b>2</b>
2.1 PROJECT MANAGEMENT TEAM .....	2
2.2 PROJECT GOVERNANCE .....	3
2.3 PROJECT STAKEHOLDERS.....	4
<b>3 BUILDING THE STRETTON CENTRE.....</b>	<b>5</b>
3.1 THE VISION .....	5
3.2 ENGAGING THE COMMUNITY.....	6
3.2.1 <i>Early public consultation activity</i> .....	7
3.2.2 <i>Early communications activity</i> .....	7
3.3 ENGAGING DESIGN TEAM.....	8
3.3.1 <i>Developing functional brief</i> .....	9
3.3.2 <i>Engaging architects</i> .....	9
3.4 TOWN PARK .....	10
<b>4 THE STRETTON RESEARCH CENTRE .....</b>	<b>10</b>
4.1 STRETTON RESEARCH TEAM.....	10
4.2 RESEARCH PROGRAM.....	12
4.2.1 <i>Playford Profile</i> .....	12
4.2.2 <i>Playford Prospects</i> .....	16
4.2.3 <i>Workplace survey</i> .....	16
4.3 EVALUATION PROGRAM .....	16
4.4 ENGAGEMENT PROGRAM .....	18
<b>5 STRETTON SERVICES.....</b>	<b>18</b>
5.1 INDUSTRY AND WORKFORCE SERVICES PLAN .....	19
5.2 INTEGRATED SERVICE DESIGN AND DELIVERY .....	23

## LIST OF FIGURES

FIGURE 1: PROJECT GOVERNANCE .....	3
FIGURE 2: EVALUATION LENS .....	17
FIGURE 3: STRETTON CENTRE PLAN .....	22

## LIST OF TABLES

TABLE 1: PROJECT MANAGEMENT TEAM .....	2
TABLE 2: PROJECT CONTROL GROUP .....	4
TABLE 3: PROJECT DESIGN GROUP.....	5
TABLE 4: KEY ROLES OF DESIGN CONSULTANTS .....	9
TABLE 5: WISER STAFF, STRETTON FELLOWS AND STUDENTS.....	12

## LIST OF BOXES

BOX 1: LAUNCH OF THE STRETTON CENTRE .....	1
BOX 2: OBJECTIVES OF THE STRETTON CENTRE .....	6



## OVERVIEW

This report is the first of the annual monitoring and evaluation reports which is a core reporting requirement of the Stretton Centre project. The Australian Workplace Innovation and Social Research Centre (WISeR) at The University of Adelaide is responsible for the evaluation of the Stretton Centre over the period January 2013 to June 2020. Much of the detail in this report provides the foundation for the ongoing evaluation during this period. Accordingly, the report provides a summary of key activities occurring during the initial formative months of the project. In evaluation terms these can be viewed as the input activity against which some of the early outputs, outcomes and impact will be measured.





## 1 THE STRETTON CENTRE

The Stretton Centre is one of only three projects funded in Australia through the Australian Government's Department of Sustainability, Environment, Water, Population and Communities 'Suburban Jobs Program'. The Stretton Centre involves a partnership between the City of Playford (CoP), The University of Adelaide Australian Workplace Innovation and Social Research Centre (WISeR) and the Urban Renewal Authority (Renewal SA). It has been awarded \$11.3 million under the program with other partners contributing a further \$4 million of cash and in-kind support.

Integrated learning, employment and research centres like the Stretton Centre are at the cutting edge of effective place based planning and development internationally, drawing national and international attention to the innovative work they foster. Not only will the Stretton Centre demonstrate the benefits of well informed and collaborative approaches to local workforce, workplace and urban development, capturing the benefits of growth in the minerals, energy and advanced manufacturing sectors, it will be a source of inspiration for policymakers, planners and practitioner seeking to successfully implement place based approaches to workforce and urban development.

The Stretton Centre was formally launched 6 September 2012, with the contract finalised between the Commonwealth and City of Playford on 28 November 2012.

### BOX 1: LAUNCH OF THE STRETTON CENTRE

On 6 September 2012, the **Stretton Centre** was launched by the **Federal Minister** for Sustainability, Environment, Water, Population and Communities, the Honourable Tony Burke (*centre*). In attendance were the **South Australian Premier** Jay Weatherill (*right*), **City of Playford Mayor** Glenn Docherty (*far right*), the **University of Adelaide Vice Chancellor and President**, Professor Warren Bebbington (*left*) and the **WISeR Executive Director** John Spoehr (*far left*).



## 2 PROJECT MANAGEMENT

### 2.1 PROJECT MANAGEMENT TEAM

The project sits within the remit of the City of Playford's Assets and Project Management Team (see Table 1), who via the Stretton Project Team will deliver Stretton Centre as a turnkey –a facility with an operational and service delivery model in place, ready to commence operations as soon as it is handed over to Council. The team's objective is to deliver an iconic building established with a governance and management structure, as well as an integrated and seamless service delivery model, that supports an environment facilitating local jobs for local people.

**TABLE 1: PROJECT MANAGEMENT TEAM**

Role in Project Team	
Mal Hemmerling	Project Director
Lilly Bukva	Program Manager
Edi Bergamin	Project Manager
Trang Vo	Financial Controller
Mel Barone	Project Support

The project team is led by Director Mal Hemmerling who has extensive executive experience in both government and private sectors. Mal brings with him high level skills, knowledge and know-how from previous roles as CEO of Sydney Olympic Organising Committee, Executive Director for the Australian Formula One Grand Prix, CEO of Adelaide City Council and Commissioner of Consumer and Business Affairs.

For the first time the City of Playford's Assets and Project Management Team adopted a turnkey approach taking primary responsibility for developing the management and operational model. This is in contrast to the usual model employed by Playford which involves handing over the physical asset to the service provider who is then responsible for determining the model. This decision was made to mitigate any risk of a lag time between the Stretton Centre being built and then opening its doors for business, and to ensure the centre met the overall Suburban Jobs' objectives.

Edi Bergamin (Project Manager) and Lilly Bukva (Program Manager) have been appointed to jointly manage the project – Edi has primary responsibility for the design and delivery of the building, with Lilly responsible for the program, services and operations. Lilly is also responsible for managing the relationship with the Commonwealth and project stakeholders on a day to day basis.

The appointment of the Program Manager occurred four months after the project start on 2 April 2013. Not having this resource in place earlier put pressure on the project team at a time when critical formative work was required to establish the project's foundation and meet Commonwealth deadlines. During this period, various Council administration officers took responsibility for elements of the project (eg community engagement, services plan, project plan, budget and requirements in the funding agreement with the Commonwealth). However, it is acknowledged that the lack of a coordinating point (focusing on task and timeframe) was challenging. Once the program manager was on board, the benefit of having an overall coordinator with an overview across the project and deliverables was evident. All outstanding documentation was submitted to the Commonwealth on 31 May to meet milestones 2 and 3 in the funding agreement.

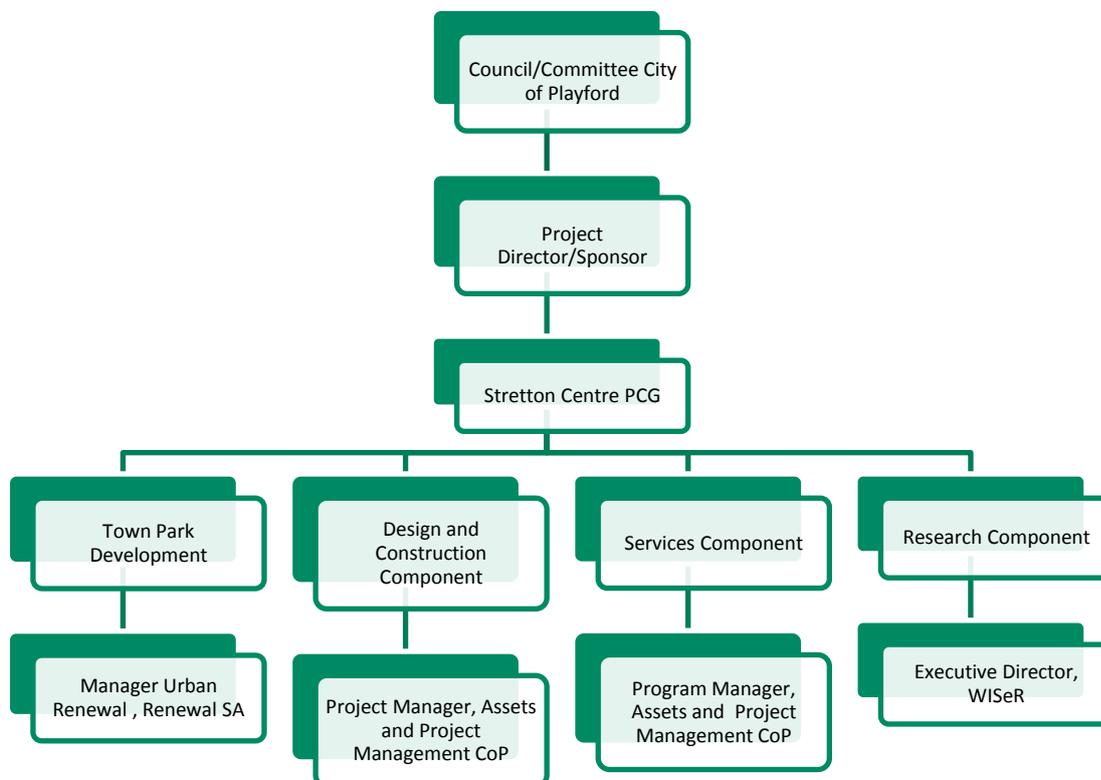
The documentation included the:

- Project Management Plan and Budget 12/13,
- Risk Plan,
- Stakeholder and Community Engagement Plan,
- Industry and Workforce Services Plan,
- Consortium Agreement with Renewal SA,
- Contract with Hassell,
- Regional Profile,
- Opportunities and Barriers Report - *Playford Prospects*
- Functional Design Brief, and
- Proof of property purchase.

## 2.2 PROJECT GOVERNANCE

The project organisation structure implemented for the design and construction phase of the Stretton Centre Project is shown below (with the Project Control Group (PCG; see Table 2) as the decision making body. Most members (or roles) of the PCG have been in place since project inception, with the most recent addition, Effrim Volkoff (General Manager Enterprises, CoP) commencing his involvement most recently (in the 3<sup>rd</sup> quarter), as the Centre will deliver services related to his portfolio areas (Community and Cultural Development/Services and Economic Development Services) when opened. Seven PCG meetings were held between 4 February – 30 June 2013.

FIGURE 1: PROJECT GOVERNANCE



**TABLE 2: PROJECT CONTROL GROUP**

Project Control Group (PCG)	
Mal Hemmerling	General Manager Assets , CoP
Lilly Bukva	Stretton Centre Program Manager, CoP
Edi Bergamin	Project Manager, CoP
Associate Professor John Spoehr	Executive Director, WISeR
Edith Mayer	Manager Urban Renewal and Governance, Renewal SA
Ken Daniel	Chief Strategy Officer, CoP
Paul Alberton	Manager Assets and Project Management, CoP
Rino Pace	Project Leader Residential Development, CoP
Effrim Volkoff	General Manager Enterprises, CoP
Trang Vo	Business Partner Finance, CoP
Mel Barone	Project Support Officer , CoP

There is a strong history and working relationship between Playford and its project partners - WISeR and Renewal SA. The ongoing and long term relationship has benefited the project in a number of ways. There is enormous goodwill towards the project, along with a shared sense of vision and purpose. It has also meant that busy team members have made themselves available to the project (sometimes at short notice) to meet and progress project objectives. Flexibility has also been demonstrated in arranging meeting locations (either in Playford or the city) accommodating those whose schedule is less pliable on the date. The critical relationship between Playford and WISeR has been further strengthened by the Program Manager spending at least one day per week in the WISeR office where she works alongside the research team.

Contracting with large bureaucracies, institutions and organisations can present challenges. Finalising the consortium agreement between the City of Playford and Renewal SA fell into this category. Renewal SA requires Crown Law to review all agreements before they are executed, and on this occasion a number of clauses were queried. With a number of people handling the agreement and negotiations this process took longer than expected to resolve. Much of this took place before the role of Program Manager had been filled and it is expected that the presence of this centralised role in the negotiations would have made the process more efficient and effective.

## 2.3 PROJECT STAKEHOLDERS

The project has a diverse range of stakeholders who can be categorised into primary (direct stake in the build or operational development) or secondary (indirect stake in day to day project). Secondary stakeholders include the general community of northern Adelaide, industry and business communities, broader research communities, government and policy makers.

Primary stakeholders during 2012/13 were invited to join the Project Design Group (see Table 3). This group began as a building design group but evolved into a building and program design group. Membership changed over the months depending on the task at hand, with a small core group of six that remain constant due to their ongoing relationship to the project (they will be a tenant or provide services from the centre).

**TABLE 3: PROJECT DESIGN GROUP**

Project Design Group		
Organisation	Name/s	Primary Interest
CoP	Mal Hemmerling, Edi Bergamin (C), Lilly Bukva (C),	Delivery of overall project based on Commonwealth funding agreement
WISeR	Associate Professor John Spoehr (C)	Research Program
Renewal SA	Edith Mayer (c)	Interface with Town Park
CoP	Theresa Brown (C), Amy Matthews	Community Learning and Services
CoP	Sandra Skinner (C), Katherine Prenzler	Library Services
CoP	Steve Harrison	Economic Development
CoP	Georgia Heath	Customer Care
CoP	Greg Salmon	Urban Design
CoP	Tammie Hamilton, Michael White	Social Infrastructure
Private consultant	Tim Horton	Innovation and Integrated Design

*Note, (C) indicates membership of the 'core' membership group.*

The Commonwealth's Suburban Jobs team (SEWPaC), as the funding body, is a key stakeholder for the project with both Liz Cotton and Carol Nelson as the department's project contacts. The Stretton Centre Project Team has developed a good working relationship with the Commonwealth which was strengthened with the appointment of the program manager as key contact point for the Department. Formal meetings were held in Adelaide between SEWPaC and WISeR on 7 February 2013 and 17 April 2013 and between SEWPaC and Playford on 6 February 2013, 17 April 2013 (Carol Nelson, Liz Cotton and Lilly Bukva and 29 May 2013 (Kate Lynch, Mal Hemmerling and Lilly Bukva). In addition a number of scheduled weekly phone meetings have occurred between Lilly Bukva, Liz Cotton and Carol Nelson for the purposes of project updates.

## 3 BUILDING THE STRETTON CENTRE

### 3.1 THE VISION

The Stretton Centre is a community-based, action learning hub where researchers, business people and local communities work side-by-side towards a shared goal of sustainable industry and workforce development in Adelaide's northern region.

An unusual combination of functions - social and economic research and industry development as well as community building and education – will be integrated and co-located within the Centre to enable new pathways to employment for local communities and to facilitate related policy and economic development. Digital communication technologies will support and connect the Centre's functions. The real benefits to the community and to industry of the Centre's multidisciplinary approach will demonstrate the core mission of the Centre's namesake, Hugh Stretton, and will set the Stretton Centre apart from other centres for industry research and community development.

A welcoming, collaborative and inspirational place, the Stretton Centre will be firmly embedded in its community, assisting it to meet the challenges of a rapidly changing economy and environment.

The Centre will house a range of research, training, learning and industry development activities that broadly focus on the goal of improving community well being and

developing new industry and employment opportunities in Adelaide's outer northern suburbs.

**Box 2: OBJECTIVES OF THE STRETTON CENTRE**

The core objectives of the Stretton Centre are to:

- Facilitate an environment for the creation of local jobs
- Enable integrated policy and strategy development
- Undertake collaborative industry/workforce research and evaluation
- Enable transitions to local employment, including business development
- Develop sustainable industries in the area
- Support community learning
- Enable community building in support of industry and workforce development.

## 3.2 ENGAGING THE COMMUNITY

A *Stakeholder and Community Engagement Plan* was developed for the project. This plan provides a framework and rationale for engaging with the stakeholders of the Stretton Centre. It will evolve as we engage and learn, and is underpinned by a commitment that our stakeholders will help shape how they want us to interact with them. The plan will be reviewed annually by the project control group with reports provided to it and our funding body, SEWPaC through regular established reporting mechanisms.

The Stretton Centre engagement objectives are to:

- **Connect** stakeholders to Stretton
- **Communicate** activities and outcomes
- **Collaborate** in the development of Stretton
- **Capture** imagination, commitment and thinking

A number of factors need to be considered in the development and implementation of the engagement plan. Some of these issues or concerns may require management:

### **Not 'open' until 2015**

The Stretton Centre will not officially open its doors until 2015 – the absence of infrastructure in the early days means there will be no reassuring physical presence that 'things are actually happening'. Despite this, there is already much interest in the project. It is therefore necessary to engage in a deliberate and effective process to involve stakeholders in 'planning' or 'doing' around the Centre. It is also important that a communication strategy is implemented to ensure outcomes delivered in the next 12 months are promoted (some early work is discussed in Section 3.2.2). A potential risk if this is not achieved is that interest could diminish and industry, research or community partnerships or 'buy-in' may be compromised, lost or lack sufficient momentum.

### **The integrated service model**

Stretton will be a showcase for integrated service delivery and building design, both of which will inform and provide a functional structure and platform for multiple services and providers. It is important to connect with stakeholders early to educate them about the service delivery model - what Stretton is, the types of services and activities that will be on offer, how it all relates, and what together it is trying to achieve. It is critical that it is presented as a cohesive vision with integrated components, and this message is well

understood. The risk is confusion and a lack of clarity around the purpose and activities of the Stretton Centre for service providers and the community.

### **Suburban Jobs' objectives**

The Suburban Jobs' objectives (see Box 2) provide a vision for local community building. In order to meet these objectives, the Stretton Centre seeks to capture stakeholders' imagination and promote an emotional connection with the local population, work and cultural environment. The community is expected to be a key driver in this - contributing an understanding of what working locally means in terms of livability and quality of life. Local industry is equally critical - with support available to nurture them and facilitate an environment for the creation of local jobs.

### **Diversity of stakeholders**

With the array of activity occurring on and around the Stretton Centre a diverse group of key stakeholders will need to be informed or involved at various points in time. However, we are aware that the engagement method and process for each stakeholder is potentially different and will need to be tailored and flexible. While this is challenging for the project team, an approach that does not meet the needs of all involved risks non-participation, disengagement or apathy.

### **City of Playford public consultation policy**

The Stretton Centre will be subject to Council's policy of minimum requirements for consultation, involving multiple methods. These are designed to fulfill obligations under the Local Government Act and/or Development Act and to facilitate public participation. This activity is already well underway.

## **3.2.1 EARLY PUBLIC CONSULTATION ACTIVITY**

Urban and Regional Planning Solutions (URPS) was engaged by the City of Playford to undertake community engagement around the design of the new Stretton Centre with a focus on:

- Communicating what the Stretton Centre is, its location, form (multi-storey) and what its facilities and uses will be; and
- Gathering community feedback to influence the look, feel and functionality of the Stretton Centre and its relationship with the adjacent Town Park in the context of known parameters (i.e. the building location, floor area, multi-storey building form, core facilities and uses). It was also an aim to integrate Stretton Centre community engagement activities as much as possible with the program of community engagement being undertaken by Renewal SA (with assistance from URPS) for the Playford Alive Town Park. Public consultation for both the Stretton Centre and Town Park projects occurred between 6 April and 3 May 2013. This included a public display on the site on Saturday 6 April, an online survey and distribution of flyers. Thirty-one people completed a survey relating to the Stretton Centre and others provided feedback at the event.

## **3.2.2 EARLY COMMUNICATIONS ACTIVITY**

The Village Well workshops held on 30 April, 1 May and 12 June helped to articulate the objectives of and activities that will occur in the Stretton Centre. This formative work will assist greatly in developing copy for future communications collateral.

Village Well, Australia's leading creative place-making agency, were engaged in May to develop a Functional Brief for the Stretton Centre. Workshops were held in Shedley

Theatre (Playford Civic Centre) on 30 April and 1 May 2013 and included members of the PCG and Project Design Group. This was followed by a final workshop on 12 June 2013 (Playford Operations Centre) to review the draft Functional Brief before it was finalised at the end of the month.

The Functional Brief provides a summary of the Centre's main functions and is intended to inform the architectural design of the Centre and the ongoing planning for the services, programs and management of the Centre. The scope of uses and functional areas described in the Brief is a 'first cut' and is the outcome of a series of stakeholder workshops and discussions. Other investigations, including the analysis of successful case studies of similar centres and services have also informed this Brief.

The Brief outlines the project stakeholders' vision for the Stretton Centre and its context, including key user groups. It describes the main users, activities and services (the Core and supporting functions) that will occur in the Centre and it proposes specific functional areas to accommodate these functions and the relationships between them.

The Brief also provides guiding principles for future design and services planning and prioritisation.

It is envisaged that the functions outlined in this Brief will be further analysed and refined by the Project Partners and the design team as part of the design process.

Key communication activities include -

- Lilly Bukva and John Spoehr attended the Suburban Jobs Program meeting on 24 May 2013 and presented to the other projects and the Commonwealth on key aspects of the Stretton Centre.
- A Quarterly Update - Information Report was presented to Council's Assets and City Services Committee on 11 June 2013. The committee asked questions relating to industry development and communication with the community.
- Mal Hemmerling and Lilly Bukva met with Leigh McClusky and Nicki Barnett from McClusky and Co (Council's PR firm) to brief them on the project.

### 3.3 ENGAGING DESIGN TEAM

Playford staff will undertake the management of the Stretton Centre design and build with consultants / contractors engaged directly by the City of Playford in accordance with the City of Playford's Procurement Policy. This policy requires an expression of interest (EOI) followed by a selected tender process.

A selection panel consisting of City of Playford, Renewal SA and WISeR representatives assessed the design consultant fee submissions for the design stage with these assessed against the following criteria:

- Skills of nominated personnel.
- Team leadership and structure.
- Understanding of the project.
- Relevant experience and performance in similar projects.
- Fee / cost.
- Value-add initiatives.

The key roles of the design consultants to be appointed to the project design team are summarised in Table 4.

TABLE 4: KEY ROLES OF DESIGN CONSULTANTS

Design Consultant	Key Role
<b>Architect</b>	Undertake facility needs analysis. Facilitate design development process. Building design. Interior fit out design.
<b>Civil / Structural Engineer</b>	Design of site infrastructure and building structure.
<b>Services Engineer</b>	Design of mechanical, fire, hydraulic and electrical services for building and interim fit out. Design / application of Ecologically Sustainable Design (ESD) principles.
<b>Cost Consultant</b>	Project cost monitoring and reporting.
<b>Landscape Architect</b>	Design of hard / soft landscape external to building.
<b>Access Consultant</b>	Provide advice on design compliance with Building Code of Australia (BCA) and Disability Discrimination Act (DDA) requirements, including the recent Premise Standard provisions.
<b>Building Surveyor</b>	Provide advice and assessment for Building Rules compliance.
<b>Procurement Specialist</b>	EOI and tender process for building contractor.
<b>Facilitator</b>	Community engagement process for Town Park and Stretton Centre building.

### 3.3.1 DEVELOPING FUNCTIONAL BRIEF

Village Well, Australia's leading creative place-making agency, were engaged in May to develop a Functional Brief for the Stretton Centre. Workshops were held in Shedley Theatre (Playford Civic Centre) on 30 April and 1 May 2013 and included members of the PCG and Project Design Group. The workshops were designed to articulate the objectives of and activities that will occur in the Stretton Centre. Other investigations, including the analysis of successful case studies of similar centres and services have also informed this Brief. This was followed by a final workshop on 12 June 2013 (Playford Operations Centre) to review the draft Functional Brief before it was finalised at the end of the month.

The resulting Functional Brief provides a summary of the Centre's main functions and is intended to inform the architectural design of the Centre and the ongoing planning for the services, programs and management of the Centre. The Brief outlines the project stakeholders' vision for the Stretton Centre and its context, including key user groups. It describes the main users, activities and services (the core and supporting functions) that will occur in the Centre and it proposes specific areas to accommodate these functions and the relationships between them. The Brief also provides guiding principles for future design and services planning and prioritisation. It is envisaged that the functions outlined in this Brief will be further analysed and refined by the Project Partners and the design team as part of the design process.

### 3.3.2 ENGAGING ARCHITECTS

The PCG endorsed the use of a select tender process for the appointment of the Architect and secondary consultants. Six architectural firms were shortlisted by the project partners. An interview with all shortlisted architectural firms enabled the selection panel to see how the firms related to and worked together as a team.

Hassell Architects were appointed as design architect, which included execution of consultant contract. D Poupoulas & Associates was appointed as building surveyor.

Tim Horton, former SA Integrated Design Commissioner and Current Stretton Fellow, was engaged during this quarter to provide independent input and advice into the selection of

the architect and during the Village Well workshops. Tim's insight into design and innovation has added much value to project development this quarter.

### 3.4 TOWN PARK

The Town Park will be a place where the community can come together– a space within which people from all backgrounds and age groups can gather and connect. ASPECT Studios were engaged by Renewal SA to develop the concept and undertake design development. The major design components of the park include two nature inspired play spaces, a multi-use skate park, water play including the 'Golden Wattle Creek' (Munno Para Kaurna namesake), tiered lawns for sports and community events, multiple smaller lawns and contemplative gardens for more quiet family friendly activity. These spaces are woven together through a comprehensive path network which links back to the Stretton Centre.

The draft town park concept plan was presented to the community for feedback during the month long public consultation process in April. The final concept plan was refined in response to community and council feedback (400+ people in total participated in face-to-face and on-line consultation specifically for the town park) during June with completion of the concept plan expected to occur in July.

## 4 THE STRETTON RESEARCH CENTRE

On 19 December 2012, the Australian Workplace and Social Research Centre (WISeR) was contracted by the City of Playford to conduct the Stretton research program of activity. WISeR is responsible for developing and implementing the research, evaluation and engagement program. In addition WISeR is helping to guide the development of the new facility as a showcase for design thinking and collaboration. To be designed as a community learning, collaborative research and industry development hub, the new building seeks to draw people and business north. The core objectives of the Stretton Centre are to:

- Facilitate an environment for the creation of local jobs
- Enable integrated policy and strategy development
- Undertake collaborative industry/workforce research and evaluation
- Enable transitions to local employment
- Develop sustainable industries in the area
- Support community learning.



### 4.1 STRETTON RESEARCH TEAM

Based in the Faculty of Humanities and Social Sciences - School of Social Sciences at the University of Adelaide, the Australian Workplace Innovation and Social Research Centre (WISeR) focuses on work and socio-economic change. WISeR's research explores how organisational structure and practices, technology and economic systems, policy and

institutions, environments and culture interact to influence the performance of workplaces and the wellbeing of individuals, households and communities.

WISeR is led by Executive Director Associate Professor John Spoehr with over twenty years' experience as a workforce and economic analyst, managing numerous large scale research projects and leading a range of high level reviews and evaluations. He has published widely in the areas of workforce development, social inclusion and public policy and gender and work-life balance. Associate Professor Spoehr has been extensively involved in place based workforce/regional development and social inclusion initiatives in areas experiencing high levels of unemployment and socio-economic disadvantage.

An experienced team supports Associate Professor Spoehr to progress the Stretton Centre research priorities (shown in Table 5). Two new staff have also been recruited to contribute to Stretton research activities. Dr Rasika Ranasinghe rejoined WISeR in June 2013 (after a three years work in the USA), with Dr Rob Perrett (from the United Kingdom) due to commence in September 2013.

The Stretton Fellows program implemented in early 2013, links the Stretton Centre to key thought leaders with expertise in areas of industry development, workforce development, urban development and sustainability. Stretton Fellows will act as strategic advisers to the Stretton Centre, providing feedback on research findings and presenting at Stretton Centre public forums to raise awareness and help stimulate discussion. Stretton Fellows will also act as strategic brokers, helping to engage a wide range of stakeholders in the work of the Stretton Centre. Six Fellows have engaged with the process to date, these are listed in Table 5.

WISeR is seeking to add value to the work by engaging students in projects targeting the strategic directions of the Stretton Centre. Two new interns will commence work in July 2013 on Stretton projects with a focus on youth. Hannah Edwards Black will be exploring ABS Census data (and other administrative data as required) exploring employment and education in Playford residents aged 15-25 years. Samantha Papavasiliou will be taking a qualitative approach to explore and understand the role of training and job services agencies in the region. Preliminary discussions have commenced with WISeR Research Officer Mark Dean who plans to commence a PhD in early 2014 exploring and testing issues of local resilience building in the City of Playford. Mark hopes to study the socio-economic and political economy of innovative manufacturing in the region.

TABLE 5: WISeR STAFF, STRETTON FELLOWS AND STUDENTS

Position	
<i>WISeR staff</i>	
Associate Professor John Spoehr	<i>Executive Director</i>
Dr Kate Barnett	<i>Deputy Executive Director</i>
Lance Worrall	<i>Director Industry and Workplace Innovation Program</i>
Dr Ann-Louise Hordacre	<i>Senior Research Fellow</i>
Dr Robert Perrett	<i>Senior Research Fellow (Stretton)</i>
Dr Rasika Ranasinghe	<i>Research Fellow (Stretton)</i>
Cecilia Moretti	<i>Research Fellow</i>
Dr Sara Howard	<i>Research Fellow</i>
Bianca Barbaro	<i>Research Fellow</i>
Dr Parvin Mahmoudi	<i>Research Associate</i>
Sarah Crossman	<i>Research Officer</i>
Josie Covino	<i>Personal Assistant /Administrative Officer</i>
Mark Dean	<i>Research Officer</i>
<i>Stretton Fellows</i>	
Professor Göran Roos	<b>Innovation Management, Strategy, Industry &amp; Innovation Policy, Intellectual Capital Management</b> <i>Chair, Advanced Manufacturing Council</i> <i>Former Adelaide Thinker in Residence</i>
Professor John Quiggin	<b>Decision theory, environmental economics, production economics, and the theory of economic growth</b> <i>Australian Laureate Fellow in Economics at the University of Queensland</i>
Professor Roy Green	<b>Industry &amp; Innovation Policy</b> <i>Member, Prime Ministers Manufacturing Taskforce</i>
Professor Rhonda Sharp	<b>Gender, Work and Public Policy</b> <i>Member of the Order of Australia (AM) for her services and research to economics and women</i>
Dr Zoz Brooks	<b>Digital manufacturing technologies, rapid prototyping and digital fabrication</b> <i>Co-host of the Discovery Channel's "Prototype This!" series</i>
Tim Horton	<b>Architecture, urban design and civic space, innovation</b> <i>President of the SA Branch of the Australian Institute of Architects</i> <i>Former SA Integrated Design Commissioner</i>
<i>Students</i>	
Samantha Papavasiliou	<i>Arts Intern (2013)</i>
Hannah Edwards-Black	<i>Arts Intern (2013)</i>

## 4.2 RESEARCH PROGRAM

### 4.2.1 PLAYFORD PROFILE

The *City of Playford: Socio-demographic, employment and education profile* was prepared by WISeR as a baseline study of the City of Playford population, with much of the data drawn from the recently released 2011 Census (ABS). The profile has articulated key areas of population growth, disadvantage and opportunity providing comparisons to the Greater Adelaide and South Australian populations.

Key findings from the report are presented below.

## POPULATION

---

At the 2011 Census, the City of Playford recorded 79,118 residents and 32,298 households – a population and household increase of 13% in the five years from the previous Census (double the rate of increase for Greater Adelaide). There were almost 5,500 sole parent families in Playford in 2011, four-fifths of these having a maternal head of family. City of Playford residents have diverse cultural heritage – 3% of City of Playford residents reported having an Aboriginal heritage, while 27% were born outside Australia (half of whom were born in either England or Scotland). Between 2006 and 2011, the City of Playford accepted more than 2,000 migrants – half from the humanitarian stream, the most disadvantaged of migrants many of who came from Southern and East Africa.

Playford has a youthful population profile with a quarter of its residents aged between 15 and 29 years, and a relatively high number of children aged under five years. With Adelaide housing prices at a premium, the lower cost of purchasing and renting in the Playford area is likely to be responsible for drawing the young adult cohort to the area. While negative growth in the 35 to 44 year group may be related to an improvement in their financial status and their capacity to afford to move outside the region.

## POPULATION MOVEMENT

---

The City of Playford has experienced considerable population movement in the last five years, with one-quarter of the population residing outside the LGA at the 2006 Census. In terms of all SA2s within Greater Adelaide, residents of Munno Para West – Angle Vale were the most likely to have been mobile with 17% of 2011 residents not having resided in the SA2 in 2010, and 42% having moved there since 2006.

The population of the City of Playford grew by 2.9% from June 2011 to 2012, two and a half times the growth of Greater Adelaide (1.1%). Munno Para West – Angle Vale (8.3%) and Davoren Park (4.4%) had both the largest and fastest population growth in South Australia together accounting for more than 1,300 new residents in the City of Playford from 2011 to 2012. Population growth is expected to remain extremely high over the next 15 years.

## DISADVANTAGE

---

The City of Playford is rated the most disadvantaged LGA in the Greater Adelaide area and one of the most disadvantaged urban areas in Australia. Although there is considerable variation within the LGA, Elizabeth, Smithfield – Elizabeth North and Davoren Park were ranked the second to fourth most disadvantaged areas in the state (following the APY Lands ranked as most disadvantaged). However, One Tree Hill ranks as one of the least disadvantaged (in the top six percent in South Australia).

## HOUSING

---

Around one-fifth of City of Playford dwellings were owned outright – compared with a third in the Greater Adelaide area. Forty-one percent of Playford dwellings were under mortgage and 37% were rented - one third of these properties were rented from a government housing authority (compared with one quarter of rented dwellings in Greater Adelaide). Although located at the fringes of the city, over 3,500 dwellings in the City of Playford (12.6%) did not own a motor vehicle in 2011, and one-quarter were not connected to the internet.

## HEALTH

---

Premature death rates were higher in the City of Playford (347.8 per 100,000 persons) than the State average (259.1). In addition, Playford residents rated their health much lower than most South Australians with 24% and 17%, respectively, rating their health as fair or poor. Ratings of psychological distress, smoking, obesity and chronic disease rates were higher. However, exacerbating this problem many Playford residents were delaying

medical consultations and the purchase of prescribed medications because they couldn't afford them – despite high bulk-billing rates. The City of Playford has a disproportionate number of its population (7%, n=5,256) requiring assistance with core activities of daily living indicating a disability, chronic health condition or old age. Correspondingly, a high number of Playford residents (7,360) reported providing unpaid care (for a person with a disability, poor health or aged) in the previous two weeks.

## LABOUR FORCE

A total of 33,813 City of Playford residents were engaged with the labour market<sup>1</sup> (i.e. were either employed in some capacity or reported they were seeking work). While a further 23,919 were *not* in the labour market – this includes residents who were retired, pensioners or those specifying home duties only. Of those participating in the labour market, City of Playford (10%) had a higher proportion of unemployed residents who were looking for work than Greater Adelaide (6%). Labour market participation in the City of Playford was lowest in Elizabeth (43%) which also suffered from the highest proportion of residents who were unemployed and looking for work (17%). At the other end of the spectrum Munno Para West – Angle Vale had high levels of labour force participation (75%) and low unemployment levels (5%). A small proportion of the employed 15 to 19 year age group worked fulltime in 2011, but fulltime employment was considerably more common in the City of Playford (31%) than in Greater Adelaide (22%).

Of the 33,812 Playford residents engaged in the labour market at the time of the 2011 Census, 3,222 (9.5%) reported being unemployed. This high unemployment rate was approaching double that of Greater Adelaide (5.8%). Of importance, Playford is home to large numbers of Indigenous Australians, youth and humanitarian migrants, who are at particular risk of even higher levels of unemployment. In 2011, the Playford area was home to 15% of the Adelaide metropolitan population of Indigenous people with the unemployment rate for this population remaining chronically high (22%). Youth unemployment in the area is very high. In 2011, the Playford youth unemployment rate (for those seeking work and aged 15 to 24 years) was 18.3%, compared to 11.8% in Greater Adelaide. The Elizabeth (26.7%), Smithfield – Elizabeth North (25.1%) and Davoren Park (21.7%) SA2s were among the four highest of Adelaide metropolitan rates<sup>2</sup>.

Minor proportional changes were evident between 2006 and 2011 in the labour force status of City of Playford residents. However due to the increased population in the region, this equated to large changes in number of persons. An additional 4,284 Playford residents were employed in 2011 with 59% of these working in a fulltime capacity. In 2011, 763 more Playford residents were seeking work – with 55% of these looking to work fulltime, while 2,405 more residents were not in the labour force.

In 2011, the City of Playford median weekly *personal* income was \$455, almost \$100 lower than in Greater Adelaide. In March 2011, the poverty line for a single person was estimated at around \$300 per week - almost a third of City of Playford residents (32.4%) had a weekly personal income below this. Median *household* income is approximately double the personal weekly income at \$896 per week for City of Playford households compared with \$1,106 in Greater Adelaide households. Correspondingly, City of Playford residents were more likely to receive government benefits or concessions.

Over 5,200 City of Playford residents were employed in the manufacturing industry in 2011, contributing 7% of South Australian workers in the industry. One in five jobs located in Playford were in manufacturing, compared to one in ten in South Australia. It is noteworthy that local residents employed in manufacturing had declined by 9% (around

<sup>1</sup> Almost a quarter of City of Playford residents (18,217) were ineligible to respond to the 2011 Census question on labour force participation as they were aged less than 15 years, an additional 3,169 did not state their labour force status and are also not included in the analysis.

<sup>2</sup> Although more current data is not available at SA2 level, the Playford (C) –Elizabeth SLA had one of the nation's highest suburban unemployment rates at 19.1% in September 2012.

530 persons) since 2006. Motor vehicle manufacturing provided employment for 2,437 in 2011 within the City of Playford boundary with 776 local residents contributing 32% of this workforce. The recent major announcements of the Olympic Dam deferral (2012) and an additional 400 jobs lost from GMH Holden (2013) occurred outside the timeframe for data presented in this report. Retail trade, employing 4,018 residents, and health care and social assistance with 3,599, were the only other industries with more than 2,500 employees residing in the City of Playford – although construction was just outside this with 2,478 local residents employed.

In terms of employment available within the City of Playford, there was a net increase of 629 jobs from 2006 to 2011. This is at a time when the number of residents in the area increased by over 9,000. Of particular note is the reduction in number of manufacturing jobs available in the area, declining by 1,780 positions – 29% of the manufacturing jobs in the City of Playford area. The only large rise in the local area was for jobs in health and social assistance with an increase of 1,100 local jobs.

### WORKING IN THE REGION

---

Key objectives of recent urban sustainability policies in both Australia and South Australia have been to reduce transportation times and costs, congestion and pollution by creating conditions that enable residents to live and work in the same area. Just under 70% of employed residents travel outside of Playford for work, predominantly in the manufacturing, retail, health and social assistance, construction, public administration and transportation industries. The local industries which employ the highest number of workers also employ a high proportion of residents - manufacturing (30%), retail trade (42%) and health care and social assistance (39%). While providing jobs for almost 4,500 local residents, these three industries also brought 7,823 workers into the region.

A large number of Playford residents are employed in supermarket and grocery stores (n=1,276) and road freight transport (n=1,146) – although it is evident that many of these have jobs outside the LGA. Takeaway food services also provide jobs for 800 City of Playford residents. In terms of the Health and Social Assistance Industry – 852 residents have jobs providing aged care residential services with an additional 786 working in hospitals (excluding psychiatric hospitals) and 661 providing other social assistance services. Motor vehicle manufacturing engages 776 City of Playford residents, with 704 working in defence – no doubt centred in the adjacent Edinburgh Defence Precinct.

As would be expected, the majority of Playford residents were working within the Adelaide North region (69% of those working in the metropolitan area). A further 16% were travelling to Adelaide's West, 14% to the Adelaide Central and Hills region, and less than one per cent to Adelaide's southern region. For persons working in the City of Playford, almost all (96%) reside in the Greater Adelaide area – most of whom live in the Adelaide North region (86%), around 7% travelled from the Adelaide Central and Hills region to work in the Playford LGA, 6% from Adelaide West while less than 2% (around 320 persons) travelled from Adelaide South.

Employment self sufficiency is determined by the total employment available in the area occupied by the resident population. If a large proportion of local residents fill local job opportunities then the region is considered more self sufficient. Total self sufficiency for Playford is 40%, with the highest rates occurring in the Accommodation and Food Services; Professional, Scientific and Technical Services and Administrative and Support Services sectors. A key to increasing employment self sufficiency in Playford is to increase the proportion of people who have higher qualifications.

### EDUCATION

---

Residents of the City of Playford have a lower level of school achievement compared to the Greater Adelaide and South Australia regions. Almost one-quarter of Playford residents reported having achieved a non-school qualification, compared with more than

a third of Greater Adelaide residents and South Australians. Slightly less than half of employed City of Playford residents have a non-school qualification (47%). This pattern is reversed in Greater Adelaide and South Australia where around 60% of the employed population have qualifications. However this may be due, in part, to the nature of the employment in the Playford region. In 2011, 1,329 (1.7%) City of Playford residents had commenced an apprenticeship or traineeship. In addition, almost 5,800 individuals undertook VET within the City of Playford (7.2% of the population).

#### 4.2.2 PLAYFORD PROSPECTS

The Stretton Centre is seeking transformative change in the social and economic strength of communities living in and near the City of Playford. To do this, it is important that a range of factors driving change – locally, nationally and on a global scale – are understood, along with the challenges and opportunities embedded in each.

The *Playford Prospects: Challenges and Opportunities* report is designed to stimulate and inform strategic thinking, planning and decision making in collaboration with stakeholders. It provides a preliminary overview of the landscape in which the Centre is operating as a foundation for discussion of short and medium term priorities.

The report provides an overview of the policy context in which the Stretton Centre is situated. The policy directions discussed reflect the need to respond to major drivers of change, particularly those affecting our environment, our economy, and our population, and the over-arching need to develop sustainability. Key drivers of change – population ageing, climate change and technological change – are explored first from a futurist perspective and then in the light of existing trends. Some industry and workforce development opportunities linked to major changes taking place are identified and discussed.

#### 4.2.3 WORKPLACE SURVEY

WISeR is currently designing a longitudinal workplace survey to explore:

- Business confidence in investment, recruitment, profits, sales and growth.
- Factors related to high performance workplaces that impact on business and organisational performance and productivity.
- Current and future employment demand (vacancies and recruitment) and issues with supply (hard to fill vacancies), with a focus on local employment.
- Existing skills gaps within organisations and potential future skills requirements.
- Extent and nature of workforce training and development.

While the specific content and sampling framework have not been finalised, the first survey is expected to be conducted on local Playford businesses in the next couple of months.

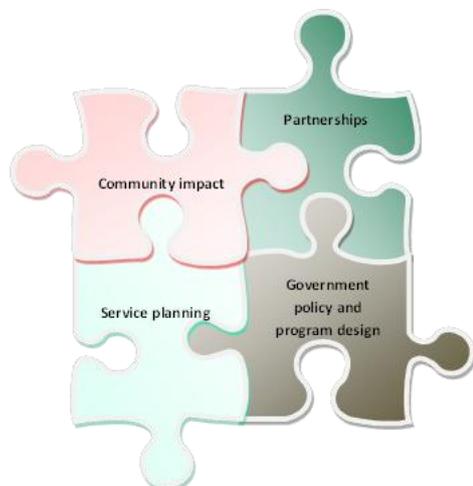
### 4.3 EVALUATION PROGRAM

The Australian Workplace Innovation and Social Research Centre (WISeR) at The University of Adelaide is responsible for the evaluation of the Stretton Centre over the period January 2013 to June 2020. The evaluators will develop, implement, collect and analyse both performance (monitoring) data and outcome and impact (evaluative) data to provide an assessment of the efficiency, effectiveness and appropriateness of activities and work undertaken associated with the Stretton Centre.

The Stretton Centre Evaluation is a meta-analysis with a dual level focus – individual project level and across the Stretton Centre initiative as a whole. The evaluation is both *formative* (that is, collecting data from the earliest implementation stages onwards) and *summative* (that is, analysing data that has been collected over time in order to determine impact).

The Evaluation Framework for the *Stretton Research Centre* evaluation provides the evaluators, the City of Playford and participating projects with a unifying structure within which monitoring and evaluation data will be collected and analysed in order to answer the key evaluation questions. It provides a model for collecting, aggregating and analysing data across a multi-level program.

**FIGURE 2: EVALUATION LENS**



Progress towards achieving Stretton Centre goals and objectives will be viewed through four interlocking lens (as shown in Figure 2). These provide an additional framework for interpreting outcomes. For example, what role did partnerships play in creating jobs through the Stretton Centre. Of particular note, engagement between different levels of government (Commonwealth, State and Local), industry and non-government organisations will be considered.

Proposed goals and objectives are presented below. Based on the priorities of the Suburban Job Initiative and the Stretton Centre, these have been designed as aspirational. Specific goals, objectives and performance indicators will be developed in consultation with relevant stakeholders as evaluation activities commence for each service and workforce development project.

**1. Playford residents are able to work locally**

*Proposed objectives associated with this goal*

- 1.1. Directly create jobs through the Stretton Centre
- 1.2. Indirectly create jobs through the Stretton Centre
- 1.3. Support initiatives to increase employment self-sufficiency in the Playford LGA
- 1.4. Support initiatives to support employment diversity in the Playford LGA

**2. Playford residents have access to appropriate local training and education opportunities**

*Proposed objectives associated with this goal*

- 2.1. Identify and promote mechanisms to attract Playford residents to Stretton Centre services and facilities
- 2.2. Develop strategies for supported pathways to education, training and employment for Playford residents
- 2.3. Increase the number and range of training opportunities in the local area, including traineeships and apprenticeships
- 2.4. Identify, address and reduce barriers to local training opportunities
- 2.5. Increase the number of Playford residents participating in adult and community education

**3. Infrastructure is available to host local employment, training, education and community development programs**

*Proposed objectives associated with this goal*

- 3.1. Completion of the Stretton Centre on time and within budget
- 3.2. Deliver infrastructure to support connection to, and activities that take advantage of the opportunities provided by, the National Broadband Network (NBN)
- 3.3. Identify and analyse costs and financial benefits to businesses occupying the Stretton Centre
- 3.4. Identify and promote factors that attract businesses to the Stretton Centre

**4. Effective partnerships strengthen Playford employment, education, training and community development**

*Proposed objectives associated with this goal*

- 4.1. Develop and strengthen partnerships that support increased local employment opportunities
- 4.2. Develop and strengthen partnerships that support increased local education and training opportunities
- 4.3. Develop and strengthen partnerships that support community engagement with Stretton Centre programs and activities
- 4.4. Develop and strengthen partnerships that work across the three tiers of government

#### **5. The local community is strong and vibrant**

*Proposed objectives associated with this goal*

- 5.1. Develop and promote the Stretton Centre as a community centre-piece within Playford Alive
- 5.2. Develop and promote the library as a community resource and learning centre
- 5.3. Identify, develop and integrate factors that strengthen the local Playford community
- 5.4. Provide public spaces that are well utilised

#### **6. The Stretton Centre leads the digital economy by example**

*Proposed objectives associated with this goal*

- 6.1. All Stretton tenants use the NBN as part of their business and activity
- 6.2. Identify benefits to employment, training, education and community development programs of use of the NBN
- 6.3. Identify how businesses within the Stretton Centre use the NBN to more effectively provide their services

It should be noted that much of the detail in this report provides the foundation for the ongoing evaluation. Accordingly, the report provides a summary of the core activities occurring during the initial formative months of the Stretton Centre project. In evaluation terms these can be viewed as the input activity with which some of the early outputs, outcomes and impact can be measured.

### **4.4 ENGAGEMENT PROGRAM**

The engagement and dissemination program involves a series of forums and information seminars designed to share the ideas and practice from the Stretton Centre project. These will be designed to bring different levels of government together with key industry and employers, education and training providers. Planning is underway for sessions to be held in the second half of 2013 involving Stretton Centre Fellows. A Stretton Research website is in development. This will promote the research and activities of the Stretton Centre.

## **5 STRETTON SERVICES**

The Stretton Centre will deliver a range of integrated services; library and learning services, industry and workforce development and training to employment model development. Community services will integrate with library services and both will connect with the park and be supported by NBN enabled technologies. The community engagement and learning roles of community and library services will contribute to the engagement of local people into learning to employment pathways, which will be managed in collaboration with other governments, registered training and other support organisations.

The work of the Stretton Research Centre will inform industry development strategies and the development of training to employment models that will have direct application to program development in the city to promote local jobs for local people. The integration of grounded research, along with a services program focusing on training and industry

development will drive local jobs for local people. Industry employment demand will be better supplied by the improved capacity of local people.

Industry and workforce development strategies will underpin the engagement of governments, industry and research bodies in 1) the formation of partnerships for the reinvention of existing industry and the development of new industries potentially in the areas of health and ageing, horticulture, mining, defence and cleantech, and 2) development of region specific training to employment models for local employment which will deliver short term outcomes as well as preparing the groundwork for growing local employment over the next fifty years. It is self evident that existing training to employment programs are ineffective and different models that capitalise on existing resources and opportunities need to be developed in order to achieve much higher levels of local employment.

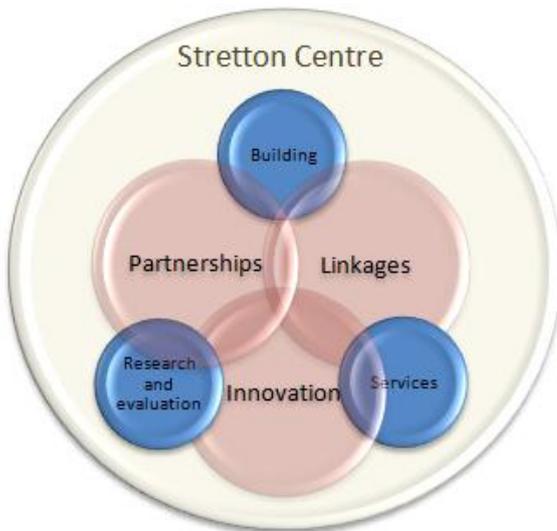
The construction of the Centre and the associated park will themselves become 'live' training sites supporting the construction of a continuum from participant engagement through to sustained local employment.

The sound working relationship between the Suburban Jobs team and the Stretton Centre consortium members; City of Playford, University of Adelaide and State Government Renewal SA will support the wider engagement of government agencies, the transfer of government policy, research and knowledge into the local environment and the presentation of project learnings to government for input into future policy and program design.



## 5.1 INDUSTRY AND WORKFORCE SERVICES PLAN

The Stretton Centre Services Plan (2013-2015) was developed to respond to key objectives of the Suburban Jobs Program including increasing the employment generation potential of the area; removing barriers to participation in employment and training; reducing travel to work times for residents; building and sustaining successful collaborations; and fostering the uptake of the NBN in the workplace. The Plan is designed to be developmental, building on current knowledge and experience of successful practice and lessons that have been learnt in the region and testing out new ideas and solutions that are informed by the Stretton Centre research and evaluation program.



The research and evaluation program of the Stretton Centre will play a key role in reviewing the Services Plan, generating a better understanding of the regions socio, demographic, cultural and economic characteristics; knowledge about pressures and challenges and key insights into industry and workforce development opportunities.

The Plan reflects the core vision and principles underpinning the development and implementation of the Stretton Centre building and associated activities which seeks to generate a range of important broad-based, complementary and sustainable outcomes for the City of Playford and wider catchment area. The services plan is designed to foster innovation through co-design, collaboration and evaluation.

The programs of activities contained in the services plan will build on and compliment the findings of the research program, expanding the research and gathering intelligence about target industries and workforces. An industry/workforce development innovation fund is included to enable the development of partnership-based projects responding in innovative ways to regional industry and workforce development priorities. The fund will be deployed strategically to leverage co-investment in demonstration projects that have the potential for wider application, subject to evaluation and adjustment. On the strength of the Stretton Centre project, significant co-investment has already been secured for a number of innovation fund projects from local, state and national sources.

Industry outreach is a key priority in the early stages of the plan. Short term employment and training opportunities for local residents will flow from the construction of the Centre. Meanwhile pilot projects in growth sectors like Health and Social Services will help to inform strategy and program development targeting maximising employment opportunities for different population groups living in the region now and in the future.

Preliminary work undertaken by WISer indicates that priority should be given to initiatives in the following industries (sectors):

- Manufacturing
- Health Care and Social Assistance (health and aged care)
- Construction (urban infrastructure)
- Mining (minerals)
- Electricity, gas, water and waste (energy)
- Agriculture (horticulture)

The Services Plan provides the foundation for the development and delivery of a range of integrated services linked to program objectives and expected outcomes. Figure 3 presents the relationship between the four key Suburban Jobs criteria, the goals of the Stretton Centre and the programs of activity designed to address these criteria and goals. The Services Plan works to deliver the following agreed outcomes:

- Co-location of industry development services for the training and development of local businesses;
- Delivery of community services for local community building and facilitating access for Playford residents to other services (by, for example, providing a referral service);
- Providing e-business services and e-literacy and learning services to assist Playford residents to participate in the digital economy, facilitate community connectivity and gain skills needed for meaningful and sustained employment;

- Providing the Services delivered by registered training organisations and providing access to 'live' work available through contractors and industry operating in the region;
- Establishing and working with a network of local employers in order to identify and secure available employment in the region for local residents; and
- Providing an industry support service at the Stretton Centre which monitors business conditions in the City of Playford.

#### INDUSTRY AND WORKFORCE SERVICES PLAN PROJECTS

<b>Health and aged care workforce/industry development</b>	
<b>Health sector industry and employment scan</b>	This project involves an environmental scan of the workforce and industry development implications of health care reforms responding to population ageing, technological innovation, workforce participation and healthy community imperatives.
<b>Aged care sector industry and employment scan</b>	This project involves an environmental scan of the implications of aged care policy reforms for workforce and industry development in the region.
<b>Industry Consultation and Engagement</b>	An industry liaison and workforce development consultant will be appointed to liaise with the health and aged care sectors to identify workforce development opportunities and how these might be maximised in the region through collaborative initiatives.
<b>Manufacturing workforce/industry development</b>	
<b>Industrial Rejuvenation Strategies</b>	This project involves a national and international review of critical success factors associated with industrial rejuvenation in regions facing major manufacturing industry adjustment challenges like the City of Playford. The project involves collaboration with the SA Department of Manufacturing, Innovation, Trade, Resources and Energy.
<b>Identifying health and aged care sector industry demand for assisted devices and technologies</b>	This project will involve appointment of a consultant to liaise with aged care and health providers on potential demand from the health and aged care sectors for assistive devices and technologies and the capacity of existing or new manufacturer's based in the region to produce such goods.
<b>Building resilient workplaces</b>	This project involves co-investment with the South Australian and Australian Government in a pilot High Performance Workplace project in the manufacturing sector designed to build resilience into workplaces as an employment retention and development strategy in the region. A high performance workplace survey will be undertaken with key manufacturers.
<b>Industry Consultation and Engagement</b>	The project involves industry liaison to identify industrial diversification opportunities in the manufacturing sector with a particular focus on the automotive industry, minerals and energy, cleantech and defence sectors. It involves a joint appointment between the City of Playford, City of Salisbury and the State Government for a period of 12 months.
<b>Industry and Workforce Development Innovation Fund</b>	
<b>Industry and Workforce Development Innovation Fund</b>	This project involves the development of industry and workforce development innovation projects in collaboration with health and aged care sector employment services providers and key employers. The projects are designed to test new workforce development models that respond to growing demand for health and aged care services in the region.

FIGURE 3: STRETTON CENTRE PLAN



## 5.2 INTEGRATED SERVICE DESIGN AND DELIVERY

Once opened, the Stretton Centre will offer a range of services that work together towards creating favourable conditions for industry and workforce development and creation of jobs.

One of the challenges for the project is how these services which are managed or driven by different teams or organisations who have their own specific objectives. We need to support them to come to a shared vision of services connection, complimenting and most importantly integrating, to deliver on the overall Stretton Centre objectives. The questions we are and must continue working through practically are:

- How do library, community learning, training, industry and research activities work together to deliver the suburban jobs objective of “facilitating an environment for local jobs for local people”?
- How do you develop a culture of working together as ‘Stretton’ no matter what service you deliver?

The Village Well workshops held through May and June provided the impetus for revisiting planned services to operate from the Stretton Centre once opened. In addition, the Program Manager facilitated five discussions with stakeholders to work through their service objectives and relationship to the overall Stretton Centre objectives. These activities provided an opportunity to identify any ‘tensions’ to that would need to be worked through in order for there to be true service integration once the Centre opened. Tensions included:

- the blurred lines between ‘community learning’ activities offered by the library and community development teams and ownership issues regarding these activities;
- community interest versus industry interest; and
- perspectives about the role of the Centre – should it provide general community activities or is it a very specific Centre targeting learning, employment and industry development.

The Village Well workshops were able to play a key role in refining the scope of activities that would occur in the Centre. It also helped better articulate the objectives of the Centre and start to link the activities into pathways towards creating conditions for employment in the region. It brought the stakeholders closer to a shared vision for the Centre.





