



Regional
Development
Australia
LIMESTONE COAST

Gap Analysis

REPORT

2022

Leadership in the Limestone Coast



Table of CONTENTS

2 Executive Summary

3 Introduction

3 Engagement

4 Gap Analysis

7 Recommendations

9 Appendices

Executive Summary

The purpose of this report is to identify leadership development needs in the Limestone Coast region of South Australia.

Regional Development Australia Limestone Coast (RDALC) found that there has been an increase in youth leadership opportunities offered in the Limestone Coast over the past twelve months. This includes the Generation Thrive program in the Tatiara and Wattle Range areas, Wattle Range Council's Empowering Able Young Leaders program and the re-start of RYLA (Rotary Youth Leadership Award).

For those who do not fit into the 'youth' category, leadership development opportunities for Limestone Coast residents are almost entirely located out of region and/or delivered online. Furthermore, the majority of available programs are designed for business or industry leadership development, which tend to lack the appropriate content for emerging community leaders.

Based on these findings, RDALC recommends a combination of co-designed, place based experiential leadership programs be developed and implemented across the Limestone Coast. The programs will sit under the banner of *Limestone Coast Leaders* and will include the following:

- A flagship *Emerging Leaders* program, based on the successful Limestone Coast Leadership Program. *Emerging Leaders* will be an experience-based leadership development program running over six – nine months that will consist of a series of sessions with delivery rotated across the seven Local Government Areas in the Limestone Coast,
- An *Existing Leaders* alumni network offering opportunities for connection and capacity building. Graduates of the Limestone Coast Leadership Program as well as other existing regional community leaders (and future graduates of the *Emerging Leaders* program) will be invited to join,
- Additional short courses or one-off training sessions delivered on an as-needs basis, designed for groups for whom the *Emerging Leaders* program may not be suitable.

RDALC also recommends continued regional collaboration including supporting complementary leadership opportunities in-region and using local experts and leaders as trainers, mentors and guest speakers where possible.

Introduction

The Department of Primary Industries and Regions (PIRSA) is partnering with each of the seven non-metropolitan Regional Development Australia (RDA) organisations in South Australia to deliver the Regional Leadership Development Program (RLDP). Under the RLDP, RDALC has received funding to deliver a place-based program that strengthens leadership in our local community.

The purpose of this gap analysis is to identify leadership development needs in the Limestone Coast, with the intention of using this information to inform and support the design and implementation of a place-based leadership development program or series of programs.

The Limestone Coast region of South Australia was fortunate to have the Limestone Coast Leadership Program (LCLP) delivered across the region over the past three years (2019-2021). This community leadership program supported the development of emerging leaders to effect change. The LCLP, which was auspiced by the Limestone Coast Local Government Association and supported by RDALC, was highly regarded in the region and has provided a strong foundation and alumni of participants which has heavily informed this gap analysis.

Engagement

To conduct the analysis of the Limestone Coast's current and future leadership needs, RDALC engaged key stakeholders with an in-person workshop, one-on-one stakeholder meetings and two targeted surveys.

Leadership Program Planning Workshop

Community members that have participated in leadership programs or have an interest in leadership were invited to attend a 3-hour in-person workshop where leadership development in the Limestone Coast was unpacked using the following three questions:

1. What leadership development opportunities are available to Limestone Coast residents?
2. What are the leadership development needs of the Limestone Coast?
3. How are we going to close the gap?

During the workshop, the recent history of leadership development in the Limestone Coast was summarised and the cohort worked through a series of questions that focused on the leadership needs of our region (see Appendix 1).

The following key themes emerged from the workshop:

- The LCLP was highly regarded, and the community feels strongly that our region needs a program like it.
- Emerging leaders need to be supported to develop so that long-term community benefits of leadership programs remain.
- A diverse cohort of participants need to be engaged so that the Limestone Coast community is represented.

The workshop was recorded and sent out with a survey of key workshop questions to those who could not attend. The video is available on RDALC's YouTube channel: <https://www.youtube.com/watch?v=pT8ilSJ236s>.

Alumni Survey

An Alumni Survey (Appendix 2) for graduates of the Limestone Coast Leadership Program was designed to gain insights into the most beneficial elements of the program, any aspects that could be improved, the timing, delivery methods and impact of the program on participants' lives.

The survey was emailed to the 45 LCLP participants who had completed the program between 2019-2021. Fifteen graduates completed the survey. Respondents largely agreed that taking part in the program had a positive impact on their lives, including building confidence within themselves, knowledge and awareness of their communities, fostering connections and learning skills to tackle personal and professional challenges.

Furthermore, greater than 85% of respondents indicated that they had taken on a leadership role since participating in the LCLP, and believed that the skills and experience gained through the program had assisted them to do so.

Gap Analysis

As mentioned above, the Gap Analysis has been divided into three parts, guided by the following key questions:

1. What leadership development opportunities are available to Limestone Coast residents?
2. What are the leadership development needs of the Limestone Coast?
3. How are we going to close the gap?

Part 1.

What leadership development opportunities are available to Limestone Coast residents?

A thorough review of leadership opportunities across the Limestone Coast has been undertaken to inform this report. The full comparison table is available in Appendix 3 and the following high level summary outlines some of the key findings.

Youth Leadership Opportunities

There has been an increase in youth leadership opportunities offered in the Limestone Coast over the past twelve months, including:

- Tatiara District Council, the Riddoch Business and Community Association and the Millicent Community and Business Association have partnered with Generation Thrive to offer young people a personal leadership program aimed at developing social and emotional capabilities while increasing personal accountability, self-leadership, resilience and well-being.
- Wattle Range Council is holding an Empowering Able Young Leaders program designed for youth with disability from August-September 2022.
- After two years off due to COVID-19 restrictions, longstanding youth leadership experience RYLA (Rotary Youth Leadership Award) for district 9780 (of which the Limestone Coast is part) started running again. RYLA is an inspiring and challenging personal development and leadership program for people aged 18 – 25 years.

These youth leadership opportunities not only build skills and personal development in young people, but they also ignite the interest of our region's young people to step up into leadership roles now and in the future. At this point Generation Thrive's leadership program (which offers the greatest number of opportunities) is limited to participants in the Tatiara and Wattle Range areas. Ideally, this program or one like it would be available region wide.

Online Delivery Models

The leadership development opportunities available to Limestone Coast residents are almost entirely located out of region and/or delivered online. Traveling out of region can be cost and time prohibitive for participants. Online-only training is less engaging and offers limited opportunity for building connections, which is key component of community leadership development.

Focus on Business Leadership

The majority of available programs are designed for business or industry leadership development, which tend to lack the appropriate content for emerging community leaders.

Part 2.

What are the leadership development needs of the Limestone Coast?

In-region Leadership Development Program

The LCLP received strong endorsement through the community engagement process, with many commenting that RDALC should take this opportunity to deliver a comparable program. Without the LCLP, the Limestone Coast does not have a program designed for future and existing community leaders, delivered in-region, tailored to the needs of our region. The benefits the LCLP brought to the region were reiterated many times during the Leadership Program Planning Workshop, both by people who had experienced the LCLP, and others who knew of it.

Alumni Network

Engagement with graduates of the LCLP identified an opportunity for an organised Alumni program or network, with mentoring and further capacity building opportunities identified as key priority areas. More broadly, there is an opportunity for a formal network or program for existing community leaders in our region, both those who have undertaken structured leadership learning and those who haven't (sometimes known as 'accidental leaders').

Underrepresented Cohorts in Leadership

The research indicates that cohorts who may be underrepresented in leadership include:

Youth, older people, first nations people, trades, people living with disability, people who own or work in SMEs, LGBTQIAT+, home-based businesspeople, migrants and recent arrivals to Australia, sports coaches, church groups, schoolteachers, women, people who work in the livestock industry, people of low socio-economic background, people who have 'jobs' rather than 'careers'.

As a result, there is demand for programs suited to specific niche areas or cohorts such as trades, sporting clubs, or new arrivals.

Skills and Capabilities needed by Leaders

Our stakeholder engagement activities identified skills and capabilities needed by leaders. The visual overleaf demonstrates those most frequently identified.



Our surveys, workshop and discussions identified that community leadership development programs can include many different elements, such as:

- Governance
- Public Speaking and Presenting
- Leadership Framework and Tools
- Behavioural Styles and Communication
- Relationship Building
- Community Action Project
- Finance
- Adaptive Leadership
- Mentoring
- Leading Change
- Adaptive Leadership

In a review of leadership programs across all regions of Victoria (Social Venture Australia 2017), there were four common components found in successful regional leadership programs. These components, which should be included in future leadership development programs include:

1. Skills development – Building leadership skills such as leadership styles and stages of leadership, self-awareness, personality profiling, team dynamics, public speaking, time management, governance and finance, basic project management, decision-making, coaching and mentoring.
2. Community knowledge and awareness – Growing a better understanding of their own and other communities and the myriad of related issues.
3. Network expansion – Developing relationships within the cohort but also with other leaders and institutions in their community.
4. Practical experience – Learning experientially through immersions, workshops, projects and reflections. This allows participants to implement and build on what they have learnt.

Part 3.

How are we going to close the gap?

Based on the above analysis, we recommend a combination of co-designed, place based experiential leadership programs be developed and implemented to address the leadership development needs of the Limestone Coast and inspire action in our community. These programs will sit under the banner of Limestone Coast Leaders and will include a combination of skills development, building community awareness, network expansion and practical experience through an *Emerging Leaders* program, an *Existing Leaders* alumni network and additional, tailored short courses delivered on an as-needs basis.

Recommendations

1. Emerging Leaders

The focus of the *Emerging Leaders* program is to develop of a pipeline of future leaders who represent the diversity of the people who live and work here. Based on the successful LCLP, this program will run over six – nine months and will consist of a series of workshops with delivery rotated across the seven Local Government Areas (LGAs) in the Limestone Coast. This includes both face-to-face and online (face-to-face preferable), located in different parts of the region. By delivering in all seven LGAs it is expected that the program will attract a greater number of participants from across the Limestone Coast.

The program will be co-designed through a process led by the RLDP Steering Committee, and will likely include the following components:

- Overnight Workshops
- Full-day workshops held in various locations across region covering a range of rural and regional, national and global issues and impacts, leadership skills development such as governance and finance, leading organisational change, self-awareness, emotional intelligence, leadership styles and communication
- Mentoring with LCLP alumni (and *Emerging Leaders* alumni, in future)
- Group work
- Workshop pre-reading and research
- Written reflections
- Graduation ceremony

It is expected that on completion of this program participants will have increased confidence in taking on leadership roles within the community.

2. Existing Leaders

Graduates of the LCLP identified the opportunity for an organised alumni network or program that continues to offer connection and capacity building. The *Existing Leaders* alumni network will help graduates to remain connected with others who have shared the learning experience, as well as reinforcing and building on skills and knowledge gained through the LCLP.

RDALC will extend the invitation to join the *Existing Leaders* network to other leaders in the Limestone Coast, building greater connections and further enhancing the skills of those already in leadership. The inclusion of other current community leaders, (including ‘accidental leaders’) in this program will address an important need in our community, up-skilling people that have not had the opportunity to participate in structured leadership learning. Offering capacity building and ongoing development opportunities will enhance the skills of those already in leadership and foster valuable connections. These opportunities will cover a range of content such as leading versus managing, leading through change, and becoming an effective mentor. Leaders involved in the *Existing Leaders* network will be up-skilled, re-focused, and better connected through their participation.

3. Additional Short Courses

Through our community engagement activities, we identified the need for shorter, more accessible leadership training for groups who may not have the inclination or capacity to undertake the *Emerging Leaders* program. With this in mind, the program could be expanded to include the delivery of a selection of bespoke training delivered on an as-needs basis. These additional opportunities would be short courses or one-off training that do not require the same level of time or financial commitment as the flagship program.

This could include:

- Fostering Leadership (a taste of the flagship program, for those unable to undertake the full program)
- Leadership for new committee and board members
- Leadership for sporting clubs and coaches
- Leadership in your SME
- Leadership for retirees (Enhanced Leaders)

3. Regional Collaboration

We are committed to continuing to support and promote other leadership programs that are offered in-region, connecting, and working together where possible to build a solid pipeline of future leaders in the Limestone Coast.

For example, Generation Thrive have expressed interest in collaboration. Participation in the *Limestone Coast Leaders - Emerging Leaders* program would be an ideal next step for those who have completed the Generation Thrive program and are looking to further build on their leadership skills. We would support the extension of the Generation Thrive youth leadership program throughout the Limestone Coast.

We recommend the use of local experts and leaders as trainers, mentors and guest speakers where possible, to give members of the Limestone Coast community the opportunity to share their skills and pay it forward to our future leaders.

Appendices

Appendix 1

Leadership Program Planning Workshop Questions

How would you like community leadership in the Limestone Coast to look in 2030?

What skills and attributes will our leaders hold?

How do we achieve this?

Who is missing from leadership in the Limestone Coast?

How do we make our leadership program inclusive and accessible?

What leadership skills development options are currently available in our region?

How well are they working?

RDALC has a contractual requirement to establish a steering committee – who should be on this committee?

Do you have any other comments about how this leadership development program should be governed?

What should the new leadership development program be called?

How can we develop our leadership capacity in-region? Who can we use locally?

How do we further build leadership training delivery skills in the Limestone Coast?

What would you like out of an Alumni Network? We are anticipating this network could involve leaders of all sorts, not only leadership program graduates.

Appendix 2

Limestone Coast Leadership Program Alumni Survey

Regional Development Australia Limestone Coast (RDALC) has agreed to deliver the State Government's new Regional Leadership Development Program in the Limestone Coast for the next two years. Although this is a new initiative, our approach will be very much informed by the learnings of the Limestone Coast Leadership Program (LCLP).

As a graduate of the LCLP, any feedback you can provide us on your personal experience in the program and since graduation will form an essential part of the planning for the new leadership development program.

Thank you for taking the time to complete this survey.

* 1. What year did you participate in the Limestone Coast Leadership Program?

- ☐ 2019
- ☐ 2020
- ☐ 2021

2. When you are asked about your experience participating in the Limestone Coast Leadership Program, how do you respond? What is your 'one minute pitch'?

3. What parts of the program did you find most useful?

- | | |
|--|---|
| <input type="checkbox"/> Adaptive Leadership | <input type="checkbox"/> Governance and Finance |
| <input type="checkbox"/> The Leadership Circle | <input type="checkbox"/> Building Relationships and Influencing |
| <input type="checkbox"/> Leading Change | <input type="checkbox"/> Managing Change |
| <input type="checkbox"/> Leadership Frameworks and Tools | <input type="checkbox"/> Community Growth and Economic Development |
| <input type="checkbox"/> Presentations and Public Speaking | <input type="checkbox"/> Community Action Projects on Regional Issues and Opportunities |
| <input type="checkbox"/> Motivating and Mentoring | <input type="checkbox"/> Other |

Please tell us why:

4. What parts did you get the least benefit from?

- | | |
|--|---|
| <input type="checkbox"/> Adaptive Leadership | <input type="checkbox"/> Governance and Finance |
| <input type="checkbox"/> The Leadership Circle | <input type="checkbox"/> Building Relationships and Influencing |
| <input type="checkbox"/> Leading Change | <input type="checkbox"/> Managing Change |
| <input type="checkbox"/> Leadership Frameworks and Tools | <input type="checkbox"/> Community Growth and Economic Development |
| <input type="checkbox"/> Presentations and Public Speaking | <input type="checkbox"/> Community Action Projects on Regional Issues and Opportunities |
| <input type="checkbox"/> Motivating and Mentoring | <input type="checkbox"/> Other |
| | <input type="checkbox"/> |

Please tell us why:

5. Are there any parts of the program that could have been done differently?

6. What do you think should have been included in the program but wasn't?

7. Thinking about the duration of the program:

Do you think the program was held over the right number of days?

- ☐ Yes
- ☐ No

Additional information:

6

8. Do you think the same number of program days could be delivered over a shorter timeframe? (More frequent delivery).

☐ Yes

☐ No

Additional information:

9. Do you have any further comments about the duration of the program?

10. The Community Action Project was a significant part of the program, do you think it was a valuable experience?

☐ Yes

☐ No

11. Did the program change you personally, professionally or as a member of your community?

☐ Yes

☐ No

12. If yes, please tell us how it changed you:

13. Since you participated in the program, have you taken on a leadership role?

☐ Yes

☐ No

14. If yes, have your skills and experience gained through participation in the program assisted you in the role?

15. Would you be happy to talk to us further about this? If so, please leave your name so that we can contact you.

16. If no, what has stopped you taking on a leadership role?

17. We want to ensure that our leadership program is accessible and inclusive – do you have any suggestions that might help us achieve that goal?

18. Would you consider being a mentor for future participants?

- ☐ Yes
☐ No

19. Would you like to be involved in the new Leadership Program other ways, such as promotional activities or helping us further develop the new program?

- ☐ Yes
☐ No

20. As part of the new Regional Leadership Development Program we would like to develop an Alumni network. Would you be interested in participating?

- ☐ Yes
☐ No

Comments:

21. What sort of activities or opportunities would you like to see included for the Alumni network?

22. Please provide your contact details here (optional):

Name

Email Address

Phone Number

Appendix 3

Leadership Programs Available to Limestone Coast Residents

Limestone Coast Programs

Provider	Name of Program	Target Audience	Delivery Mode	Cost	Duration	Key Elements
Women in Business & Regional Development	WiBRD Mentor Connect	Women (in all business levels)	Online and in person			Connect current members and aspiring businesswomen, with an objective to improve leadership capabilities and confidence via a structured mentoring program.
Generation Thrive	Young Leaders Program	Youth	Combination of online and in person (Tatiara and Wattle Range)	\$1,250	8 - 12 weeks	Leadership program for participants aged 16 - 30

State-wide Programs

Provider	Name of Program	Target Audience	Delivery Mode	Cost	Duration	Key Elements
Women & Leadership Australia	The Advanced Leadership Program	Women (all sectors and industries)	Online	\$14,990	12 months	
Local Government Professionals SA	Ignite	Local Government Professionals	Combination of online and in person		10 months	Open to registrations from LG Professionals SA members, council employees and employees of regional subsidiaries. Participants receive a Cert IV in Leadership and Management.
Local Government Professionals SA	Emerging Leaders	Local Government Professionals	Combination of online and in person	\$4,510 - \$5,720	7 months	Suitable for team leaders, coordinators, aspiring leaders and high potentials. Accredited towards an MBA from UniSA.
Local Government Professionals SA	Strategic Management	Local Government Professionals	Combination of online and in person	\$4,455 - \$5,005	10 months	Accredited towards an MBA from UniSA.
Local Government Professionals SA	Executive Leaders	Council CEOs, Directors and GMs	Combination of online and in person	\$6,600 - \$8,250	3 months	
South Australian Leadership Academy	Executive Excellence	Public Sector Executives		\$12,900	6 months	
UniSA	The Leadership and Management Essentials Program	Business	In person	\$6,900	6 months	Targeted towards emerging, mid-level and Senior business leaders and executives from the private, public and NFP sectors
University of Adelaide	Accelerated Leader Program (PACE)	Business	In person (Adelaide)		3 months	Aimed at emerging, aspiring, and newly appointed leaders, but is available to anyone who is interested in advancing their career and leadership skills.

State-wide Programs cont.

Provider	Name of Program	Target Audience	Delivery Mode	Cost	Duration	Key Elements
University of Adelaide	Transformative Leadership Program	Business	Online	\$13,200	6 months	Developed specifically to meet the needs of senior, or soon-to-become senior leaders. Aimed at C-suite executives.
University of Adelaide	Foundations of Transformative Leadership Program	Business	Online and in person	\$7,500		Offered to mid-senior managers who are already able to think strategically, work effectively in teams, and who are open to new perspectives .
University of Adelaide	Professional Management Program	Business	In person (Adelaide)		3 months	Designed for managers, team leaders and professionals who are currently operating at middle-to-senior management level accredited towards a University of Adelaide MBA.
PIRSA	Stepping into Leadership Program	Women				Leadership program for women including one-on-one coaching, mentoring and workshops throughout the year. Finished in mid-2022.
South Australian Leaders	SA Leaders Connect Series	Regional Businesses		\$1,300 per year, per company	1 year	Regional private companies seeking the latest knowledge, connections and resources to grow their business.
Department of Foreign Affairs and Trade and Regional Australia Institute	Horizons – International Engagement Leadership Program	Economic Development Professionals	Online	Free	3 months	Designed to equip economic development officers with a better understanding of how to help local business harness trade and investment opportunities as part of their post-COVID 19 recovery strategy.
Proteus Leadership	Emerging Leaders	Business	Online or in person	\$1,095	4.5 days	Designed for supervisors and team leaders.
Leaders Institute of SA Leaders Institute of SA	The Governor's Leadership Foundation Program	Any sector	In person	\$14,450	10 months	Designed for established leaders who are committed to accelerating their leadership capability through an immersive program.
Leaders Institute of SA Leaders Institute of SA	Amplify	Business	In person	\$3,500	4 months	Accredited towards a Graduate Certificate of Leadership (UniSA) Designed to elevate technical experts into confident team leaders and managers.
Youth Inc.	Youth Inc.	Youth	In person			Participants aged 17-24, ties into SACE outcomes, various programs to choose from.
Green industries SA	Circular Economy Leadership Program	Business				Training and education for executives in the public and private sector working in the Circular Economy space.
Education Department of South Australia	Future Leaders	Potential future leaders in Education				Helps identify, develop and prepare aspiring leaders for future leadership vacancies in country areas.

Australia-wide Programs

Provider	Name of Program	Target Audience	Delivery Mode	Cost	Duration	Key Elements
Australia Council for the Arts	Future Leaders Program	Arts Leaders	Online, or in person		12 months	Designed to transform the cultural and creative industry's knowledge by developing skills and capabilities of our emerging leaders.
National Farmers Federation	Diversity in Agriculture Leadership Program	Women Over 25 in Agriculture				
Australian Rural Leadership Foundation	Australian Rural Leadership Program	Any sector (rural, regional and remote Australia)	In person	\$50,000	15 months	Leadership development course for individuals committed and ready to respond to regional, rural and remote Australia's most complex challenges and biggest opportunities.
Australian Rural Leadership Foundation	Australian Agribusiness Leadership Program	Agribusiness Leaders	In person	\$13,750		Targeted towards agribusiness leaders to increasing their impact in the businesses and communities in which they live and work.
Australian Rural Leadership Foundation	The Drought Resilience Leaders Development Program Murraylands	Community	Some sessions online, some in person		8 days over 6 - 8 weeks	Targeted towards people over 18 living in the communities of South Australia's Riverland, Mallee and Coorong areas.
Australian Rural Leadership Foundation	TRAIL – Emerging Leaders	Any sector	In person	\$10,450	7 days	TRAIL is a cross-sector, challenge-based leadership program for Australia's emerging rural leaders.
Rotary	Rotary Youth Leadership Awards	Community	In person		3-10 days	An intensive leadership experience organised by Rotary clubs and districts where you develop your skills as a leader while having fun and making connections for participants aged 14-30.
The Dream Collective	Digital Emerging Leaders Program Australia	Business	Online	\$3,600	2 days	Early-mid career professional females, currently preparing for their first or second leadership role Individuals with high career aspirations and potential looking to develop their leadership capabilities.