The Role of the Government Architect in the Integrated Design Commission South Australia (IDC SA).

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INTRODUCTION

This paper will examine the role of the South Australian Government Architect in the recently formed Integrated Design Commission South Australia (IDC SA). The IDC SA is a unique model in Australia, instigating a design-led approach to the built environment, planning and development within government. The paper will also discuss the additional role for the Government Architect as Director of *5000+ An Integrated Design Strategy for Inner Adelaide* (5000+), a key project currently being facilitated by the IDC SA for the partner agencies across three tiers of government.

Formed in July 2010, IDC SA is in the early stages of its existence, and as such, this paper will discuss its formation, structure and remit, with a particular focus on roles and their early enactment.

A key focus for the IDC SA has become the 5000+ project, which will be explored in greater detail as a case study for design-led approaches to city redevelopment and regeneration. 5000+ is an emergent model in the process of progressing from its establishment into its implementation and as such, the paper will focus on the initial research undertaken and the relationship to methods being developed for the project.

BACKGROUND

In 2008, the Government of South Australia invited Professor Laura Lee to become an Adelaide Thinker in Residence, focussing on design issues and opportunities. Developed in South Australia in 2003, the Thinker in Residence program brings international experts to Adelaide with new ideas for the state with the focus on translating them into practical solutions to improve the lives of South Australians. There have been 19 completed residences to date with three current. These residencies have looked at subjects including health, education, water, technology, climate change, transport, design and road safety, with the program setting out to generate new thinking, provoke change and activate the results for the people of South Australia (http://www.thinkers.sa.gov.au/ 2011).

The 19th Thinker, Professor Laura Lee, FAIA, Hon FRAIA, is internationally renowned for her work in integrated design education, practice and architectural research. Her residency focused on the value of design and the impact of the built environment on the quality of life for South Australians, and, as with other Thinkers, built on the work of previous Thinkers.

Professor Lee's visionary strategy for a future Adelaide based on integrated design is intended to create opportunities for economic success, innovation and the shaping of a vibrant and liveable city. Professor Lee's work encourages South Australians to participate in a conversation about a future Adelaide and to own the outcomes. Nine recommendations are articulated in the final report (refer Figure 1.)
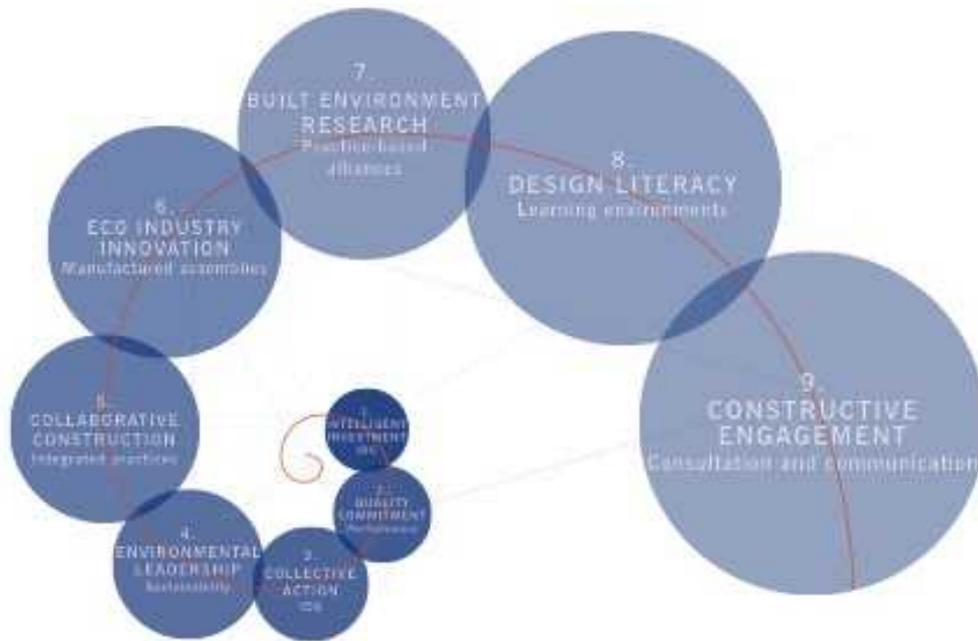
Figure 1. Prof. Lee - Nine Recommendations

The framework established by Professor Lee in her report – '*An Integrated Design Strategy for South Australia: Building the Future*', whilst specifically grounded in South Australia, develops a curriculum or model that can be adapted to other scales and scenarios of urban development. The model looks to the principles of integrated design as the basis of a decision-making process that other cities, regions or local communities can adapt to their environments and needs.

Several recommendations from Professor Lee's residency have been acted upon by the SA State Government, most notably the establishment of an Integrated Design Commission of South Australia with the appointment of the appointment of a Commissioner for Integrated Design and a Government Architect. A second recommendation is underway with the formation of 5000+ as an *integrated design strategy* for inner Adelaide.

INTEGRATED DESIGN

'Design Thinking', 'Integrated Design' and 'Integrated Design Practice' are core themes of Laura Lee's Thinker in Residence Report. The following definitions are from Lee's report and provide necessary background to these concepts and context to the 'design-led' approach of IDC SA.

> **Design** is multi-faceted, multi-layered and conveys many meanings. Importantly, it is both a verb and a noun, referring to a process and to a product, to an activity and to the result of that activity. Design is simultaneously a problem seeking and problem solving activity, a means to achieve desired goals not only the goal in itself. It is a creative process referring to every course of action aimed at changing existing situations into preferred ones, driving innovation to deliver value.

Integrated design is about collaboration, consultation and communication across broad stakeholders and, early in the design process, acknowledges challenges and perceived restrictions. It enables the integration of research into all aspects of industry and professional practice with an emphasis on processes for achieving outcomes as well as the outcomes themselves. Based on a human-centred approach, integrated design fosters coordinated, long term decision making leading to improved quality of life outcomes.

Integrated design practice reflects a holistic approach, through which multiple disciplines and aspects of design including architecture, engineering, interior design, landscape architecture and urban design (to name a few) are considered together in the planning of a new environment or renovation. It assists the client with any facility- related or service-delivery need providing a total approach to a project's life cycle to achieve a cost effective, resource efficient, and performance-based result that enhances the experience of the users.

THE INTEGRATED DESIGN COMMISSION

Recommendation number one of Professor Lee's report is:

Create an Integrated Design Commission, attached to the Department of Premier and Cabinet, with a Commissioner and Government Architect supported by a team of design professionals and a multi-disciplinary advisory board of experts responsible for independent advice, advocacy and review of built environment, planning and development.

The Integrated Design Commission is understood as the foundational recommendation of Professor Lee and was implemented in July 2010 by the SA Government with the appointment of the Commissioner. In October 2010 the Government Architect was appointed, and along with the supporting office commencing January 2011. In the IDC SA model, a series of supporting groups play a supporting role including an Advisory Board (consisting of state, national and international experts) and Design Assistance teams (consisting of multi-disciplinary industry specialists). The first Advisory Board meeting occurred in August 2011, and various design services have been procured for specific tasks. Refer internal structure of IDC SA in Figure 2. The IDC SA sits within the Cultural Division of the Department of Premier and Cabinet.
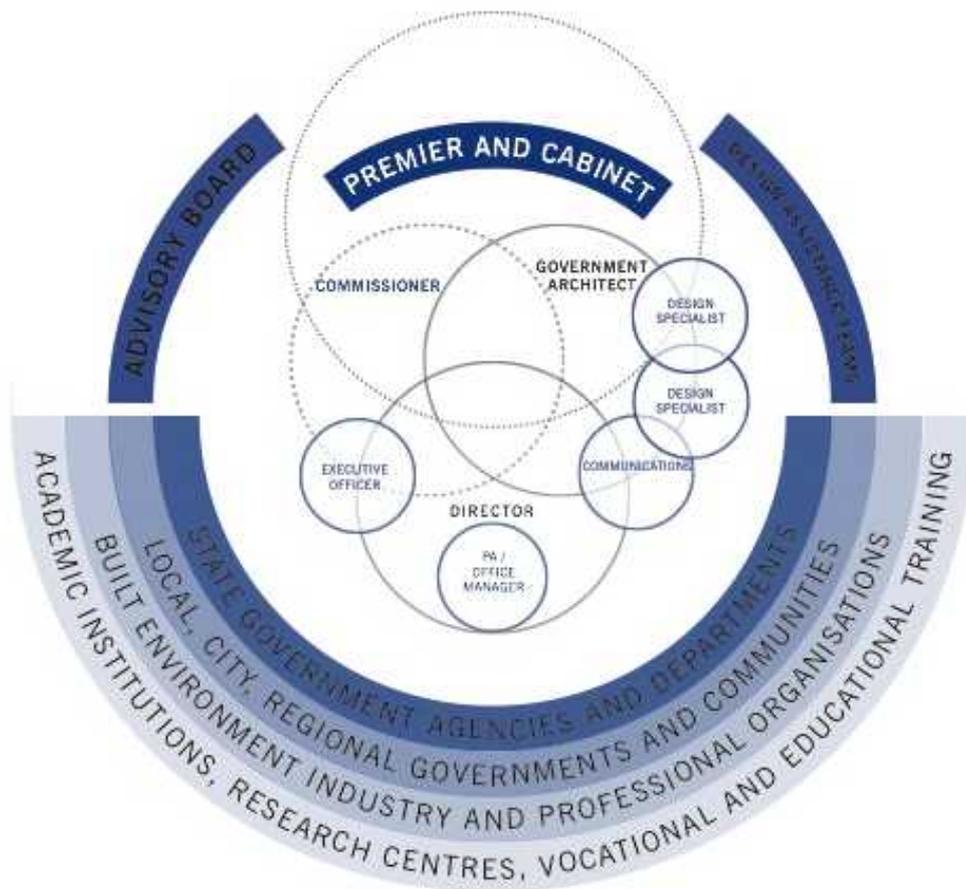
Figure 2. IDC Organisational Diagram

The Commission is the organisation to support all the other recommendations of Professor Lee, with its key objective to advocate for the value of design and to advise on processes to achieve design excellence in the built environment (Lee 2011, p.91).

Further, the IDC SA is modelling integrated decision-making, with an emphasis on achieving highest quality outcomes in relationship to planning and development processes. The IDC SA takes a whole of government approach as per South Australia's Strategic Plan, advancing and integrating its targets by advocating for and advising on design (Lee 2011, p.91).

A key method for this is through the facilitation of locality based integrated design strategies that encourage design innovation and high design standards within government to develop opportunities for improved urban conditions. 5000+ forms the first such example.

The Commission works to five guiding principles, which are themselves a distillation of the nine recommendations of Professor Lee's report:

1. Design in all Stages

2. Enabling a collaborative culture

3. Demonstrating environmental leadership

4. Evidence through research

5. Inform, Educate, Engage

The role of the Government Architect in the Integrated Design Commission

The specific and explicit role of the Government Architect is to represent, lead and manage the office of the IDC SA and to support the broader remit of the role of Commissioner for Integrated Design, with:

- the provision of expert advice and strategic direction to government on key policy issues, projects and major developments on all matters related to architecture, the built environment, planning and urban design,

- raising the awareness of, understanding and practice of good design, based on research, application of knowledge and an integrated approach,

- the development of integrated design strategies, guiding principles and quality of life measures to inform design, planning and development in South Australia.

In addition the role of Government Architect, employed under the Public Service Act, is Executive Director of the IDC SA, with authority regarding staff, resources and budgets.

Whilst the above points generally exemplify the role of the contemporary government architect position across the Australian state governments (apart from the NSW Government Architect's Office, also a multi-disciplinary consultancy operating on full commercial principles), there some important distinctions. The role is full-time (as with Queensland, Tasmania and NSW) and sits within the Department of Premier and Cabinet, reporting to the Chief Executive and Premier (Victoria is the only other state with this relationship). In addition, South Australia has a Commissioner for Integrated Design, working with the Government Architect in a collaborative leadership model.

The role of the Commissioner for Integrated Design

A key aspect of the Integrated Design Commission is the collaborative leadership model, with three distinct roles and associated responsibilities. The Commissioner for Integrated Design is a unique role across Australian State Governments. Employed under different conditions to the Government Architect (specifically Section 68 of the Constitution), the role of the Commissioner is to provide independent advice through the Premier to state government across a broad remit of design for South Australia. To enable that independence, a greater degree of freedom is afforded in terms of engagement with media and industry than what is afforded those employed under the Public Service Act. To illustrate an example, the Commissioner can directly engage with media, whilst the Government Architect and other public servants must follow a protocol of approvals through department channels depending on the nature of the material under discussion.

Both roles are based in the value of design thinking for government, in seeing the interconnectedness of things, and of leveraging knowledge of the relationship of policies and procedures to design processes and outcomes. The Commissioner has a broad remit across industrial design, through built environment and into

planning, to inform strategic thinking in government and to develop the relationship between its different agencies and programs. The role of the Government Architect is to have a more specific focus on built environment outcomes and how to enable design excellence, and to inform policy and planning as to how to best achieve quality. Whilst the roles have significantly overlapping and complimentary agendas, the different terms of engagement mean the two are able to work collaboratively and strategically with elected members and public servants, industry leaders and design professions, researchers and academic institutions.

Design Review

A key mechanism for delivering the ambitions of the Commission across its the five principles is Design Review. Articulated as a focus early in the formation of the IDC SA, the model of design review proposed is drawn from the internationally recognised CABE model (Commission for Architecture and the Built Environment in the UK, now 'Design Council CABE'). In the program currently being implemented for South Australia by the IDC SA, the Government Architect operates as Director of Design Review.

"Design review is a tried and tested method of promoting good design and is a cost-effective and efficient way to improve quality" (Design review: principles and practice, CABE 2008, p.2). Evidence shows that the greatest impact on a project occurs early when decisions are being made, but while the cost and implications of change are minimal, when the critical investments are made, and the design decisions can set up a project for success.

In October of this year IDC SA formed a Memorandum of Understanding with Design Council CABE with a license agreement to explicitly use the CABE Design Review process. After a workshopping process with representatives in October, the IDC SA is currently adapting the process to the particularities of the South Australian context for testing in November and formal undertaking in 2012. Further, a series of the CABE publications will be adapted as supporting material, providing the guidelines for achieving good design outcomes.

A clear opportunity for an ongoing Design Review process and further enabling the agenda of the IDC SA is the identification of recurrent issues affecting the quality of development. It is anticipated that the formalisation of the recording of these recurrent issues may lead to the formation of an evidence base to support the undertaking of research. Research could be commissioned to enable to understand the mechanisms, blockages or opportunities that exist in planning legislation or controls that support or enable high quality design outcomes; into development industry procedures and approaches relevant to achieving quality and affordability; community attitudes and perceptions around increasing densities and types of projects; and into exposing limitations in or opportunities for the design professions. The IDC SA is then able to further develop an evidence to provide direct and well-founded advice to government.

5000+ AN INTEGRATED DESIGN STRATEGY FOR INNER ADELAIDE

In Charles Landry's residency as a Thinker in 2003, he talks of a bigger future for Adelaide in the vein of his book 'The Creative City: A toolkit for urban innovators' (2000). Specific reference is made to a number of initiatives that are in part developed by the work of Professor Lee and implementation through the Integrated

Design Commission. His report, "Rethinking Adelaide" specifically recommends to "establish an international think tank or institute in Adelaide around creative thinking about cities, with the aim of positioning Adelaide as a leader and the partner organisations as founding members", as well as to "consider the value of a metro Adelaide governance arrangement suitable to 21st century needs to make sure that decision making across the broader metropolitan areas is better coordinated, and collaboration on key initiatives occurs more strategically" (Landry 2003)

The Integrated Design Commission is leading the partnership in the delivery of the IDS on behalf of the South Australian Government, Adelaide City Council as well as the seven councils adjoining inner Adelaide , and with the support of the (Australian) Department of Regional Australia, Regional Development and Local Government. The four state government department partners are Department of Premier and Cabinet, Department of Planning and Local Government, Department of Transport, Energy and Infrastructure and the Department of Family and Communities. Each department has senior executive representation on the Leadership Team for the duration of the project.

With IDC SA operating on its behalf, the IDS Leadership Team reports to the Capital City Committee. The Capital City Committee is unique in Australia in that it is based in a collaborative arrangement between the South Australian Government and the Adelaide City Council. The Premier, Deputy Premier, Minister for Infrastructure, Lord Mayor and Deputy Lord Mayor all have a position at the table, along with various Department Chief Executives to ensure the ongoing strategic development of Adelaide reflects its role as the State's capital. For the duration of the IDS project, both the Commissioner for Integrated Design and the Government Architect sit on the Capital City Committee and are present to the numerous projects and proposals presented, discussed and reviewed.

Prior to the establishment of the IDS project at the beginning of 2011, senior executives of each of the partners met regularly to formulate and review a Project Plan for the project that identified the body of work to be undertaken during the course of the project. The body of this paper outlines the components of this work with reference to contemporary national and international examples.

Importantly the work of the IDS references the strategic planning that has been undertaken by the Australian and South Australian Governments, formulated into the following policy documents:

- *Our Cities, Our Future - A National Urban Policy for a productive, sustainable and liveable future.*

- *South Australia's Strategic Plan*

- *The 30-Year Plan for Greater Adelaide*

- *Creating Our Future, City of Adelaide Strategic Plan*.

The IDS was established as an 18-month design-led project that will be finalised in June 2012 by delivering:

- An overarching and shared vision for inner Adelaide with a supporting set of guiding principles

- Recommendations to improve key policy and regulatory settings and procurement processes

- A 'place shaping' framework

- Models for collaborative decision-making

- A body of research and evidence to support the project.

In July 2010, the project was launched publically as *5000+ an Integrated Design Strategy for Inner Adelaide*. *5000+* is the key component of the branding with the remainder a descriptor. Whilst the obvious purpose is to create a simple and recognisable brand, it also forms to enable greater distinction between the IDC SA as a state agency, and the IDS as the three levels of government partnership project. For the remainder of the paper, "5000+" will be the term referring to the Integrated Design Strategy for Inner Adelaide.

"5000+" refers to the postcode for Adelaide City – 5000, with the "+" a more general descriptor for the portions of the seven surrounding councils included in the project's geographical scope. The "+" is a lso a signifier of 'adding to the city', of 'more', of 'increasing possibility' for the city, its inhabitants, workers and visitors.

It should also be noted that the branding has similarities to Postcode 3000 from Melbourne in the early nineties. There are three fundamental differences that should be noted. Postcode 3000 is Melbourne City Council initiative, endorsed by the Victorian State Government, whilst 5000+ is a partnership between three tiers of Australian Government. The Postcode 3000 project was aimed primarily at increasing residential dwellings within the centre of the city and 5000+ is broader in its thematic scope. Finally the geographic scope of 5000+ is beyond the city itself, taking in portions of the seven surrounding councils.

5000+ in its first instance is working to uncover what is appropriate for inner Adelaide, with outcomes being sets of recommendations, tests and demonstration projects to identify and frame future bodies of work to be undertaken.

The specific purpose of an integrated design strategy can be understood to:

- Influence the value and long term benefits of planned infrastructure investment

- Give a voice to people who traditionally have not been given opportunities to contribute to the shaping of their environment

- Broaden the range of methods used to test and communicate proposals

- Introduce tools, techniques and technology that encourage the sharing of ideas between individuals and organisations

- Define high-quality and responsive place-shaping guidelines for communities

- Use evidence to inform decision-making

- Embed processes of criticism and review.

The specificity of the strategy for inner Adelaide is achieved by explicit and ongoing reference to:

- Supporting the aims and delivery of 'The 30-Year Plan for Greater Adelaide'

In this Plan, specific policies have been created in regard to Adelaide City centre. Number one is to "Strengthen the primacy of Adelaide City centre as the cultural and economic focus of Greater Adelaide and enhance its role as the centre for peak services" and the final, number twelve, is to "Prepare in partnership with the City of Adelaide, an integrated design strategy that provides an urban design vision for the city centre (The 30-Year Plan for Greater Adelaide, Government of South Australia).

The role of the Government Architect as Project Director of 5000+

In the initial formation of the IDC SA and instigation of the Integrated Design Strategy, the role of the Government Architect was external to the workings of the project as identified in figure 4.

The original structure of the proposed Integrated Design Strategy called for the Government Architect as part of the Leadership Team for the Integrated Design Strategy, intentionally situating the IDC SA as a partner (within the Department of Premier and Cabinet). Shortly after initiating the IDS with all the Development Team roles in place apart from the Project Director, for a number of reasons it was determined that the role of the Government Architect would fill the Project Director role. In doing so, the IDC SA became more involved in the facilitation of the partners and more closely linked to the delivery of the model and project.
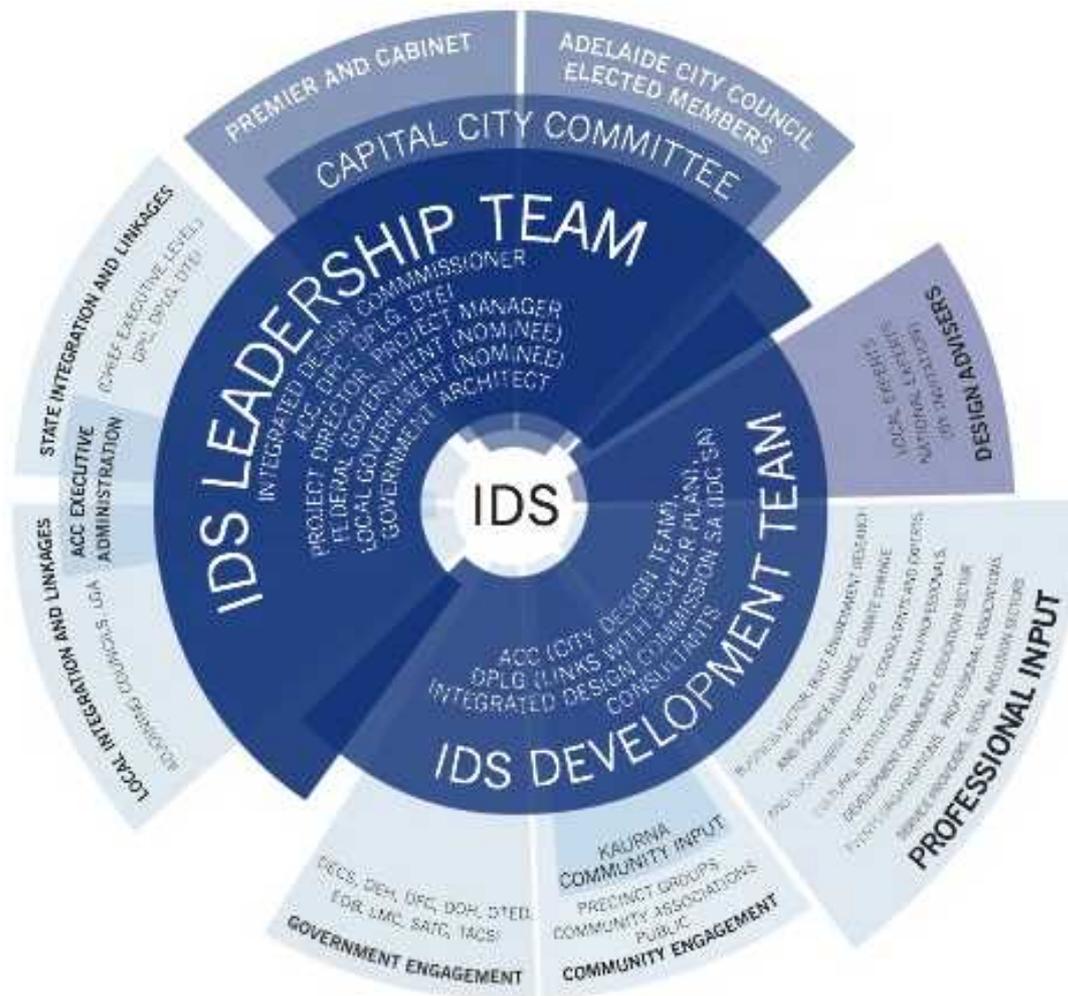

Figure 4. IDS Leadership Diagram

Deliverables

Part of the body of research undertaken as part of the deliverables is referred to as the *knowledge base*, It is this knowledge base which specifically informs the work of 5000+ over the course of the project. The two major components of the knowledge base are:

- *The Knowledge Base Recommendations Report*
  This report reviews integrated design models, strategies, policies, programs and research to help shape aspirations for inner Adelaide; and to help South Australians understand what is possible and inspire confidence change, demonstrate how other cities have made their aspirations reality.

- *The Context and Issues Report*
  The Context and Issues Report will help decision makers better understand inner Adelaide and contribute to the evidence base underpinning the case for change. The report will also outline which aspects of inner Adelaide are performing well, what needs to change and what issues present potential blockages to change.

These two reports form the required deliverables for the Australian Government under the funding agreement (Department of Regional Australia, Regional Development and Local Government Reform Fund).

Specifically, the 5000+ knowledge base is used to inform the emerging model and delivery team, whilst creating an evidence base to support decision-making and priorities, thereby, as outlined by Professor Lee, building confidence and trust among the public and other stakeholders. The Knowledge Base Recommendations Report is an essential component to ensure that the new model being proposed in the 5000+ references global best practice. (Lee 2011, p.99).

These strategic documents outline the broad policy objectives at a national, regional or city wide level. High-level planning and development components are being explored at a federal level but in South Australia further measures are required to ensure detailed and designed policy delivers the aspirational quality called for by these strategic documents.

The knowledge base is also used as a reference to communicate, collaborate and consult internally and externally, and further, to provide examples to communicate during the engagement process with various stakeholders. Importantly it is being used to illustrate successful engagement, governance and implementation processes.

Global Context

A number of integrated design approaches have been articulated internationally recently, some of which can be seen as representing 'design-led' integrated approaches to delivering better urban environments. Particularly influential to the IDS have been the Australian Grattan Institute, the Commission for Architecture and the Built Environment (CABE) UK, the Helsinki Design Lab, The Swiss Federal institute of Technology Zurich (ETH Lab), IDEO's Change by Design, and ARUP's integrated urbanism and innovation and foresight units. Common characteristics have been synthesised to form the basis of the emerging methodology being explored through the IDS, as outlined in the ten points below.

The work of the Grattan Institute has played a formative role in directing the lines of inquiry for the Knowledge Base Recommendations Report in that the institute's research into successful models of city governance is based upon an understanding of locations reasonably comparable to Australian cities. As the *Cities: Who Decides?* report states, 'Overseas cities were selected not only on the basis of proven success, but also because they had similar characteristics to Australian cities, such as demographics, population growth rates, and political frameworks' (Grattan Institute 2010 , p.24).

The following ten elements have been identified as important components of an integrated design process.

1. Human Centred

In terms of the urban realm human centred outcomes create more liveable, desirable places which can result in competitive advantage by attracting and retaining talent, and tourist interest. Most importantly a human centred approach ensures incremental improvements to the health, enjoyment and prosperity of citizens.

2. Systems Thinking

A systems approach relies upon the interconnectedness between elements and their interdependencies and addresses the causes rather than the symptoms of an issue. (Grattan Institute 2010, p.24, Hill 2011, *AA* p.37-44)

3. Community Engagement

'Early, genuine, sophisticated, sustained and deep engagement was a recurring theme – particularly in cities that needed to make hard decisions and succeeded in doing so. Engagement seems to make tough decisions possible, and make them stick' (Grattan Institute 2010, p.36).

Increasingly fast and networked media and information flows have prompted increased public demand for high-quality and more responsive service from governments and private-sector organisations. This has contributed to the trend among Western nations for government service-providers becoming more customer focused or 'consumer-centric' (Deloitte Consulting 2000).

Recognising that the voting power of city users will influence their own futures, governments increasingly are committing to and developing techniques that encourage meaningful community engagement and facilitating 'civic conversations'. Open civic conversations are a step toward a more transparent human-centred government and should help generate a shared and 'human-centred' vision and guiding principles.

In the context of the 'civic conversation' the engagement of experts to propose ideas, recognise technical limitations and opportunities for innovation, translate community feedback into realistic and desirable actions, and recommend practical and design-led implementation tools is crucial to the process. Professor Laura Lee describes the role of experts in the engagement process as follows:

'The role of experts and professionals in the process is crucial to translate a vision – often abstract – into tangible and operational models. They can visualise implementation strategies and develop communication with all stakeholders. Experts and professionals must be consulted to form the brief, before all other parties are affected by a possible realisation. Such consultation provides the opportunity for all stakeholders to comment, state their goals and contribute to the initial vision on the basis of evidence and expert knowledge. The goal must be to create a solid and reliable platform for discussion and

develop a strategy for implementation that is broadly supported and owned by all the parties involved. It should identify conflicts of interest and differences in value systems and of approaches, incompatibilities and misunderstandings' (Lee 2011, p.64).

4. A shared vision and guiding principles

Agreeing upon a shared vision and guiding principles ensures that all stakeholders – residents, government, business people, developers and others – can trust and have certainty about the future direction of an urban area. Debate takes place during the development of the principles rather than being added as 'consultation' when principles are all but finalised. A clear vision and guiding principles enable proactive rather than reactive governance and helps improve accountability.

5. Establishing an evidence base

An 'information deficiency' needs to be redressed to enable better decision-making around urban policy and planning in Australia's major cities - the 'State of Australian Cities Report' 2010 proposes a series of indicators against which to measure and monitor living standards and quality of life for Australian communities. An evidence base can draw upon a wide range of sources including expert input, dataset monitoring, surveys and questionnaires to understand how a place is performing quantifiably in terms of hard metrics and also qualitatively through human perception.

6. Design testing and visualisation

Increasingly sophisticated techniques for the visualisation of urban proposals help communicate complex ideas in a visual manner that is easily absorbed and understood by parties ranging from experts to the interested public. Visualisations and other imagery can be very effective for explaining concepts, while policy and technical documents may be less accessible or appealing to some members of the general public.

Having identified and articulated parameters of key issues and aspirations through analysis of data captured during community engagement, a framework begins to emerge as a model for design testing as a means by which to work through options and scenarios before committing to any given outcome, be it policy or project. Design testing is a powerful tool for understanding and communicating complex ideas – and given such complexity, the objective is not to find discrete solutions, but to identify a series of speculative propositions with transformative potential but in need of further iterative investigation.

7. Collaboration

In '*Cities: Who Decides',* the Grattan Institute explored eight successful cities to identify links between their governance and their success. It concluded that collaboration between different levels of government and the involvement of residents and other stakeholders in decisions were central to success. Good government alone cannot guarantee success because cities are the result of more than government. City shaping is a collaborative process,

8. Utilising technology

Thanks to recent developments in technology enabling faster and wider networks for communication and collaboration, todays city shapers have the capacity to reach far greater numbers of people than their predecessors when developing ideas about future directions.

Digital technology is rapidly enhancing the ability to process spatial data, with Geographic Information Systems (GIS) becoming increasingly sophisticated as a repository for information and layering city-mapping data, and more importantly as a tool for analytical enquiry. GIS and similar tools permit a greater understanding of spatial relationships between and across organisations for both existing and planned works.

Advances in software have meant that digital technology has evolved well beyond being simply representational tools toward increasingly advanced 'parametric modelling' and building information systems (BIM) for testing proposals before and during construction. A new wave of exploration into City Information Modelling (CIM) is emerging, with the aim of better understanding the interrelationships of urban elements and systems prior to construction.

9. Demonstration projects

Research, policies and visions are useful tools for helping to inform direction, but ultimately the public will judge performance based upon visible results. Such as in the plazas program in New York, in which the NYC Department of Transport reclaimed sections of major streets in central Manhattan as pedestrian spaces and public plazas. So successful was the program that New York has committed to make these demonstration sites part of the permanent, car-free public realm.

10. Ongoing monitoring and measurement

Progress may be monitored through quantitative or qualitative measurement of agreed indicators of success. Monitoring enables management, can alert when agreed targets are not being met, and can prompt intervention.

These ten elements emphasise the importance of collaboration between, communication with and the cooperation of a diverse and disparate range of people in developing the principles and values that will contribute to the IDS and ultimately aim to shape inner Adelaide. In her conclusive report, *An Integrated Design Strategy for South Australia – Building the Future,* Professor Lee recommends that an integrated design model should 'establish comprehensive design-led principles applied across multi-tiered and multi-agency government bodies' (Lee 2011, p.15). It is clear that wide and ongoing engagement will be essential to this process.

5000+ is an ambitious urban project intended as a pilot for how Australian cities of the future might think ahead, optimize chance and dictate those circumstances impacting future urban conditions. It seeks to achieve this by demonstrating how city strategic plans can be linked to outcomes using design as a primary enquiry and implementation tool. Evidence suggests the 5000+ process must start by asking all stakeholders 'what is it we want?' Once there is a degree of consensus on this question, the follow-up question – 'how do we get there?' – can be sensibly posed. Monitoring performance of policy over time is critical to ensure any new vision and guiding principles deliver more than motherhood aspirations and are effectively monitored and managed over time. Failure to meet targets is a trigger to investigate why and to address any issues on blockages that may arise.

CONCLUSION

This paper has outlined the early stages in the implementation of IDC SA and, with specific reference to the Government Architect and its various roles, including as Director of 5000+. The dual function of Government Architect and Project Director of 5000+ creates both synergies and difficulties. The skill sets and remit inherent in the role of the Government Architect brings necessary experience to and familiarity of, the value of design thinking – important skills needed to negotiate the complexities of the 5000+ project. Conversely the expanded and extensive remit of the Government Architect for the duration of the project is limited by the necessity to focus on the inner metropolitan area. Further, the role is both expanded, in its facilitation of the broad set of stakeholders and participants involved, and limited, with responsibility for directing and managing the delivery team.

The IDC SA is a unique agency in Australian government that provides advice across the related fields of design, planning and development. The skillsets within the Commission model the collaborative, multi-disciplinary approach essential to delivering a vibrant and sustainable built environment and dealing with contemporary and future urban complexities. The mix of professional qualifications comprise architecture, landscape architecture, planning, urban design, graphic design, communications and engagement, with the broader remit of the Commission embracing related sectors that are so critical in establishing the link between better design and improved quality of life. As such, the Commission represents a genuinely new model that expands the remit of similar agencies such as the Office of the Victorian Government Architect (OVGA) and the NSW Government Architect's Office (GAO). The author acknowledges that many aspects of what has been discussed are familiar and existent in contemporary approaches to the Australian city. However, it is the agglomeration of the broad and multifarious collection of approaches combined with the subtleties of how they operate and relate that makes the model unique.

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