

The Governor's Leadership Foundation

Community Action Project (CAP) – Partner Information

The Governor's Leadership Foundation (GLF) is South Australia's premier leadership development program. It's an intensive, experiential 10-month leadership development program for emerging and senior leaders in South Australia. Participants are accomplished, committed leaders from across the private, public and not-for-profit sectors, from a range of diverse backgrounds.

Launched in the year 2000 to help build a network of engaged, impactful leaders, the GLF includes three key components:

- Learning and applying adaptive leadership techniques;
- Behind the scenes access to a range of industries and organisations that form the economic, political, social and community makeup of the State; and
- The Community Action Projects, that provide a "sandpit" to apply program learnings in real-world scenarios.

Community Action Projects, or CAPs, involve teams of five or six participants partnering with organisations (not for profits, social enterprises or government), to address an adaptive challenge.

Purpose

The CAP experience is designed to achieve two goals:

1. **For participants** – to practise leadership frameworks and tools in a live, adaptive context, deepening their capacity to lead through complexity
2. **For community partners** – to bring diverse, high-level perspectives to an organisational or community challenge, creating new insights and potential pathways for positive impact

CAPs are not consulting assignments with pre-determined outputs. They are adaptive explorations – "small enough to do, big enough to matter" – that emphasise learning, collaboration, and experimentation.

How CAPs work

- **Starting point:** Your organisation identifies a challenge of significance (not a predefined project). This forms the basis for the group's exploration
- **Exploration:** A syndicate of GLF participants works with your representatives to understand the issue, analyse it using GLF frameworks, and explore possible approaches
- **Shifts in focus:** Through the process, the group may uncover underlying issues or reframe the original challenge. This is a normal and valuable part of the CAP journey
- **Frameworks used:** Participants may apply tools such as Adaptive Leadership, Polarity and Quadrant Mapping, Balcony and Dance Floor perspectives, Stakeholder "Pizza" analysis, and Safety in Team Dynamics

The emphasis is on experimentation, fresh perspectives, and collaborative problem-solving.

What to expect (and not to expect)

You can expect:

- A team of senior leaders engaging thoughtfully with your challenge
- New perspectives, questions, and insights
- Opportunities to test ideas, explore stakeholder views, and identify potential pathways
- A process of shared learning that benefits both your organisation and participants

You should *not* expect:

- A finished strategic plan or consulting report
- Direct service delivery or implementation of solutions
- The GLF team to "fix" the challenge for you

Your organisation retains ownership of the challenge, decisions, and outcomes

For CAPs to succeed, we ask that you:

- Provide a one-page outline of your challenge (see guidance below)
- Appoint a contact person who can share information, respond to queries, and attend meetings
- Ensure your Board supports the CAP partnership
- Participate in regular discussions with the CAP group, sharing insights openly and honestly
- Help identify additional stakeholders to be consulted
- Notify the CAP group promptly of any developments that may affect the challenge

Evaluation and Check-ins

- Mid-year check-ins: Structured conversations with the Leaders Institute will ensure progress and address any questions
- November presentation: Each CAP group presents their outcomes and learnings to the Leaders Institute Board of Directors (confidentially)

Next Steps

If you are interested in being considered as a CAP partner:

1. Complete and sign the **Client Commitment Form** (see below)
2. Provide a one-page outline of your challenge (see examples below for reference)
3. Email both to Program Manager, Adrienne Worrell (aworrell@leadersinstitute.com.au) by **30 November 2026**

GLF participants will review all challenges and vote on those they wish to take forward. We will notify you of the outcome by mid-January 2027.

Preparing Your One-Page Challenge Outline

Your outline should be a starting point for discussion, not a detailed project brief. Suggested headings:

- About your organisation – purpose, who you serve
- The challenge – describe the issue or opportunity you'd like explored
- Why it matters – who is affected, and why it's significant
- Your hopes for the CAP – what insights, perspectives or outcomes you'd value
- Contact person – name, role, phone, email

2027 GLF Community Action Project Client Commitment Form

We acknowledge and agree to:

Appoint a contact person who will be able to answer questions via email or phone
Hold regular meetings with the GLF CAP group
Ensure our Board's support for this project
Share relevant information and communications in a timely manner
Make our stakeholders accessible as required
Notify the CAP group promptly of any matters affecting the project
Engage in open and honest discussions
Retain responsibility for our decisions and actions as a result of the advice.

We acknowledge that neither the CAP Group nor the Leaders Institute will be liable, in negligence or otherwise, for the advice, or for any acts or omissions of the CAP Group under this arrangement.

Organisation name:

Signed by Organisation CEO/State Manager/Board Chair:

Name

Date

For further information about The Leaders Institute and our programs, including the Governor's Leadership Foundation please visit our website: www.leadersinstitute.com.au

Examples of briefs from organisations

1. Committee for Adelaide - Future of Housing

Organisation purpose:

The Committee for Adelaide brings together people from all walks of life. We have a goal to drive capital investment and community growth in South Australia. We believe a resilient and innovative economy is both a cause and effect of a great place to live.

The issue:

Population growth has enormous economic, social and cultural benefits for Adelaide.

For example, the Centre for Economic Studies has shown that every skilled migrant meeting an unmet need creates one extra job for the South Australian community.

While the Committee for Adelaide supports population growth, we also realise growth needs to be managed carefully otherwise we'll risk losing the very things that make our city great.

Along with careful planning around transport, infrastructure and the management of resources, ensuring we have the right housing stock to meet future needs and maintaining and increasing housing affordability are critical.

This project would build on the work of Deloitte's Make it Adelaide plan - which identified population targets for South Australia and showed where extra homes could be built across the city - and would focus on issues such as:

1. What types of homes should we be building? Are we meeting current needs? What will our needs be in the future (taking into account our ageing demographic, social housing requirements etc)?
2. What funding and other purchase models could we consider to ensure housing remains affordable or make it more affordable?

To assist those undertaking the work, the Committee for Adelaide can facilitate one-on-one interviews with experts in this field both in South Australia and overseas as well as co-ordinate roundtable discussions to allow issues to be explored in greater detail.

Contact person: XXX **P:** XXX, **M:**XXX
E: XXX@XXX

3. Down Syndrome Australia – engaging with clients from all nationalities

Organisation purpose:

Down Syndrome SA was established in 1974 by a group of families to provide family support and specialist education programs for children with Down syndrome. Down Syndrome Australia was established in 2011 as the peak body for people with Down syndrome in Australia. Our purpose is to influence social and policy change, provide a national profile and voice for people living with Down syndrome, and to build resources and knowledge capacity of the state and territory Down syndrome associations. We work collaboratively with the state and territory Down syndrome associations to achieve our mission. Our vision is an Australia where people living with Down syndrome are valued, reach their potential and enjoy social and economic inclusion.

The issue:

1 in every 1100 babies in Australia is born with Down Syndrome however this rate is lower than the worldwide rate of around 1 in 700 births because of the high termination rates in Australia. In South Australia on average we have between 9-14 live births a year and over 50% of these births are to families from culturally and linguistically diverse backgrounds.

The services and support that Down Syndrome SA provides have traditionally been targeted towards white middle class Caucasians. As an organisation we are struggling to engage people from a CALD background with our services.

As a result of the CAP project we want to understand the change in our demographics and what Down Syndrome SA might need to change to engage with CALD backgrounds, what relationships/partnerships with other organisations and community groups should we develop and how do we offer a service to them that they value. We want to understand what this might mean for future service delivery and/or our programs.

Contact person: XXX **P:** XXX, **M:** XXXX, **E:** XXX@XXX