



# Regional Leadership Program Gap Analysis

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**Government of South Australia**

Department of Primary Industries  
and Regions

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**We acknowledge the Indigenous peoples whose lands the regions of Adelaide Hills, Fleurieu and Kangaroo Island sit upon - the Kurna, Ngarrindjeri, Peramangk and Ramindjeri peoples. We pay respects to Elders past, present and emerging.**

**Always was, always will be Aboriginal land.**

**"There is a need to develop the community of future leaders who can set and achieve the economic strategies of the future, identify opportunities for growth and diversification, innovate, engage with others, and foster community participation."**

## **Regional Development Strategy 2021**

**"Leadership is not an outcome but an input for a thriving community."**

**Leaders Institute of South Australia**

**RDA AHFKI** - Regional Development Australia, Adelaide Hills, Fleurieu and Kangaroo Island

**The Institute** - The Leaders Institute of South Australia

**Adaptive Leadership** - introduced by Heifetz, Grashow & Linsky is defined as the ability to progress complex challenges that involve multiple systems and stakeholders, guided by principles of emotional intelligence, creativity, innovation and new patterns of behaviour. Being able to recognise and respond to adaptive challenges requires a growth in consciousness (a person's way of constructing meaning and making sense of the world) and a growth in self-awareness. Such growth is reflected in a capacity for strategic foresight, for coping with complexity, being able to integrate multiple perspectives, challenge existing ways of thinking, taking a long-range perspective and a willingness to experiment.

**Adaptive challenge** - Adaptive challenges differ from clear-cut technical challenges. Procedures, rules or regulations alone can't progress them. Instead, they are usually systemic issues that require a shift in perceptions, values or beliefs.

**Baby Boomer Generation** - "Baby boomer" is a term used to describe the generation born between 1946 and 1964.

**Holistic** - characterised by the belief that the parts of something are intimately interconnected and explicable only by reference to the whole. In leadership terms this often refers to high levels of emotional intelligence alongside high technical capability.

**Academic / technical** - traditional expertise based on facts and figures or prescribed ways of doing or being.

**Vertical & horizontal development** - Professor Robert Kegan talks about a leader's mind being like a cup. He distinguishes between horizontally-focused leadership programs, where the goal is to fill the cup with new information, knowledge and models; and vertically-focused intervention aims to expand the cup itself. From a big picture perspective, a bigger mind, bigger heart and better self, enables a person to lead a bigger life and hold the space to co-create a better world. This expansion across all dimensions of self speaks to greater perspective and insight, greater generosity and grace, and bolder purposeful evolutionary aspirations to realise potential to evolve and build a better world.

**Industry 4.0** - Also referred to as 'the fourth industrial revolution', and defined by Klaus Schwab as "...a range of new technologies that are fusing the physical, digital and biological worlds, impacting all disciplines, economies and industries, and even challenging ideas about what it means to be human."

**Regional Stewardship** - Regional stewards are leaders who are committed to the long-term well-being of places. They are integrators who cross boundaries of jurisdiction, sector and discipline to address complex regional issues. They see connection between economic, environmental and social concerns and they know how to "connect the dots" to create opportunities for their regions.

## Context

RDA AHFKI is considering leadership development in the region, and so has commissioned a leadership gap analysis to be delivered by The Institute. Data for this analysis has been drawn from RDA AHFKI Economic Strategy Background & Forecast Analysis April 2022; interviews with 23 stakeholders (full list in appendix); and responses to an online survey of community members.

## Leadership development needs

Interviewees report that the region relies on an ageing volunteer population to deliver essential services and leaders generally lack 'soft skills' associated with holistic/vertical leadership development. However, most leadership programs focus on academic/horizontal development; an identified gap in provision. This view is supported by research into existing programs in the region.

## Key themes from this research

Key themes that have emerged from this research are:

- 1) Leadership is a behaviour** - awareness of self and others, authenticity and the ability to motivate others are crucial.
- 2) Effective leadership practices** - include the ability to 'look up' (to see the bigger picture) and to collaborate well.
- 3) Program considerations** - include the need to build capacity and capability (more and better leaders); work well with systems and structures; prioritise Adaptive Leadership development; and deliver place-based programs locally (per LGA) as a component of region-wide delivery.

## Gap analysis

The following gap analysis details the current and target states concerning leadership development program provision in the region. This leads to the identification of the gap between those two states and subsequently the action required to fill that gap. This analysis is drawn from the key issues reported in interviews and data collected.

## Recommendations

It is recommended that the RDA cross-promotes existing programs that help fill gaps in current provision, focusing on holistic/vertical development and offer additional governance-focused programs.

It is recommended that the RDA delivers a tiered program that recruits diverse participants through activities at a local level into a program of holistic and vertical leadership development that involves a cross-section of the leadership cohort of the region. This in turn would feed a Regional Adaptive Leaders Forum, which would tackle a range of challenges for the region, and macro issues such as climate change and Industry 4.0. A more detailed explanation and a diagram of this model can be found from page 22.

## Regional leadership program gap analysis - drawn from views across the region

Current State	Gap	Action to address gap	Target State
1. There is not enough accessible leadership development opportunity.	Lack of provision at local and regional level	Deliver leadership programs locally and regionally	Leadership program provision meets need
2. Lack of vertical development and 'soft' leadership skills amongst leadership cohort.	Existing program provision weighted towards horizontal and individual / business focus.	Balance existing programs and / or deliver additional programs with vertical development and 'soft' skills.	Region-wide program content focus is balanced, on aggregate.
3. Missed opportunities for sharing good leadership practice from within region.	Strong performing businesses' & associations' practice not shared with others.	Share good practice as a program or component of a program.	Good practice shared - associations and businesses benefit
4. Community organisations can fail if leadership lacks governance capability.	Community leaders under-skilled in governance & role of chair.	Community leaders attend governance training.	Community organisations thrive - leaders skilled in governance and role of chair

## Regional leadership program gap analysis contd.

Current state	Gap	Action to address gap	Target state
5. Leadership cohort unrepresentative of the diversity of the region.	a. Female leaders experience structural, cultural, individual and behavioural barriers to participation.	Programs include components addressing these barriers.	Leadership cohort representative of the diversity of the region.
	b. Engagement from minority groups (New arrivals, CALD, disabled, young people, LGBTQI+ and Aboriginal & Torres Strait Islander peoples) in leadership is unrepresentative.	Consider inclusive practice in program delivery. Target engagement from underrepresented groups.	
	c. Lack of engagement from young people in leadership.	Target engagement from young people.	
6. Missed opportunities for leadership collaboration as a region.	Leaders tend to be locally focused.	Include education on the value of collaboration and structures to facilitate it.	Benefits of leadership collaboration are realised.



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## Context

Regional Leadership is a priority pillar within the South Australian Regional Development Strategy.

Regional Development Australia (RDA) Adelaide Hills, Fleurieu and Kangaroo Island (AHFKI) covers the local government areas (LGAs) of Mount Barker, Adelaide Hills, Alexandrina, Victor Harbor, Yankalilla and Kangaroo Island, and the McLaren Vale Conservation Zone which is part of Onkaparinga City Council.

RDA AHFKI has commissioned the Leaders Institute of South Australia to carry out a Regional Leadership Program Gap Analysis that will inform a program of leadership development for current and aspiring regional leaders.

## Leaders Institute of South Australia (The Institute)

The Institute has been delivering holistic leadership programs for over 22 years which have been proven to develop highly effective teams and leaders. We are recognised as the premier source of high-quality, holistic leadership development in SA, as evidenced by the patronage of the Governor of South Australia.

Usually, the outcome of people undertaking our programs is that they move into higher-paid positions, but this isn't the only KPI. We think people's action toward making a positive contribution to society and the world at large is also critical.

## Intentions of this gap analysis

In undertaking the gap analysis it will be important to understand the place. What type of leadership is needed to suit local circumstances, what local solutions are already evident, what are the opportunities in the region and what innovative service structures exist or could exist? What are the strengths of the community and how could they be built upon? What is the nature of the current Regional Stewardship?

## Data sources and limitations

RDA AHFKI covers a large geographical area made up of six LGAs (and part of Onkaparinga City Council), each with its own context.

In undertaking this gap analysis we have referred to data in the RDA AHFKI Economic Strategy Background & Forecast Analysis April 2022, and interviews with 23 local stakeholders who made themselves available for interview. A list of interviewees can be found in the appendices to this report. We also conducted an online survey with community members who are involved in informal leadership roles within their communities, which attracted eight responses.

As such, this gap analysis will provide insight into a range of perspectives on leadership within RDA AHFKI, and how the RDA can respond to identified current and future leadership needs through leadership program delivery.

## Community composition

According to recent estimates, RDA AHFKI has a population of 137,488, with 40% of those working. Local workers are broadly 50/50 male/female, with around 57% of workers in the 25-54 age bracket. There is an ageing population overall. The resident population grew higher than the expected trend during COVID, which could be explained by people choosing to live in the region whilst they were able to work from home. The percentage of people that live and work in the RDA is 81%.

Twenty-four per cent of the population reported doing some voluntary work in 2021, which is greater than Regional SA.

Between 2011 and 2021, the number of people born overseas increased by 2952 or 15.3%, most significant contributors being the United Kingdom, South Africa, India and the Philippines. A growing number of families speak a language other than English at home, with German, Italian and Mandarin being the top three. The region's Indigenous population makes up 1.2% of the region's population.

Information on LGBTQI+ identities in general was not collected in the 2016 census, and estimates vary regarding the percentage of LGBTQI+ in the population. Data was collected that showed 5.6% of couples in South Australia are same sex, however this does not include figures relating to relationships or identities beyond the household. It does, however, mark a 39% increase since the 2011 census. The non-binary sex count data from the 2021 Census has not yet been released.

## Key and growing industries

Health care and social assistance followed by retail trade, education and training, construction, and accommodation and food services are the largest industry employers in the region.

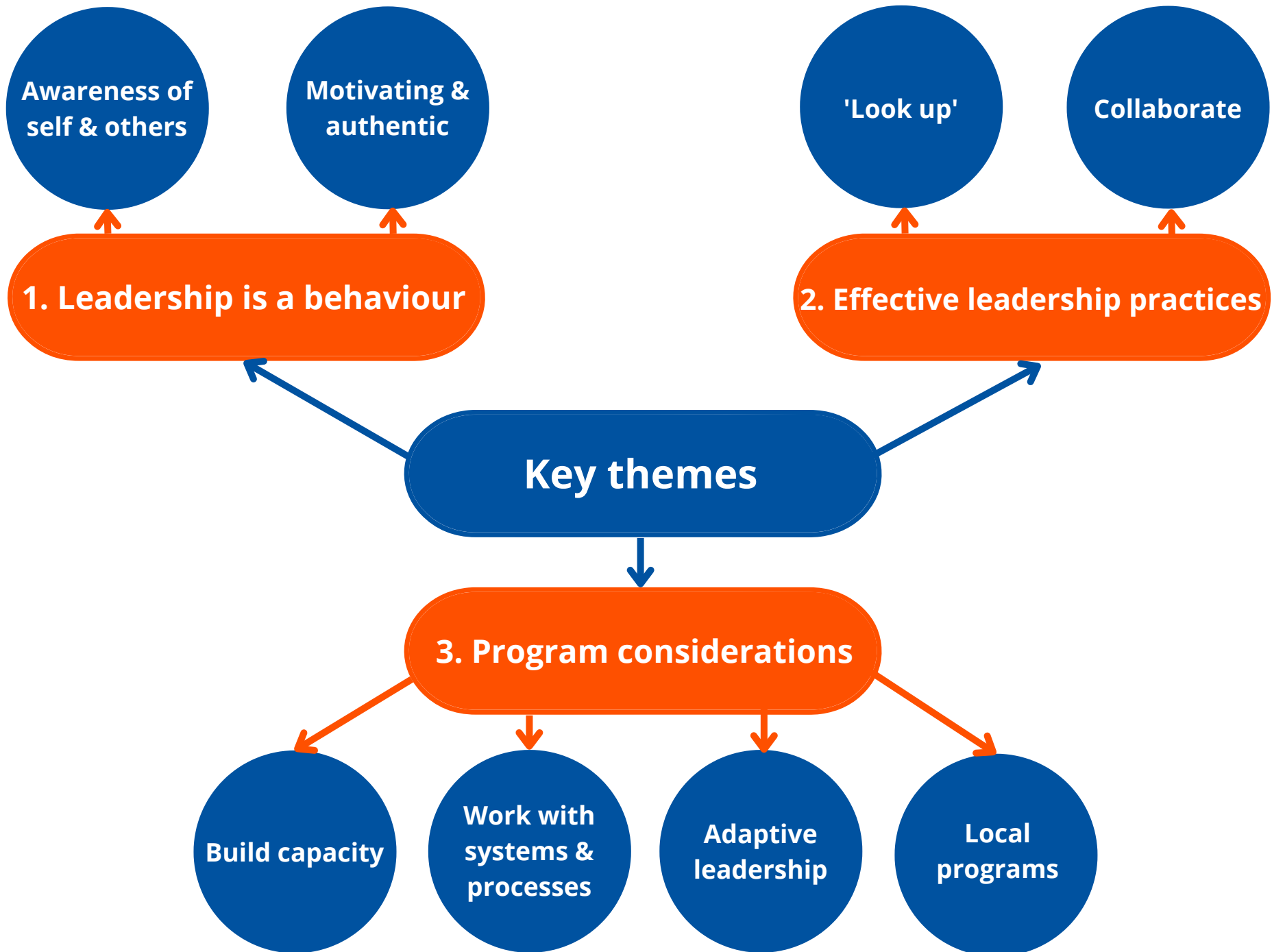
The RDA AHFKI's economy is growing due to population growth, and this has supported a growth in population service industry jobs in education, construction and health. There has also been increased tourism and growth in export-orientated industries including agriculture, food and beverage processing, beauty product manufacturing and metal ore (copper) mining.

## Megatrends / macro issues

The impacts of climate change are expected to be a significant driver of change in the coming years; however, there is still some disagreement at a local level about what the impacts will be and what the root causes of climate change are.

Whilst there has been much successful recovery from the bushfires of 2019-2020, events remain front of mind for many, and the after-effects are still felt. Many interviewees reported that a positive 'coming together' of communities happened during the crisis, something they hoped could be harnessed for ongoing community cohesion.

Industry 4.0 ('the fourth industrial revolution') is also likely to drive change, with automation of unskilled labour highlighted as one of the key anticipated impacts.



**When asked "What is front of mind for you in terms of leadership?", almost all interviewees responded that behavioural factors were more crucial than positional power.**

**"We are so keen to teach management skills, but leadership skills are different".**

## **Awareness of self & others**

Interviewees told us that the most effective leaders have developed an awareness of themselves and others, and can navigate complex relationships and situations better as a result. Many used 'soft skills' as a catch-all phrase for this.

Whilst some believed that people could be 'born with' an advantage, all understood that these capabilities can be learned through vertical and holistic development programs, but that such programs are not sufficiently available. This in turn leads to less effective leadership behaviours that are unlikely to motivate new community leaders.

**"There are tools that help us understand what sets us off. What am I passionate about, what's my baggage, how can I respect that someone has a different view?"**

**"Understanding self, personality styles, teams, innate inward knowledge are the essentials"**

**"Leadership by command and control leads to dissent, rather than the cohesion that would bring out community leaders"**

## **Motivating and authentic**

Leadership in community, business and government is seen as more productive when leaders focus on being authentic and motivating others to work together.

As with 'awareness of self and others', leaders can develop these capabilities if vertical and holistic development programs are available.

Victor Harbour LGA responded to a lack of provision in this area by developing a program for their middle and senior leaders, which has led to positive outcomes.

**"The people who get things done aren't necessarily in formal leadership positions; they are people who can bring others together and inspire action."**

**"The only way a leader can sustain their role is to be authentic "**

**"What made that initiative a success? People answer with names rather than buildings or money."**

## Interviewees identified a need for leaders to skillfully consider a range of perspectives and contexts.

**"The best leaders have the ability to lift their eyes and see where they are in the broader context, then can navigate and move in that context"**

### **'Look up'**

This phrase was used by most interviewees, broadly interpreted as the need for leaders to consider not only their immediate concerns (be they personal, geographical, political or other), but also the concerns of the wider population, interconnecting systems and the environment.

Many believe that leaders in the region lack these skills, and say that inclusion of perspective-taking within leadership programs for the community, business and government - with a particular focus on elected members - would yield better outcomes at all levels.

**"Leaders will sometimes champion their own interests, when their job is to represent broader views and hold multiple perspectives."**

**"There's really not much focus on the macro issues. Everybody thinks it's everybody else's job."**

**"Most of our strategies are focused on dealing with the impacts of climate change rather than tackling the root causes."**

### **Collaborate**

Interviewees generally understood that groups of people can achieve more than individuals, be they governments, organisations or associations. They also discussed how many existing groups have aligned or adjacent interests and would achieve more if they worked together, however these opportunities are rarely taken.

Leaders who are collaborating either within their sector or across sectors, are experiencing positive outcomes. Sharing learnings and resources is resulting in cost savings, efficiencies and a greater scale of benefit, particularly in government.

**"Leaders seem to want to protect their empires more than collaborate for the greater good."**

**"Just getting in the room with other leaders does the job"**

**"What is the successful association doing that the less successful one isn't?"**

## Several program considerations emerged from interviews:

### Build Capacity

Given that anyone could become involved in leadership in theory, how can we create conditions that encourage people to step up? And once people begin their leadership journey, how can we facilitate their development at all stages?

For initial involvement in community leadership, many recommended **starting with a local issue** that is visible and can be 'solved', for example a project looking at better waste management or local biodiversity. This was seen as a more effective recruitment strategy than asking community members to attend leadership activities, which is perceived as off-putting. Engagement with the issue could then lead to a wider engagement in leadership, if opportunities are presented at the right time.

**"I feel like I organically grew into leadership roles. I didn't previously identify myself as a leader, however, as time has passed I have grown into leadership roles with assistance of mentors, leadership programs and also being given the opportunity to show my leadership capabilities."**

Current leadership cohorts across the board are not seen as representative of the **diversity** of the population, with female, culturally and linguistically diverse, disabled, LGBTQI+ and

Aboriginal and Torres Strait Islander people identified in particular. It was thought that adjusting programs to be more inclusive, and targeted recruitment of these communities might help balance the leadership cohort.

Certain localised groups were also identified as having **untapped leadership capability**; newer arrivals in Mount Barker and 'transient leaders' in Kangaroo Island being examples. It was noted that whilst there have been significant numbers of new residents moving to Mount Barker in recent years, leadership - particularly in government - is dominated by more established residents. On Kangaroo Island, several interviewees spoke about a cohort of leaders who come to the island to take more senior positions than they might be able to secure on the mainland, as a means to 'level up' their career. These 'transient leaders' might remain in position for five years before heading back to the mainland to continue their career journey. Interviewees felt there may be ways to make more of this cohort's contribution to the island.

In business and government, **leadership development is often de-prioritised** against operational activities, resulting in missed opportunities for capacity building. No solutions were suggested for this - it seems accepted as a fact of life.

## Work with systems & processes

Some interviewees who work within government (particularly Economic Development) commented that they do not have specific budgets to fund leadership development activities, but could contribute if such activities were presented as components of strategic delivery:

**“Can RDA do something that we can all embrace? If it’s specific to a strategy or sector it’s likely to fly.”**

Others noted that talented leaders' contributions can be diminished due to political systems:

**"With a directly elected Mayor, we lose the contribution of the second best candidate because they cannot run for council that year."**

In community leadership, many see value in skilling up community leaders in systems and process of governance, and chairing meetings:

**"When a good chair moves on, the association can fall over if the incoming chair doesn't understand governance and how to chair meetings."**

## Adaptive leadership

Interviewees acknowledged the role that leaders must play in solving complex, adaptive challenges. The impacts of climate change and Industry 4.0, for example, are currently not known. Theories around possible future scenarios include widespread job losses or significant role change due to automation, mass migration due to coastal erosion, and opportunities for transformations in food production, just to name a few.

What does seem clear is that leaders now, and in the future, need to be able to **work adaptively, engage multiple stakeholder groups and lead action.**

A specific adaptive challenge raised by several interviewees was the threat posed by the **decline in the volunteer cohort in the region.**

This adaptive challenge is a combination of a number of factors; reliance on volunteers to deliver essential services; the existing volunteer cohort is ageing; many volunteers took interruption from COVID as a stepping-off opportunity; the Baby Boomer generation are taking a more transactional view on volunteering - **"We hear a lot of 'If you're not giving me something meaningful to do I'm off'".**



Engaging the next generation of volunteers will require a new paradigm of program delivery that considers all these factors and more - a truly adaptive challenge.

## **Local programs**

At the same time as recognising the need to focus on macro issues, interviewees from all LGAs expressed a need for programs to be delivered at a local level as a priority. This was partly around logistics but also a **recognition that placed-based and regionally-focused delivery is more impactful.**

**"I can't stress enough how important it is that we see programs delivered locally."**

**"If it's not on the island we have to take a day out either side for travel, it's just not practical to do that all the time."**

**"Locally delivered programs will allow strong bonds to be built across the community."**

## Existing leadership programs

This list of existing leadership programs is illustrated on the following page in a quadrant graph that indicates the extent to which they focus on academic (technical) capabilities and horizontal development vs. holistic (adaptive) capabilities and vertical development; and individual/business benefit vs. community benefit.

These are programs that are currently available within Metropolitan Adelaide or RDA AHFKI, with some inclusion of online offers. It is not an exhaustive list, but covers the majority of leadership development programs in the area.

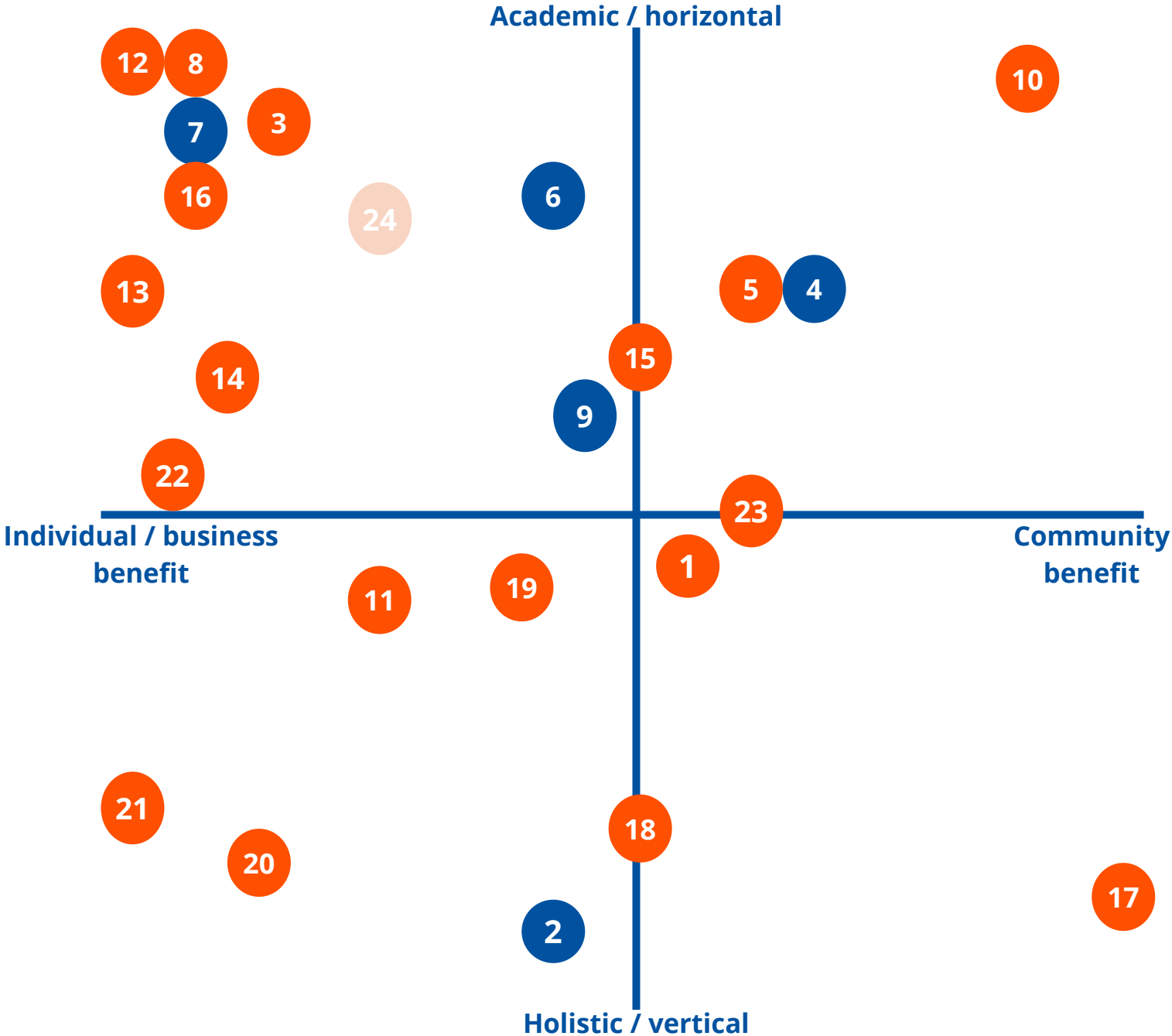
You can see from the graph overleaf that the program focus most in demand by interviewees (holistic/vertical development) has fewer offers compared to academic/horizontal, supporting the interviewees' general perspective that there is a gap in current program provision.

In addition, the programs in the upper quadrants generally have larger annual intakes than those in the lower, which further decreases the overall level of holistic/vertical provision.

- 1 Governor's Leadership Foundation Program (The Institute)
- 2 Fleurieu Future Leaders Program (various courses)
- 3 Non Profit Training Adelaide
- 4 Southern Volunteering (SA) (various courses)
- 5 Volunteering SA & NT
- 6 Adelaide Hills Council Youth Leadership Program
- 7 TAFE Victor Harbor (various leadership courses)
- 8 Local Government Association SA
- 9 Alexandrina Innovation Challenge
- 10 Governance Masterclass (The Institute)
- 11 Conquering Imposter Syndrome (The Institute)
- 12 University MBAs
- 13 Defence Teaming Centre (Defence sector only)
- 14 AIM/Australian Institute of Business
- 15 SA Govt. Exec. Excellence (Public Servants only)
- 16 TAFE Adelaide (various leadership courses)
- 17 Leadership Onkaparinga
- 18 Mentor Walks
- 19 Institute of Public Administration
- 20 SA Leaders (business only)
- 21 Behind Closed Doors (Women only)
- 22 Australian Institute of Management (Various courses)
- 23 Local Government Professionals ELP (Government only)
- 24 RDA AHFKI's Community Upskilling workshop series

# Existing leadership programs

- Delivered within RDA
- Delivered within Metropolitan Adelaide
- Delivered online only



The following gap analysis details the current and target states in relation to leadership development program provision in the region. This leads to identification of the gap

between those two states, and subsequently the action required to fill that gap. This analysis is drawn from the key issues identified from interviews, and data collected.

Current State	Gap	Action to address gap	Target State
1. There is not enough accessible leadership development opportunity.	Lack of provision at local and regional level	Deliver leadership programs locally and regionally	Leadership program provision meets need
2. Lack of vertical development and 'soft' leadership skills amongst leadership cohort.	Existing program provision weighted towards horizontal and individual / business focus.	Balance existing programs and / or deliver additional programs with vertical development and 'soft' skills.	Region-wide program content focus is balanced, on aggregate.
3. Missed opportunities for sharing good leadership practice from within region.	Strong performing businesses' & associations' practice not shared with others.	Share good practice as a program or component of a program.	Good practice shared - associations and businesses benefit
4. Community organisations can fail if leadership lacks governance capability.	Community leaders under-skilled in governance & role of chair.	Community leaders attend governance training.	Community organisations thrive - leaders skilled in governance and role of chair

Current state	Gap	Action to address gap	Target state
<p>5. Leadership cohort unrepresentative of the diversity of the region.</p>	<p>a. Female leaders experience structural, cultural, individual and behavioural barriers to participation.</p>	<p>Programs include components addressing these barriers.</p>	<p>Leadership cohort representative of the diversity of the region.</p>
	<p>b. Engagement from minority groups (New arrivals, CALD, disabled, young people, LGBTQI+ and Aboriginal &amp; Torres Strait Islander peoples) in leadership is unrepresentative.</p>	<p>Consider inclusive practice in program delivery. Target engagement from underrepresented groups.</p>	
	<p>c. Lack of engagement from young people in leadership.</p>	<p>Target engagement from young people.</p>	
<p>6. Missed opportunities for leadership collaboration as a region.</p>	<p>Leaders tend to be locally focussed.</p>	<p>Include education on the value of collaboration and structures to facilitate it.</p>	<p>Benefits of leadership collaboration are realised.</p>

## Existing programs

RDA could cross-promote programs that fall into the holistic/vertical quadrants to leaders of all kinds, using existing networks, at little cost.

## New programs

There is clearly a need for additional Governance training in the region to address the issue identified that community leaders can sometimes lack governance knowledge and their skills in chairing meetings are underdeveloped. It was reported this can lead to important community groups unable to fulfill their mandate or attract new blood.

There was also a strong demand identified for additional holistic/vertical leadership program activity in the region. Given the preference for localised delivery that came out of interviews, and the need for connected leadership with a focus on macro issues, a blended delivery model would work best.

Using local project deliveries with tangible community outcomes as recruitment and feeder activities for regional program delivery and holistic leadership development will:

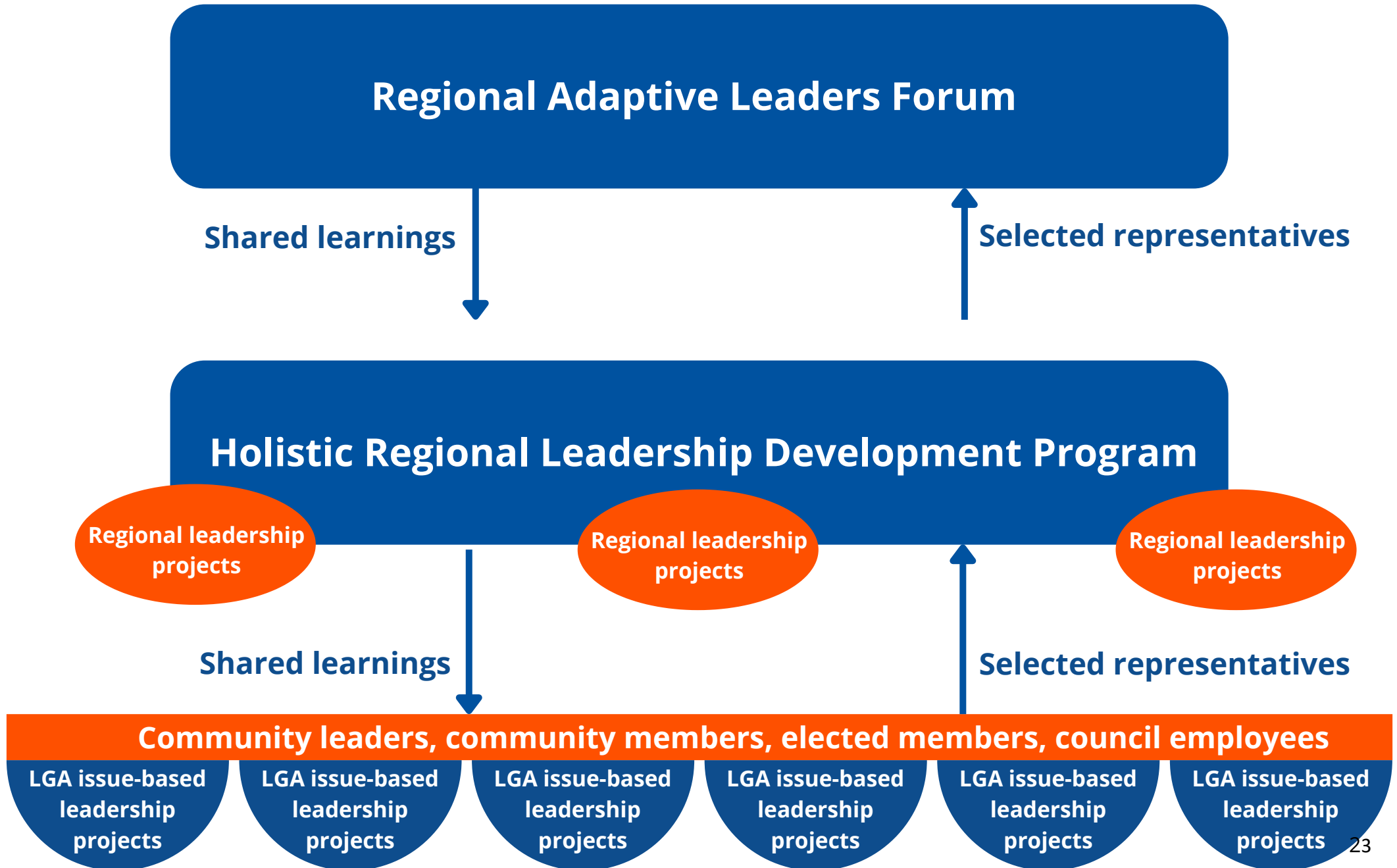
- Help raise the profile of the RDA
- Strengthen relationships between the RDA and LGAs
- Grow the leadership cohort and deepen networks
- Increase capability in 'soft skills'
- Move leaders towards a focus on macro issues
- Provide opportunities for collaboration.

## Prototype program structure

The diagram on page 23 illustrates a program structure that facilitates leadership development from initial engagement at a local level to strategic, macro-issue involvement, and opportunities for leaders of all kinds to **collaborate** and learn together at a regional level. A program like this will grow a cohort of **well-developed and connected leaders** with a **shared language** who have opportunities to explore **multiple perspectives** and **understand varied stakeholder needs**.

'LGA issues-based leadership projects' are small community action-style projects that address an identified community need, involving community members, elected members and council employees. These projects would see tangible community outcomes and enable collaboration and networks to be built. For example they could include establishing a dog park, a community art project or organising a 'clean-up a creek' day.

They could be part funded by RDA AHFKI with a modest cash match fund, community encouraging members to work with government or other funders too deliver. The projects would be framed by leadership development program interventions funded by the RDA, highlighting collaboration and vertical development as crucial considerations in effective community action, thus creating the conditions for more effective leadership at a local level.



The 'Holistic Regional Development Program' is the next level of involvement, bringing motivated representatives from the LGA projects into holistic and vertical leadership development program provision alongside current community leaders and senior leaders in government and business. The delivery structure for this could be based upon the successful Limestone Coast LGA Leadership Program. This would increase the capability of the region's leadership cohort, and create conditions for collaboration across the region. During the program this group would also undertake 'regional leadership projects' that would address adaptive challenges for the region and enable them to apply their learnings from the program in real life. Like the Limestone Coast Program, the delivery locations for each session could be held across the RDA. Participants for this program should reflect the diversity of the people living in the region.

In an ideal world, like the Limestone Coast program, this program would be run multiple times to create an alumni of adaptive leaders in the region who could nurture and support each other. Following their participation on the program, alumni would come together in a bi-annual 'Regional Adaptive Leaders' Forum' with selected invited representative from the region to share, learn, collaborate and address macro issues as Regional Stewards.

Learnings from each of these three levels can be shared back to lower tiers by the chosen representatives, encouraging movement from the lower to upper tiers, therefore generating leadership capability on an ongoing basis.

## Conclusion

It is recommended that the RDA to continue to promote existing technical programs, offer additional governance training and support localised, project-based small-scale leadership activities in LGAs .

Importantly, to grow the adaptive leadership capability across the region, the RDA should devise an Holistic Regional Development Program' with reference to the Limestone Coast Leadership Development Program. The cohort should be selected for diversity in all forms so that it is truly representative of the region's community. The program should include regional leadership projects which will enable the participants to make an impact and apply the theories they are learning.

This combination of actions should set the RDA up for future leadership success enabling it to be a thriving community into the future.



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**Thank you also to the following interviewees for their time and input:**

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Brett Miller, Executive Officer KIBBA, Kangaroo Island

Dylan Beach, Executive Officer, Fleurieu Peninsula Tourism

Emily Jenke, Co-founder, democracy Co.

Graeme Martin, Executive Officer SSSLGA

Karen Rokicinski, Acting CEO, City of Victor Harbor

Lisa O'Donoghue, Manager Economic Development, Alexandrina Council

Lizzie Trethewey, Executive Officer KIBBA, Kangaroo Island

Lyn Dohle, Snr Consultant Soil & Land Management & AGKI Board, Kangaroo Island

Maria Waters, Adelaide Training & Employment Centre, Kangaroo Island

Mark De Lange, Youth Officer, Adelaide Hills Council

Megan Harvie, Regional Tourism Manager, KI Tourism Alliance

Mel Bright, Manager Economic Development, Adelaide Hills Council

Mel Kerton, Southern Volunteering SA

Michael Pengilly, Mayor, Kangaroo Island

Nigel Morris, CEO Alexandrina Council

Peter Wadewitz, RDA Committee Member

Rebekha Sharkie, MP, Member for Mayo

Stephanie Wurst, Wurst Agricultural, Kangaroo Island

Susi Whitehead, Executive Officer KIBBA, Kangaroo Island

Tim Boundy, Economic Development Project Manager, Adelaide Hills Council

Victoria MacKirby, CEO City of Victor Harbor, Deputy Chair RDA

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