GROWING OUR REGIONAL WORKFORCE REVIEW SUMMARY

Regional Development
SOUTH AUSTRALIA

JUNE 2021

An Australian Government Initiative

Regional Development *Australia*

CONTENTS

MESSAGE FROM THE CHAIR

Enabling regional South Australian employers to access suitably skilled staff is critical to the sustainability and growth of the state as highlighted in the recently released Regional Development Strategy, Regions Matter, April 2021. 'Our regions are the backbone of our state and the economic powerhouse that drives prosperity for all South Australians. The regions contribute around $29 billion per year to the state's economy' (Government of South Australia: Department of Primary Industries and Regions, 2021).

Regional Development South Australia, representing the state's eight Regional Development Australia (RDA) organisations, has taken the lead in commissioning this comprehensive review to bring together in one place the issues that are inhibiting an available and skilled workforce in regional South Australia.

The RDAs are integral economic development enablers that play a vital bipartisan and leadership role in regions, working with stakeholders to create sustainable and prosperous regional communities. The Boards are chaired by respected and experienced community leaders who are passionate about their regions and the state of South Australia.

This report includes an analysis of the opportunities and barriers to filling current job vacancies and meeting identified needed skills. However, first and foremost, it is a report that identifies significant economic opportunity. The pipeline of forecasted regional economic investment over the next five years is currently estimated at $31.2B across the 7 regional RDA regions. Delivery of just 20% of this potential investment in the next 5 years will result in an estimated additional 24,960 construction jobs in South Australia. However, the timing and opportunity to deliver these jobs (and the economic impact that would create) is increasingly being linked to the availability of both an ongoing and consistent workforce.

Attraction and retention of the workforce in regional South Australia is a long-term and complex issue that is restricting regional economic growth. Add in Covid-19, which has thrown these needs into sharp focus and, as we move into the economic recovery phase, the commitment to fill current job vacancies and unlock future growth is becoming increasingly vital. It is also noted that there is a strong focus on decentralisation opportunities and how this could contribute economically particularly by the Federal Government.

Regional Development South Australia (RDSA) is working collaboratively and urgently alongside all levels of government, community and industry to ensure that existing employers are retained in regions, and that local people are given every opportunity to have the skills and support needed to engage in work. We believe there is an excellent opportunity to create a discussion between all levels of Government to deliver a regional deal for South Australia that realises this pipeline of investment.

This report provides a snapshot of 'what needs to change to fill job vacancies in regional South Australia', highlighting key enablers and recommendations for how RDSA can continue to work with government, industry and regional stakeholders to enact change that delivers jobs and economic growth.

Investment in solutions will have a significant economic impact not only for regions but for South Australia as a whole. Each job that is filled is another wage invested in a regional community, and another business able to grow its capacity, productivity and output. With an estimated 2,000 jobs currently vacant in regional South Australia, the potential economic impact of filling those jobs is enormous.

We commend the report and its recommendations to you as a catalyst for unlocking jobs and investment growth in regional South Australia in what could emerge to be a once in a generation opportunity.

Hon Rob Kerin
Chair, Regional Development South Australia

Ecosystem

Work-ready & suitably skilled local workers

+

Internal migration (SA metro, interstate metro & regions)

+

International migration - skilled and unskilled

=

Required regional labour force

Key Enablers:

Increased housing supply

+

Employment readiness pathways

+

Regionally based workforce resources

+

Increased business HR capacity & capability

+

Migration program reform

=

JOB

Filling current vacancies

Key Statistics

Regional South Australia

Population

378,074

(27% of the State's population live in the regions)

Employment

just under

150,000

of regional South Australians are employed in full and part time work

Unemployment rate

6.4%

at Apr 2021

Estimated job vacancies grown by

73%
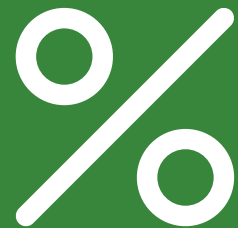
in past 12 months

Est. number of regional job vacancies at March 2021

1,941

Job Vacancy

Rate of Difficulty employing in regions

54%

up 13% in last 12 months

Investment = Jobs

$31.2B

Identified Investment Pipeline in the next 5 years

= 24,960 additional jobs

if just 20% investment is realised over the next 5 years

Liveability

Key Indicators of Liveability

Health Services

Amenities

Education Services

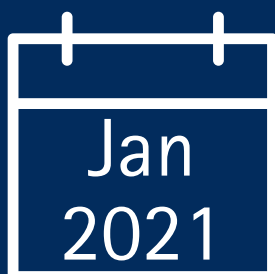Connections to community, friends & place

Cost of Living

Lifestyle & opportunity

Housing Supply
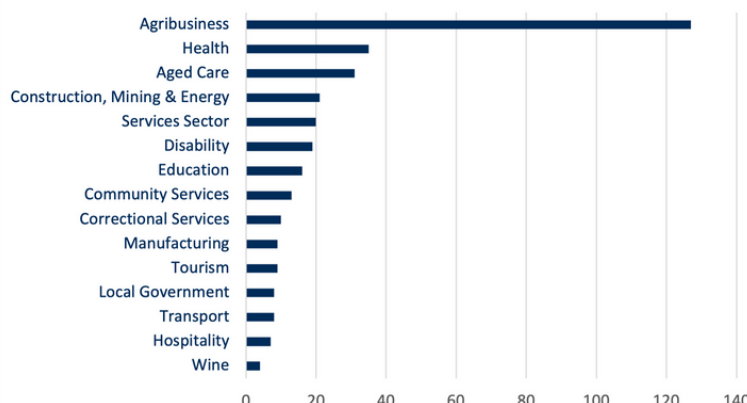
Jan 2019

Jan 2021

8,628

6,357

26.3% decrease of available rental properties

Skill Shortages

Number of occupations at risk of experiencing a skill shortage in next 5 years

Occupation	Value
Agribusiness	128
Health	35
Aged Care	30
Construction, Mining & Energy	20
Services Sector	18
Disability	18
Education	15
Community Services	12
Correctional Services	10
Manufacturing	9
Tourism	8
Local Government	7
Transport	7
Hospitality	6
Wine	3

8

One of the key outcomes that this review was asked to produce was to make five key recommendations that, if addressed, could have the greatest potential impact to fill regional job vacancies with appropriately skilled workers.

We recognise that these are complex and wicked issues and there are many more steps that will need to be taken. However, these are a blueprint of actions that can be implemented to realise investment.

One of the defining factors is that none of these recommendations can be taken in isolation and RDSA invites Government to lead or work with us to have oversight to how these initiatives come together.

We advocate that these steps will all require a joint approach between the private and public sector.

1

Increase housing supply

Undertake housing supply and demand audits by state government region (and broken down by local government area) to determine key areas of need (aggregated demand) and opportunities for developer consideration (supply gaps, available land).

Increase capacity for Renewal SA (or other agency as determined) to provide two appropriately qualified and experienced staff members for a period of two years to be embedded in regions (one South and one North) to identify potential projects, investment partners and delivery models that deliver new housing stock for regions.

Investigate the establishment of a Regional Infrastructure Fund specifically designed to drive private and public partnerships in housing development whereby historic commercial rates of return are currently inhibiting growth.

Advocacy for a national conversation with Australian financial institutions to re-evaluate commercial and residential lending practices and the lending requirements applied within regions in order to sustainably deliver housing growth.

2

Create employment readiness pathways

Collaborative delivery of place-based pre-employment training for a period of three years (commencing 1 July 2021) as a priority, to enable:

- A greater level of case management and mentoring, and place-based pre-employment and post-placement support for unemployed, disadvantaged, disabled and indigenous people

- Educational pathway programs to encourage students into jobs

- Development and delivery of place-based workforce programs that address long term disadvantage and increase the capacity and capability of the local workforce

- Increased regional access to key micro credentials (tickets and accreditation) matched to identified skills needs and job vacancies

3

Regionally based workforce resources

Create regionally-based workforce resources to enable:

- Gathering and sharing of job vacancy data and regional skills needs

- Case management assistance to employers to access available government workforce and skills programs and support

- Regional intelligence gathering and sharing and program support to increase regional engagement in existing and future government workforce and employment programs

- Case management assistance to employers looking to engage migrant workers

4

Increase business HR capacity & capability

Develop a program that assists regional small businesses to recruit and manage staff that provides:

- Regional support via training, case management and mentoring assistance to increase business capacity and capability and assistance in navigating existing information and programs

- Training and support via a combination of delivery mechanisms including face-to-face (e.g. one-to-many style workshops), online learning (webinars, video content and online workbooks) and remote one-on-one support (e.g. via Zoom or phone) or in-region mentoring

Develop and deliver an 'Employer of Choice' project as a shared public and private partnership

5

Reform Migration

- Continue to advocate to the Australian Government for changes to Australia's skilled migration program with the following aims:

- outcomes are demand driven and aligned with regional skills gaps and job vacancies

- processes are simplified and timeframes, costs and risks reduced for regional employers

- incentives are created to encourage migrant consideration of regional South Australia to redress the current imbalance of settlement outcomes in capital cities (including Adelaide)

The review that was produced to address the issues of creating an available and skilled regional workforce is detailed and lengthy.

At nearly 120 pages, it details a wide range of research that exists in this space, pulls together over 60 case studies from around Australia and the world, and collates the knowledge and experience that has been captured from over 100 stakeholder interviews.

It brings together, in one document, a complex list of issues that need to be addressed to provide regional South Australia with the workforce that it deserves.

Those issues have been summarised in this document into six key themes, with statistics where possible and detailed recommendations of how to start to get them resolved.

This document is a high-level snapshot. The six key themes are:

- Job vacancies and potential growth
- Creating employment readiness pathways
- Workforce attraction
- Accommodation
- Migration reform
- Business human research capacity and capability

JOB VACANCIES & POTENTIAL GROWTH

Without identification of where, when and what jobs need to be filled, how do we begin to address the lack of an available and skilled regional workforce?

Key Themes Explored

- Current job vacancies
- Need for accurate vacancy data by region, sector, occupation and timing
- Projected skill and occupation shortages in next five years

Job vacancies
grown by
73%
in past 12 months

Summary

South Australia and indeed the entire nation are battling with the critical issue of a lack of available and skilled workers in the regions, whilst at the same time, the number of available jobs is increasing.

The Australian Government Labour Market Information Portal states that job vacancies in regional South Australia have grown by 73% over twelve months from March 2020-21, with total recorded job vacancies sitting at 1,553.

The National Skills Commission research shows that around one-fifth of vacancies are not captured in these figures bringing the estimated vacancy numbers to be closer to 1,941.

Furthermore, many employers across the regions have simply given up trying to employ workers and are not advertising at all.

Whilst we need to understand where the current vacancies are by region, sector and occupation, we also

need to predict the future potential skill and occupation shortages. Both the National Skills Commission and South Australian Training and Skills Commission have undertaken surveys and significant research to predict labour market needs including:

- identifying numerous occupations across the key regional recruitment sectors that will be in critical shortage over the next five years
- measuring recruitment difficulty, and
- growth in staffing level needs

Add to this an ageing workforce in many critical occupations, and the situation does indeed look dire.

The opportunity cost for regional SA in not being able to fill the current and future predicted vacancies is significant both in terms of economic loss (both direct and indirect economic impact of employment) and in terms of overall regional sustainability and growth.

Recommendations

- Gather, monitor, analyse and share job vacancy data and skills audit (demand and supply) information for all regions. Develop effective methodologies and identify potential resource requirements

  WHO: RDSA and relevant State and Federal Government (Departments and Agencies)

- Identify key industries that have a significantly ageing workforce and develop collaborative initiatives to address future needs

  WHO: RDSA, Australian Government Department of Education, Skills and Employment (DESE), Australian Government Employment Facilitators and SA Government Departments

- Establish a Regional Skills Council under the South Australian Training and Skills Commission to address the current and emerging regional skills needs and establish Regional Skills Taskforces for each State Government region so that place-based skills demand profiles and action plans can be developed and implemented

  WHO: RDSA and the South Australian Skills Commissioner

Unlocking the existing local workforce supply, reducing current levels of unemployment and underemployment, building self-worth and capability would create enormous economic and social benefits to the regions

Key Themes Explored

- Creating program pathways for existing socially, disadvantaged, disabled and indigenous persons to unlock existing regional workforce supply
- Drug and alcohol abuse and mental health issues as barriers to work readiness
- Need for place-based workforce-ready programs and solutions including via educational institutions (schools, VET and University)
- Engagement of Industry with educational pathways and workforce-ready programs
- Need for regionally embedded workforce resources and case management expertise
- Need for reliable, affordable and accessible digital connectivity to deliver regional training

Rate of Difficulty employing in regions

54%

up 13% in last 12 months

Summary

Whilst growing our regional populations and attracting workers to relocate who have the required skills and are eager to work has long been touted as the best solution to fill available job vacancies, there is another approach that needs attention.

A far more practical and sustainable approach is to retain our existing regional population, who already call the region their home, and have connections with family, friends and place. We should be providing them regionally-based education and training pathways where they gain relevant and job-ready needed skills.

This approach could also enable each region to unlock the potential for existing disengaged, disadvantaged, disabled or indigenous persons, to more easily engage in work by providing them with meaningful employment-ready pathways supported by case management resources to join as active contributors within their communities.

The economic and social benefits for the regions would be enormous.

Recommendations

- Increase regional training capacity (number of Registered Training Organisations (RTO)'s willing and able to conduct training in regions) and capability (including potential for specialisation and market expansions)

- Increase RTO digital delivery capacity

- Ensure that a place-based approach is taken to regional skills training delivery with course delivery aligned to identified regional skills needs (understanding that each region will have its own specific needs)

- Maximise the benefit of existing Department of Innovation and Skills (DIS) programs that provide funding for subsidised training to achieve regional outcomes and investigate ways to overcome the current barrier of lack of critical mass for regional training delivery

- Investigate and address digital connectivity challenges in regions

- Investigate and address ICT equipment and connectivity access challenges for disadvantaged people in regions

- Increase industry engagement and support in delivery of regional skills training, including within schools (noting the benefits of engaging with students early in their high school years)

- Increase regional engagement in the Flexible Industry Pathways Program

- Expand the Industry Training Hub model across the regions

- Provide sufficient ongoing operational funding for SA Regional University Centres and expand the model across the regions

- Consider the Jobs Victoria programs with particular consideration of opportunities to establish a pilot project 'SA Regional Skills and Jobs Centre' utilising one or more TAFE sites in SA

- Provide adequate regional case management and mentoring and a greater level of place-based pre-employment and post-placement support for unemployed people and employers in regions

- Develop and deliver regional workforce programs that address long term disadvantages

- Manage regional drug and alcohol addiction via development of a guided process (employers working with service providers) to provide recovery treatment for impacted people. It is suggested that a pilot program be developed in one RDA region as a collaborative project with community, local government, education providers, industry, and police working together to deliver a zero-tolerance policy approach but with embedded support processes. Once successful it can be implemented across the regions

Recommendations

- Work with employers to manage expectations about finding ideal staff in regional areas, reducing prejudices, providing support for employing disadvantaged people, and the role of employers in training/accreditation provision. regional access to key micro-credentials (tickets and accreditation) as a place-based approach matched to identified skills needs and job vacancies

- Undertake a review of all SA Government training and workforce programs to increase regional reach, including the development of a regional strategy/lens, setting of regional targets, and allocation of funding

- Increase the reach of the Skilling SA program for regional SA including:
  - Apprenticeships and Traineeships: Consideration of regional targets for achievement of apprenticeship and traineeship outcomes and development of a framework that supports delivery on those targets. For example, an allocation of funds and regionally based human resources for each region to develop a roadmap for delivery of apprenticeship and traineeship outcomes
  - Skilling SA Project funding: Potential project – addressing ageing workforce in key industries: A Skilling SA project could be developed and delivered that encourages employers in key industries with significant ageing workforces to upskill existing workers to meet existing and future skills gaps and create opportunities for apprenticeships and traineeships to fill entry-level skills gaps. Potential project partners could include RDAs, Local Jobs Program Employment Facilitators, industry associations and Australian Apprenticeship Support Network service providers
  - Skilling SA Project funding: Consider changes to the Skilling SA program to support employment outcomes in general (beyond apprenticeships and traineeships only), to assist in filling current job vacancies

- Fund program resourcing in each State Government region to both develop and deliver (with case management) place-based programs that address these challenges and provide considered advice on required public funding options (including leveraging the Australian Government Local Jobs Program) and engagement with private stakeholders.

WHO: a task force consisting of DIS, DESE, SA Department of Education, a range of RTOs, TAFE, industry associations, RDSA and Employment Facilitators

Attracting workers to the region is a huge task, embedding them into the community for a sustained period of time is another. The factors to attract and keep them are varied and critical to understand and deliver

Key Themes Explored

- Migration Reform (see page 21)
- Accommodation that is affordable and suitable (see page 19)
- Planning for population growth
- Liveability factors: access to quality education and health services, child-care, transport, cost of living, amenities, digital connectivity, connection to community, lifestyle and opportunity
- Regional public transport
- Competition with other regions (state and national) (see page 21 under migration reform)

JOB

1,941

Approx number of regional job vacancies at March 2021

Summary

Each "place" within regional South Australia has a role to play in ensuring that they provide an attractive offering to attract workers. It needs to be a collaborative approach across local government, regional businesses and communities, leveraging State and Federal Government funding, services and programs, and private investment to create this.

It is noted that the concept of workforce attraction is often aimed at new "migrants" whether they be from elsewhere in South Australia, within Australia or internationally. This paper also considers that the same principles should be applied to existing regional citizens to entice them to want to stay within their own region and be a part of the workforce and their community.

Recently released research by the Research Australia Institute found that 1 in 5 people in the cities of Melbourne, Sydney, Brisbane & Perth would consider moving to the regions, and the key factors that would cause them to consider or reject a regional place included:
- quality of education and health services
- cost of living and housing affordability
- amenities
- connection to community
- lifestyle and opportunity

Recommendations

- RDSA, Department of Premier & Cabinet and the LGASA co-deliver a series of regional discussions to determine:
    - the appetite for population growth amongst regional communities
    - the potential impacts of population growth on key infrastructure and services, particularly health and education, retail, and other liveability considerations
    - the potential setting of regional population growth targets

- Local Councils to be supported to adopt the Regional Australia Institute's Strengthening Liveability: A Toolkit for Rural and Regional Communities Looking to Grow.

- The SA government consider opportunities to:
    - encourage working from home in regional locations or to enable jobs to be placed regionally and encourage staff to relocate, or find pathways for local people to be appropriately skilled to take up these roles.
    - create new multi-agency offices (similar to that in Mount Gambier and Clare) in key regional centres with public servants working for a range of agencies based in the region.
    - re-instigate requirements for police, nurses, doctors and teachers to work regionally for a set period of time

- Undertake childcare supply and demand audits by local government area (where analysis does not already exist) to determine key areas of need (aggregated demand) and opportunities for consideration of solutions

- Investigate different funding models (public and private) to address key areas of critical childcare need as identified in the supply and demand audits

- A roundtable discussion led by LGASA with RDSA and the Department of Transport & Infrastructure to determine potential initiatives to address regional transport gaps, including unlocking regional capacity for driver education

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There is a severe lack of available, affordable and quality accommodation across regional South Australia. This is seriously inhibiting economic sustainability and workforce attraction

Key Themes Explored

- Current housing shortage
- Data to inform investment and policy
- Barriers to Investment
- Alternate funding models

26.3% decrease of available rental properties

Summary

The lack of available, affordable and quality housing is one of the biggest inhibitors to attracting an available and skilled workforce, and hence regional business growth. Current vacancy rates are at an all-time low across the regions and in some towns, there are no rental properties available.
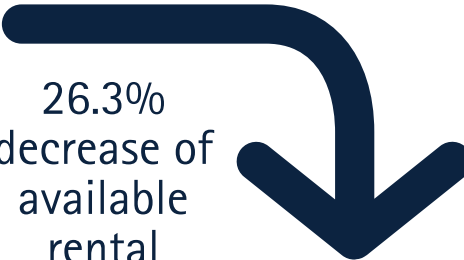Recent statistics provided by Core Logic have listed regional South Australian dwelling values increasing by 13.2% in the last 12 months to April 2021.

There are numerous examples of businesses of all sizes that cannot grow or in some cases operate at full capacity as there is no accommodation available to house the staff they need to attract. The accommodation need is at all levels – community, affordable, family-style, executive; and all sizes (one – four-bedroom) and quality levels.

There are numerous factors contributing to the lack of available accommodation including:

- Lack of investment in housing in regional areas over many decades – many towns were established over 100 years ago and in some cases, very few houses have been built in the last 50 years

- Age of existing properties impacting on attractiveness of housing to entice people to leave higher quality housing in metro locations to move to poorer quality housing in the regions
- Properties converting to Airbnb
- Lack of one and two-bedroom dwellings to facilitate single people currently occupying three and four-plus bedroom houses to downsize (and therefore free up houses for rent or purchase by families)
- Lack of independent retirement living and aged care capacity – limiting ability for older people to transition out of existing family homes (and freeing up those homes for families)
- Lack of affordable housing for rent or purchase – increased risk of homelessness for vulnerable people
- Shortage of timber and wait times for steel frames (anecdotally estimated at around 28 weeks) is delaying new house builds, as is the shortage of available construction services
- Investment in regional housing is not commercially viable for private developers
- Bank Loan-to-Value Ratios are considerably higher for regional locations versus metro
- Lack of available skilled builders and tradespeople due to an ageing workforce

Recommendations

- Undertake housing supply and demand audits by local government area to determine key areas of need (aggregated demand) and opportunities for developer consideration (supply gaps, available land)

- Roundtable discussion to be held between RDSA, Renewal SA, LGASA and all relevant housing stakeholders to:
  - Determine the most effective and efficient methodology to deliver data required
  - Source / develop potential alternate funding models and investor incentives
  - Determine the most effective and efficient strategy to address current and longer-term construction industry capacity limitations
  - Develop a high-level roadmap for increasing regional housing supply

- Advocacy for a national conversation with Australian financial institutions to re-evaluate commercial and residential lending practices and the lending requirements applied within regions in order to sustainably deliver housing growth.

- Increase capacity (provide funding) for Renewal SA or another agency to provide two appropriately qualified and experienced staff members for a period of two years to be embedded in regions (one South and one North) to identify potential projects, investment partners and delivery models that deliver new housing stock for regions

- Establishment of a Regional Infrastructure Fund specifically designed to drive private and public partnerships in housing development whereby historic commercial rates of return are currently inhibiting growth.

The current migration program presents a number of challenges for regional employers and requires further streamlining to be fit for purpose across all industry sectors

Key Themes Explored

- International Skilled Migration
- Internal Skilled Migration
- Data to inform policy and program setting
- Workforce Attraction (see page 17)
- Regionally based resources to support migration
- Competition with other regions (state and national)

Population

378,074

(27% of the State's population)

Summary

The future success of regional South Australia lays in part in the effectiveness to attract and retain suitably skilled migrants to fill skills gaps and slow the hollowing out of the working-age population.

While COVID is currently presenting significant challenges in terms of (essentially) closed international borders, having an accessible and responsive international migration program is a key component in meeting regional workforce needs and unlocking regional growth potential.

There is also significant competition between regions in Australia vying for both internal and international migrants, and this creates added barriers for South Australia.

The current migration program presents a number of challenges for regional employers and requires further streamlining to be fit for purpose across all industry sectors.

Recommendations

- Make changes to Australia's skilled migration program with the following aims:
    - outcomes are demand-driven and aligned with regional skills gaps and job vacancies
    - processes are simplified and timeframes, costs and risks reduced for regional employers
    - incentives are created to encourage migrants to consider regional South Australia to redress the current imbalance of settlement outcomes in capital cities (including Adelaide)

- Australian Government to provide relevant data to the Department for Innovation and Skills to enable development and use of trend data to inform policy and program setting

- Fund regionally based resources to provide case management assistance to employers looking to engage migrant workers. RDAs are not currently funded to provide this assistance but could host a resource that can support program delivery. A regionally embedded resource can also assist to connect employers to other programs where migration is not necessarily the right solution to their needs

- RDSA, LGASA and the Department for Innovation and Skills investigate opportunities for local government to play a lead role, working with regional stakeholders, in developing a framework for engaging communities in discussions around workforce attraction

- The development of a regional workforce attraction campaign to attract workers (and their families) from metropolitan Adelaide and from interstate (with a focus on people from interstate regions), or, seek to be a part of, the Regional Australia Institute's "Move to More" promotional campaign aimed at changing the perception of living in regional locations

- Maintain an incentive program to entice workers to move regionally

Businesses, small and large, must ultimately deliver an employment experience that supports, retains and upskills workers

Key Themes Explored

- Foundational Business Management Capability
- Support Services available for Regional Businesses
- Employer of Choice

Identified project investment opportunities over next 5 years

$31.2B

= 24,960 jobs

if just 20% of that investment is realised

Summary

Regional businesses themselves play a critical role in attracting the workers that they need, and in retaining them. Their internal human management practices, irrespective of whether they are small or large businesses, must be equipped to create an experience that workers want to contribute to, or, they need to access services that can assist them as and when needed.

Many small businesses are reluctant to take on new employees (particularly their first employee) as the legal and regulatory framework for employment and associated risks can be extremely daunting. With the number of small businesses operating in regional SA, if each business employed just one additional person, the regional job and GRP growth would be enormous.

There are numerous support and training services in place to assist business owners; however, many may not be aware of them, feel they can afford them, or in some instances, they may not be nuanced enough for their industry or circumstances.

The concept of Employer of Choice as an additional step to enable regional businesses to compete for workers is one that this paper strongly recommends.

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Recommendations

- RDAs engage with the DIS Small Business Team to identify the current gaps in regional support for businesses in terms of training needed, case management and mentoring assistance, including help for businesses to recruit and manage staff and access the vast amount of information and assistance available

- RDAs and the DIS Small Business team work together to identify examples of best practice course content and delivery methodologies and develop a framework and delivery model

- Create training programs, nuanced by sector, with Industry Groups (ie. TICSA and Business SA)

- Fund RDAs to develop and deliver an 'Employer of Choice' micro- credentialed program supported by training and case management in regions

Consultation

This Regional Workforce Policy Paper Summary has been informed by a high level of consultation conducted with numerous stakeholders including:

- RDA RWCCP team members and CEO's from all of the 8 RDAs - Barossa Gawler Light Adelaide Plains, Hills & Coast, Far North, Murraylands & Riverland, Eyre Peninsula, Limestone Coast, Yorke & Mid North, and Adelaide

- SA Government agencies including:
    - PIRSA
    - Department of Premier and Cabinet
    - Department for Innovation and Skills (DIS)
    - TAFE SA
    - Renewal SA
    - South Australian Tourism Commission (SATC)
    - Study Adelaide

- External Stakeholders and subject matter experts including:
    - Australian Government Department of Education, Skills and Employment (DESE)
    - Australian Government Regional Employment Facilitators
    - Local Government Association of SA (Dr Tom Caunce)
    - Regional Australia Institute (Dr Kim Houghton)
    - PassivePlace (Nick Lane)

The report has been further informed by findings from the extensive pre-project stakeholder consultation undertaken by RDA Adelaide with a range of organisations across the education and training sector, industry peak bodies, transport providers, Job Service providers, State Government, Local Government Association SA, community housing and service organisations and a selection of large employers.

63 Case Studies

Stakeholder Engagement

100+

People

148 References

Acknowledgements

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