



West Belconnen Development Training and Employment Initiative

Concept Paper – July 2014

EXECUTIVE SUMMARY

The scale of economic development of the West Belconnen project presents an opportunity to bring training and employment benefits to the surrounding region. The existing West Belconnen suburbs have the highest rates of disadvantage in the ACT and should benefit most from the new development.

The experience in South Australia, in particular the Playford Alive Project, provides a model for the delivery of local training and employment outcomes to disadvantaged areas as a result of a major new residential development.

This paper sets out the concept of a Training and Employment Initiative that takes advantage of the economic activity to be generated through infrastructure works contracts, either through mandatory clauses in contracts or through bidders including a provisional sum for the training/employment initiative in bids.

Based on the South Australian experience in Playford Alive – a development delivering approximately 300 dwellings per year - over a 20 year period this Initiative would directly facilitate a minimum of:

- 3155 accredited training places
- 970 work experience placements
- 570 jobs (inclusive of all jobs whether short-term, casual, part-time or full-time)

The proposed budget for this exercise is \$400,000 per year:

- \$200,000 - Salary and on-costs for a Training and Employment position
- \$200,000 – initiative funding

Over the estimated 20 year period of the ACT development, the total cost would amount to 0.65% of total projected project revenue.

The paper has been prepared by the following consultants from Strategic Development Associates - Michael Pilbrow (who is also Community Liaison Adviser to Riverview Projects (ACT) Pty Ltd), and Emma Sckrabei (who is also Training & Employment Initiatives Manager with Renewal SA).

TABLE OF CONTENTS

Executive Summary	i
Table of Contents	ii
1. Purpose of Concept Paper	1
2. Background - West Belconnen Project	1
3. The Renewal SA Works Program & Playford Alive	2
3.1. History	2
3.2. Purpose	2
3.3. Key features	2
3.4. Legal/legislative requirements	3
3.5. Resource issues	3
3.6. Impact on training/employment outcomes	3
3.7. Feedback from business/community	4
4. Applicability of Renewal SA Model for West Belconnen	5
4.1. Demographics	5
4.2. ACT Government and political context	5
4.3. Stakeholder views in West Belconnen	6
4.4. Local Business Enterprise Opportunities	6
4.6. Potential benefits for West Belconnen	7
5. Next Steps	8

1. Purpose of Concept Paper

The purpose of this Concept Paper is to:

- Summarise good practice from Renewal South Australia, particular the Playford Alive initiative, in using increased economic activity generated by large residential developments to promote training and employment for local people
- Make the case of the applicability or otherwise of a training/employment initiative for the West Belconnen development
- Outline the approaches and steps required to deliver an effective training/employment initiative for West Belconnen, including timeframes, resource requirements and partnership opportunities

2. Background - West Belconnen Project

In June 2013 the ACT Government announced that it had entered into an agreement with locally-owned land development company Riverview Projects (ACT) Pty Ltd, to commence a rezoning and structure planning process to facilitate the development of some 4,500 new homes in the West Belconnen region of the ACT, adjacent to the existing suburbs of Holt and West Macgregor, accommodating about 10,000 people over the next decade.

Since the announcement it has become apparent from consultation with the ACT Government, Yass Valley Council, the NSW Department of Planning and Infrastructure and adjoining landowners that a concurrent rezoning of the adjoining NSW land is logical and timely. The NSW land is landlocked by the Murrumbidgee River and Ginninderra Creek, and is accessible only from the ACT.

The inclusion of Territory-owned land north of Parkwood Road in the ACT and the NSW land in the project area has meant that the total yield is now potentially 11,500 dwellings with a development period of up to 40 years, which may eventually accommodate about 30,000 people.

This would make West Belconnen one of the biggest residential developments seen in the region, and one of the biggest drivers of economic activity over the coming decades. The new development will provide many benefits for existing suburbs of West Belconnen through localised employment and training, and through support for the Kippax Centre as a popular destination for new residents.

With the ACT Government land and the adjoining land in NSW the total area of land being subject to the rezoning process will be about 1600ha. The area available for possible future development is about 850ha, with a further 595Ha being set aside, including the Murrumbidgee River- Ginninderra Creek corridor, to be maintained and managed as a conservation, bushfire protection and recreation area.

3. The Renewal SA Works Program & Playford Alive

3.1. History

Playford Alive is a \$1 billion urban renewal project representing a joint partnership between the City of Playford (local government), Renewal SA (South Australian State Government's land development agency), and the local community. The project was approved by South Australian Government in 2006 with the actual physical works commencing in 2008. It is located in Northern Adelaide (in the local government area of Playford) with a particular focus on the "Peachey Belt" area which incorporates the suburbs of Smithfield Plains and Davoren Park. These areas represent some of the most disadvantaged communities in Australia.

The renewal program incorporates a variety of building and infrastructure projects including new housing, public housing upgrades, upgrade shopping centres, a new GP superclinic, state of the art schools, transport upgrades, a new railway station and a new town centre. The approach adopted by Renewal SA in Playford Alive differed from other land sales and development projects which typically took greenfield land and sold it to private developers. However in the case of Playford Alive Renewal SA was not only the land owner but was also to act as the developer.

3.2. Purpose

The Purpose of the Renewal SA Works Program is fourfold:

- 1 Involve the local community in the renewal of their suburbs
- 2 Use infrastructure to deliver economic opportunities for local people
- 3 Leverage existing program funds in the region to add value
- 4 Build capacity of the NGO sector to work in collaboration instead of competing

3.3. Key features

The Renewal SA Works Program model is very simple – it uses State government funded infrastructure works (Via Renewal SA) to provide economic opportunities to local people.

The model is structured around three key components:

- 1 **Economic Development Commitment clauses in all Renewal SA and Housing SA contracts** for works within Playford Alive. These clauses oblige contractors to provide work experience and/or new paid employment positions for residents in the local area. Commitments regarding training and employment have also been sought from parties for various commercial activities such as the Town Centre developments and retail facilities.
- 2 **Engagement, Training and Employment programs** – Renewal SA's Works Program has been able to facilitate the delivery of numerous programs targeted toward key disadvantaged groups in the community to enable them to take the next step from engagement through to training to employment. Examples of groups targeted in both projects include Aboriginal people, young men with drug/alcohol and anger management issues, long-term unemployed, mature age unemployed and culturally and linguistically diverse communities.

- 3 Live Training Sites** – The utilisation of infrastructure and other smaller scale projects in Playford Alive as ‘live training’ sites for organisations has delivered vital hands-on skills to a range of people which has enabled them to access further training pathways, volunteering and employment.

Each of the Works Program components seeks to provide a clear pathway appropriate to the needs of the individual, enabling them to access a service or support that should then lead to the next opportunity, be it training or employment.

3.4. Legal/legislative requirements

A key objective of the Playford Alive was to ensure that local people prosper from the economic growth of the project. To mandate Economic Development Commitment clauses that would provide work experience and jobs within Playford Alive contracts, the state government’s Crown Law Division was consulted to seek advice on how to write mandatory clauses within these contracts. After much consideration, Crown Law approved this approach, subject to the following of relevant insurance measures.

The Economic Development Commitment clauses within Renewal SA and Housing SA Playford Alive contracts was highlighted to the Social Inclusion Unit within Department of Premier and Cabinet in 2009, which then advocated for the whole-of-government adoption of employment targets for disadvantaged groups within all State Government infrastructure and construction contracts.

This was formally adopted in January 2011 with the introduction of the “Workforce Participation in Government Construction” policy that has a 15% target for apprentices and trainees for people with barriers to employment on all government projects valued at over \$5 million. The Renewal SA’s Economic Development Commitment clauses actually go further, with clauses attached to all Playford Alive contracts regardless of value. The consequence of this is that new employment outcomes are well in excess of what would generally be achieved through the whole-of-government policy requirements.

3.5. Resource issues

Renewal SA supported the creation of a dedicated resource – the *Training and Employment Manager* - to develop a demand driven training and employment strategy linked to infrastructure and building contracts which were part of the Playford Alive project. It was foreseen by Renewal SA that a dedicated resource must be funded and employed for the duration of the project to “broker” relationships within the project between partners, external stakeholders and contractors to deliver economic opportunities for the local community.

The *Training and Employment Manager* is responsible for the planning, management and implementation of strategic program and project plans to deliver critical engagement, training and employment objectives and initiatives of Renewal SA. The role manages and implements the Works Program across the Major Projects and Industrial divisions, developing new initiatives which provide engagement, training and employment pathways for local people.

A major reason why the Renewal SA’s Works Program has been successful has been the foresight to fund a dedicated resource to manage the model. Without this dedicated resource, good intentions would have come to nothing or may have even done harm by raising expectations that weren’t delivered.

3.6. Impact on training/employment outcomes

Since its inception in 2008, Renewal SA’s Works Program at Playford Alive has achieved a range of significant outcomes including:

- 1826 local residents having participated in various engagement and training programs with a focus on placing people on a pathway to employment.
- 459 paid employment outcomes for local people directly provided/facilitated by the model – 115 of these coming directly from Renewal SA contractors.
- 591 work experience opportunities for local residents directly provided/facilitated by the model – 216 of these coming directly from Renewal SA contractors
- \$9M of external funding secured from state and federal funding pools for the implementation of a range of engagement, training and employment initiatives

In 2011, the Renewal SA board approved the expansion of Renewal SA’s Works program to be delivered across all major renewal and industrial projects within the department. The model is currently being implemented across 6 major projects.

3.7. Feedback from business/community

Renewal SA’s work in this area has become highly regarded within the education, training, employment and contractor sector in Northern Adelaide, with many organisations seeking to partner with Playford Alive to deliver engagement, training and employment programs.

Feedback from stakeholders has included:

- **Contractors** – feedback from contractors has been very positive. See case study about LR&M Construction at Annex 3.
- **Registered Training Organisation (RTOs)** –The RTOs have responded extremely positively because the program provides them with local people to train and gives them a training site as well as the money for materials to get the work done. Carey Training is one RTO that has been involved in construction programs – Paul Brock is the CEO who says as follows: “The Renewal SA Works model acts as the overarching agent to bring agencies, training organisations, and the not-for-profit sector together to really renew communities. We have been working with Emma on numerous projects over the past 3 years and we are 100% supportive of the way things work”
- **Local community** – The Playford Alive Community Reference Group is the key group of individuals that provides feedback to the project on what the community is saying about Playford Alive. The Training and Employment Manager presents at this group once every quarter and they are very supportive of the model and have been able to see that impact of what has been done with people they know – sons, daughters, fathers, mothers, partners etc.
- **Local authorities** - Strong partnerships between Renewal SA and the local authorities have been forged. – Ken Daniel from City of Playford has said: “This is a great model of how local state funded infrastructure can provide local jobs for local people. This model can be adopted on any infrastructure project and we are currently looking at ways of how we can implement elements of the model here. The key to this model working is the “brokerage” role that Renewal SA play, the model itself doesn’t cost a lot which is a key to the whole thing working”

Local people are being provided with local opportunities; local jobs for local people. This model not only targets those people who are work ready, but also engages and connects with those of the community who are not in a current condition to access opportunities due to many social barriers, that is, those often viewed as being in the ‘too hard basket’.

4. Applicability of Renewal SA Model for West Belconnen

4.1. Demographics

In theory it would be possible for the model delivered in Playford Alive to be applied to any major infrastructure project – where there is infrastructure there are opportunities for local people to benefit in terms of engagement, skills and work opportunities.

The particular context is important, and the model will need to be adapted to take account of the demographics and challenges in any particular area. Table 1 below provides comparative data on the suburbs in West Belconnen and in the relevant parts of Adelaide. It is noticeable that the level of disadvantage in the Adelaide suburbs is much greater than in the ACT – however, the model does not depend on a certain demographic and the relative disadvantage of West Belconnen within the ACT provides a strong rationale for a targeted training and employment initiative associated with this project.

Table 1: Demographic comparison – Canberra and Adelaide

Suburb	Population	Median Age	Median Weekly Income	Median Weekly Rent	Aboriginal Population	Unemployment Rate	SEIFA Index
CANBERRA							
Dunlop	7,109	31	\$2,072	\$391	2.10%	3.20%	1099
Charnwood	3,068	32	\$1,361	\$310	3.20%	4%	982
Higgins	3,090	36	\$1,589	\$330	0.08%	4.10%	1039
Holt	4,814	36	\$1,418	\$346	1.90%	3.10%	1031
Latham	3,603	37	\$1,721	\$351	1.20%	3.50%	1065
Macgregor	5,506	31	\$1,900	\$390	1.50%	3.70%	1088
ADELAIDE							
Andrews Farm	6,275	25	\$1,200	\$260	2.70%	6.60%	929
Davoren Park	7,000	30	\$688	\$185	5.50%	19.10%	728
Munno Para	1,694	34	\$1,213	\$140	3.30%	10.70%	804
Smithfield Plains	2,278	28	\$708	\$200	5.30%	16.40%	728

4.2. ACT Government and political context

The context for an initiative like this is positive in the ACT at the moment. The expected hit to the ACT economy from a tough Federal budget has the Government looking at ways to support jobs and growth in the economy from sources other than the Federal public service.

On 19 March, a motion was passed in the ACT Assembly that said, among other things:

“That this Assembly:

(1) notes the important contribution that the development and maintenance of infrastructure plays in underpinning jobs growth by creating a productive and sustainable ACT economy;

(2) recognises the importance of specific projects that are delivering on these objectives including:

...

(3) notes the impact on the ACT economy of a contraction in spending by the Commonwealth; and

(4) calls on the ACT Government to continue progressing important transformative projects including:

...

(f) **the Riverview Development.**

A number of Ministers and Members spoke on the motion. A telling comment came from the Deputy Chief Minister and Minister for Economic Development, Andrew Barr MLA, who said:

“Over the next decade we will not only see construction begin on 4,500 new dwellings at Riverview but we will also see the jobs and economic activity that are driven by the construction of thousands of new homes and the services for these homes.”

4.3. Stakeholder views in West Belconnen

Preliminary Consultations have been held with some key stakeholders, with considerable interest being shown in the concept of using a large residential development to bring economic, training and employment benefits to the surrounding community. For example:

- Local community organisations– who are particularly concerned for the large number of unemployed young people in West Belconnen who need opportunities for vocational training and genuine employment;
- Business – which is looking for a boost to the economy of West Belconnen, and also keen to see more local employers taking on apprentices;
- Vocational education and training providers – who have an interest in more ‘sites’ for vocational students to have the opportunity for real ‘on the job’ training;
- Commonwealth Government representatives expressed interest in being engaged, esp in terms of Federal programs for training and employment.

4.4. Local Business Enterprise Opportunities

In addition to using the direct opportunities provided by large scale construction to generate training and employment, Riverview and the local community see the opportunity for new enterprises to emerge to take advantage of the increased economic activity. Some ideas under consideration include:

- Mower Shed
- Landscaping business – doing landscape maintenance
- On-site nursery facility that would grow certain types of local tube stock for the landscaping of the development, even mature trees
- Urban agriculture
- Solar farm
- Health co-op
- Recycling – timber, paper, etc
- Production/manufacturing of certain products for development for example letterboxes, rainwaters tanks, welcome gifts/packs for new owners,
- Media hub to generate stories for the local community and local agencies as well as websites, promotional material etc

- Food – catering, lunch/coffee vans
- Bike repair business– eg people donate old bikes, volunteer fix them up and after a certain amount of hours they get to take a new bike home
- Tourism and recreation business opportunities within the Murrumbidgee/Ginninderra Creek Conservation Corridor

Possible business models could include private businesses started by local people, member-owned cooperatives and more informal community groups. Discussions on these and other enterprises are ongoing.

In South Australia, BoysTown provides a good example of a community enterprise linked to a large residential development. See Annex 2 for a Case Study on BoysTown SA.

4.5. Contracting options

As discussed above, the South Australian approach is to use mandatory clauses in contracts to ensure certain minimum outcomes in terms of employment and training. The South Australian Government’s “Workforce Participation in Government Construction” policy has a 15% target for apprentices and trainees for people with barriers to employment on all government projects valued at over \$5 million. The Renewal SA’s Economic Development Commitment clauses actually go further, with clauses attached to all Playford Alive contracts regardless of value.

The ‘mandatory clause’ approach is an option that deserves consideration in the ACT. Of course, bidders for infrastructure projects will factor any mandatory training/employment requirements into their pricing.

An alternative option would be to ask bidders to include a Provisional Sum for training/employment on top of their standard bidding price for the delivery of infrastructure works. This option would have the advantage of additional costs for the training/employment initiative being presented in a transparent manner.

4.6. Potential benefits for West Belconnen

Based on the South Australian experience in Playford Alive – a development delivering approximately 300 dwellings per year - over a 20 year period this Initiative would directly facilitate a minimum of:

- 3155 accredited training places
- 970 work experience placements
- 570 jobs (inclusive of all jobs whether short-term, casual, part-time or full-time)

On an annual basis, the following minimum outcomes would be achieved:

Years 1-3

- 60 accredited training places
- 40 work experience placements
- 20 jobs

Years 4-20

- 75 accredited training places
- 50 work experience placements
- 30 jobs

The above projected training/employment outcomes are those that would be directly attributed to the Training and Employment Initiative. Many more jobs would be generated by the overall project, but as these jobs would have been generated by the project (whether or not there was a Training & Employment Initiative), they are not included here.

5. Next Steps

To make this initiative a reality, there are a number of key timeframes, milestones and steps:

Timeframes – it is anticipated that the first homes in the West Belconnen development will commence in early 2016. This means that outside-estate and inside-estate infrastructure will commence in the second half of 2015. Working back, we need to have the training and employment initiative fully prepared and ready to commence by mid-2015 before the first work commences.

Key steps –

1. Approval of Concept Paper, in particular support for the following to be part of the initiative:
 - a. Infrastructure Works Contracts
 - i. Including decision on ‘Mandatory Clause’ or ‘Provisional Sum’ options
 - b. Live Training Sites
 - c. Pre-employment & Vocational Programs
 - d. Local Business Enterprises
2. Development of Detailed Strategy for:
 - a. Preparatory Year – July 2014-June 2015
 - b. Implementation from 2015-16
 - c. Ongoing monitoring and annual review

Partnerships – The success of this initiative will depend on strong partnerships with stakeholders in government (especially land development/planning authorities and employment/education departments), contractors who are potential tenderers, local businesses, NGO sector, Job Service Australia Providers, Disability Employment Services Providers, Registered Training Organisations, Industry Associations such as MBA, HIA, high schools and vocational training institutions.

Resources – The South Australian experience suggests that a full-time Training and Employment position is essential to implement the model when developed and the infrastructure works are close to commencing on the ground. A budget for this resource must also be included for “top up” and “establishment” funding for initiatives (for which state and federal funds would also be sought).

ANNEX 1 – CASE STUDY: JEAN CLAUDE :

PARTICIPANT



- Jean Claude, 24 years old, migrated to Australia in 2008 after securing political asylum from his home country of Cameroon after United Nations (UN) intervention
- Upon arriving in Australia, Jean Claude found it very hard to make friend, find work or undertaking further training due to French being his first language
- Jean Claude enrolled in secondary education in late 2008 and successfully achieved his year 12 equivalent within 3 years.
- In 2011 Jean Claude obtained some work experience via a non for profit organisation called Habitat for Humanity in the City of Playford so he could gain an understanding of Australia workplace cultural and what the construction industry was like. It was during this work experience that he came in contact with the Renewal SA Works Program at Playford Alive
- Jean Claude was referred to the Works Program by the site manager at Habitat for Humanity who highly recommend him for a work experience placement with a Playford Alive contractor – Adelaide Property & Gardens (APG)
- APG had been awarded a major landscaping contract (3 years) in Playford Alive and via mandated contract requirements had to deliver 4 work experience placements and 2 newly created jobs as part of their contract under the Renewal SA Works Program
- Jean Claude was placed into an unpaid work experience placement for 5 days with APG in November 2011
- Jean Claude really enjoyed being in work, it wasn't necessarily the work itself but just being employed again
- Jean Claude performed exceptionally well that on completion of the placement he was offered full time employment as a landscape labourer with APG.
- Jean Claude still has dreams of becoming a carpenter and commenced a Certificate II Construction program in the evenings this year to work towards that goal.
- In 2014 Jean Claude has now being employed full time for 3 years fulltime, his employment would not have been possible without assistant from the Renewal SA Works Program at Playford Alive
- Quote from Jean Claude "If it hadn't have been for the work experience I undertook as part of the Renewal SA Works Program at Playford Alive I would still be unemployed. All I need was someone to give me a change".

ANNEX 2 – CASE STUDY: TILLY :

PARTICIPANT



- Tilly 36, a mother of four young children, relocated to Adelaide from Kalgoorlie in Western Australia after her husband was made redundant in 2012.
- Tilly started looking for employment in mid-2012 as her youngest child had reached kindergarten age and she was now able to work part time hours.
- Tilly found that unfortunately due to her time out of the labour market, looking after her children and her lack of formal qualifications had disadvantaged her potential to gain employment
- Her “accepting anything” attitude resulted in an initial 20 job applications including casual work at McDonalds, she was unsuccessful at each one.
- After much soul searching Tilly decided that she would go back to study and focus her attention on trying to secure employment within the Aged Care and Community Care sector – she has recently had experience in caring for her sick grandmother.
- Tilly was introduced to the Renewal SA Works Program at Playford Alive in 2013 after seeing a tiny add in the local paper advertising the Northern Health Pathways Program
- Tilly attended the information session and was immediately offered one of 15 spots on the program
- The Northern Health Pathways Program is an annual program run to create local jobs for local people within the Aged Care, Home and Community Care and Disability sector in the Northern suburbs of Adelaide.
- The program delivered a Certificate III in Home & Community Care and ran for 10 weeks, with a 4 week work experience placement within a facility included
- Tilly completed her qualification in mid-2013 and was immediately offered a casual position at the residential care home where she had undertaken her work experience placement.
- While working here Tilly was applying for other positions within the industry closer to home and within two months she found a full time permanent position at Resthaven in the palliative care unit.
- At the time of the interview, 12 months after first seeing the newspaper advert for the Renewal SA Works program at Playford Alive, Tilly was employed in a fantastic facility in a job that she loved.
- In October 2013 Tilly won a scholarship via the Playford Alive project to undertake an 18 month palliative nursing qualification incorporating evening classes three nights a week.
- Quote from Tilly “We have an aging population and this program has provided a pathway to address this whilst also giving people skills and relieving unemployment, it gave me a route to employment I had not considered before and the program improved my employability by putting me in situation that I thought I would never be in”.

ANNEX 3 – CASE STUDY: BOYSTOWN

SOCIAL ENTERPRISE



- BoysTown has been working in partnership with Playford Alive since 2009
- This model fits into the Live Training Site element of the Renewal SA Works program at Playford Alive
- Playford Alive is committed to providing BoysTown with the following works each year on the project to ensure this enterprise exists: 5-7 housing refurbishment per year, \$100K of landscape maintenance work on our refurbished properties and the display village.
- This enterprise takes on between 15-25 young people per year and PAYS them for working – this way they learn to budget and prepare for the real world of work. Each individual is also assigned a case manager who assists them with any barriers they have stopping them from being involved.
- Just about to enter a brand new partnership on a build and sell model where BoysTown will buy a block of land from us and have a 12 month settlement – this way they can build a brand new house with young people, sell it and when they get money through they pay us back for the land. This is brand new to SA and has only been done in QLD.
- Transitional employment model focuses on getting young people ready for the open employment market so they can stay in a job for a longer period of time – extremely necessary for young people who have gone off the rails to get back on track.
- BoysTown recruit local young people only, this reduces vandalism and theft as the community knows their young people are being provided with an opportunity.
- Young people on this enterprise are paid a training wage – like an apprenticeship
- To date, the BoysTown/Playford Alive partnership has produced over 100 employment outcomes for young people from disadvantaged backgrounds since 2009.

ANNEX 4 – CASE STUDY: LR&M CONSTRUCTIONS



- LR&M Constructions are a civil construction company that has been successful in securing works within the Playford Alive project for the past 4 years
- LR&M are SA owned and operated and focus on residential developments, roads, marinas and commercial construction
- Each individual contract that LR&M is successful on securing has mandatory requirements in there to provide a certain amount of newly created work experience and job outcomes for the duration of that contract
- The HR Manager at LR&M – Cheryl Caulfield works closely with Renewal SA’s Training and Employment Initiatives Manager once each contract is awarded to discuss the schedule for delivering these requirements
- Cheryl says “These requirements are not a burden for us at all, we need workers and the more local workers we can attract for local projects means our labour hire costs are lower and our staff turnover is less as employees have short distances to travel to and from work. All candidates that come through the Renewal SA Works Program have a minimum Certificate II qualification, have a white card and PPE and pass our medical requirements during the recruitment process. We need staff and this program provides us with reliable and skilled workers at no cost to the business AND we have someone doing it all for us. It is a great initiative and one that LR&M Construction is fully supportive of”.
- LR&M currently are carrying our civil and electrical works as well as ring road construction within Playford Alive - on these contracts they were required to take on 8 work experience placements and 4 jobs – they have exceeded their jobs targets by 3 due to requiring more employees on the project.