

REGIONS LEADING THEIR OWN DEVELOPMENT EXECUTIVE EDUCATION PROGRAM

17-20 MARCH 2024 | LAUNCESTON, TASMANIA

SHAPE '*FIT FOR THE FUTURE*' REGIONS



REGIONAL
AUSTRALIA
INSTITUTE

WHY WE MUST BUILD OUR CAPACITY TO THRIVE



LIZ RITCHIE
CEO
REGIONAL AUSTRALIA INSTITUTE

Right now, at every level, people in Australia's regions are being challenged to build the skills, knowledge and capacity to leverage an era of huge opportunity that requires rapid and agile transition towards new futures, new economies and new ways of working with their communities.

To work ahead of the game in this time of exponential change and opportunity, regional decision-makers across all sectors and all tiers of government must equip themselves with new maps, new thinking, new knowledge, new behaviours, new skills, and new practices to make the shifts needed to realise their region's ambitions for the future.

Creating region-level progress on complex issues demands a collective approach to 'shifting the needle' by leveraging behaviour change at individual, organisational and regional systems-levels. The practice of region-led development and innovation offers a systemic and evidence-based approach to identifying and activating opportunity within these complex challenges.

Making time to grow, stretch and elevate your practice of region-led development and transition has never been more important.

This three-day Program draws on over twelve years of leading research and insights developed by the RAI and some of the nation's top minds and leading authorities on best practice approaches to the development of regional systems, their communities and economies.

This small-group, high-impact Program is tailored to provide you and fellow regional senior executives with one-on-one access to leading experts and master practitioners to advance your practice of region-led development to enable you to:

- Increase your capacity to work with a region in transition
- Expand collaborative impact across each region and beyond
- Boost individual, organisational and regional performance and deliver improved results within existing areas of accountability
- Grow a high-trust network of peers in positions of authority across Australia.

This Executive Education Series is partially funded by the Australian Government through the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.



**THE PROGRAM OFFERS
REGIONAL CEOS AND SENIOR
EXECUTIVES A SYSTEMATIC
PROCESS TAILORED TO THEIR
OWN SITUATION TO ELEVATE
THEIR PRACTICE.**



DEVELOP YOUR FUTURE READY PRACTICE

Gain a strategic advantage at the leading edge of practice development.

Regional CEOs and senior executives are under enormous pressure to balance insight, resilience, adaptability, instinct and performance with growing their capacity to develop and transition their organisations, sectors and communities to adapt to and thrive in an uncertain future.

The Regions Leading Their Own Development Executive Education Program is for senior leaders wanting to build their capability to shape their regions, economies, industry sectors and communities in an age of complexity and disruption.

The Program will accelerate and stretch your individual practice in regional innovation, development and transition, supported by a diverse faculty of leading thinkers and practice leaders from across Australia and a small and select cohort of peers.

WHO THIS IS FOR



SENIOR LEADERS ENGAGED IN REGIONAL DEVELOPMENT & TRANSITION

CEOs, and senior executive leaders who are:

- Seeking to expand their influence and impact in a region
- Curious about more effective ways to deliver existing and future priorities
- Transitioning from a middle or specialist management role
- New to operating in and across regional systems



SECTORS THAT BENEFIT

- Local government
- State or federal government agency and department
- Regional development and advocacy
- Business and industry
- Employment
- Agriculture and horticulture
- Education, skilling and vocational training
- Health services
- Professional services
- Environment, land management, waterways and sustainability
- Service providers and community
- Social enterprises
- Impact focused philanthropy

PROGRAM DETAILS

Dates:	5.00pm, Sunday 17 March 2024 – 12.45pm Wednesday 20 March 2024
	Participants are asked to arrive and register at or before 5.00pm on Sunday, 17 March 2024
Venue:	Country Club Launceston, Prospect Value, Tasmania
Co-investment:	\$2,940 inc. GST – single occupancy only
What's covered:	3-day Program plus pre-work and learning materials 3 nights' luxury 4.5 star single occupancy accommodation All meals including morning and afternoon teas Curated Tasmanian wine and beers with dinners Transfers to and from Launceston Airport for air travellers (if applicable) Membership of the Leading Regions Practice Community
What's not covered:	Travel to and from Launceston Post dinner alcoholic beverages

TRAVEL OPTIONS

	To and from the Country Club Launceston, Prospect Value, Tasmania
By air:	Qantas, Virgin Australia, Jetstar, Bonza and Sharp Airlines Transfers to and from Launceston Airport arranged by RAI
By road:	Self-drive or car hire

LEADING REGIONS PRACTICE FRAMEWORK[®]

DEVELOPING THRIVING REGIONS THROUGH SYSTEMS PRACTICE

The RAI Region Led Practice Framework[®] is founded on the core principles of building capacity and changing behaviours at individual, organisational and regional levels.

Evidence shows that this fundamental combination fuels sustainable development, innovation and transition within and across Australia's regions, their economies, industry sectors and communities to unlock regional opportunities and potential.

The Framework is designed to advance the practice of region-led development and practice at any level. It underpins a powerful, nation-wide Practice Community better equipped to shape and navigate the future of regional Australia.

Its systemic approach moves beyond the norms that can inhibit regional growth and transition, establishing a logical rhythm to the way individuals, organisations and regional systems work to collectively drive opportunities forward in a coordinated and measurable way.

- ✓ **ARTICULATING THE PRACTICE OF HOW REGIONS WORK AND GROW**
- ✓ **CHANGING BEHAVIOURS & BUILDING REGIONAL CAPACITY**
- ✓ **BENCHMARKING YOUR PRACTICE**
- ✓ **BUILDING DEEP SKILLS IN EACH ELEMENT OF THE PRACTICE FRAMEWORK**
- ✓ **TRANSLATING RESEARCH TO INFORM THE PRACTICE OF REGION-LED DEVELOPMENT & TRANSITION**



PROGRESS YOUR PRACTICE

IDENTIFY YOUR PLACE



Identify your place in regional systems and map your impact and influence.

EXPLORE REGIONAL ISSUES



Explore regional issues to identify opportunities to challenge for change through your behaviour and practice.

EXPLORE REGIONAL SYSTEMS



Identify where you want to level up your practice to shape development and transition effectively.

DESIGN A PROGRESSION PLAN



Design a progression plan for an element of your practice to focus deep skills building.

STATE YOUR CASE



State your case for change in a peer review to test how to level up your influence on an important project.

ADOPT AND TEST



Adopt and test new areas of practice to model increasingly effective ways of working in and across regional systems.

LEVEL UP



Level up your influential senior practice to shape and realise positive regional growth, innovation and transformation.



STRETCH YOUR CAPACITY

To guide your progress towards mastering the practice of region-led development and transition, you will be supported through a series of milestones.

The research, insights, practice tools, and activities will inform the approach you take in your region. The first six milestones will be deeply explored in the Program to set you up to adopt and test new practices within your current levels of accountability using the guiderails we set for you.

INSPIRE OTHERS

Inspiration and celebrating success from peers in the nation-wide RAI Practice Community will fuel your momentum. It is within this group that you will share progress of your milestones as you level up and influence others in your region to adopt more effective ways of working to deliver region-led development and transition.



SUPPORTING YOUR PRACTICE



DR RACHEL BACON
DEPUTY COMMISSIONER INTEGRITY, REFORM AND ENABLING SERVICES
THE AUSTRALIAN PUBLIC SERVICE COMMISSION

Dr Rachel Bacon is currently the Deputy Commissioner Integrity, Reform and Enabling Services at the Australian Public Service Commission. Rachel has also been appointed to the IPPA ACT Council where she works to promote excellence in public administration.

Prior to this Rachel worked at the Department of the Prime Minister & Cabinet (PM&C), as Deputy Secretary Public Sector Reform, helping to shape and deliver a suite of reform initiatives to make people's interactions with government simpler, easier – and make life inside the public service understood and valued.

Over the previous four years, Rachel has worked for the Department of Infrastructure, Transport, Regional Development, Communications and the Arts as Deputy Secretary of the Regional, Cities and Territories Group, delivering place based policy and services for communities around Australia. Rachel has also spent time in the Department of Environment and Energy, running the Policy Analysis and Implementation Division, and as Deputy Chief Executive Officer with the Northern Territory Government's Department of the Chief Minister.

Rachel has led a number of taskforces (many based in PM&C) to deliver whole of government priorities in areas such as environment regulation reform and Australia's engagement with Asia, and has worked in teams to improve implementation capability, deliver strategic policy projects, and support government in areas such as counter terrorism, native title and refugee law.



PROFESSOR ANDREW BEER
EXECUTIVE DEAN, UNISA BUSINESS
UNIVERSITY OF SOUTH AUSTRALIA

Professor Andrew Beer is the Executive Dean of UniSA Business. He comes to this role after working previously as the Dean of Research and Innovation, at the UniSA Business School. Prior to commencing with UniSA in 2016, Andrew worked at The University of Adelaide and Flinders University. He holds a Bachelor of Arts from the University of Adelaide and a PhD from the Australian National University.

Professor Beer has served as a Research Fellow at the University of Plymouth, a Leverhulme Fellow at the University of Ulster, and a Visiting Professor at the University of North Texas. He was the Chair of the South Australian Government's Homelessness Strategic Group from 2011 to 2017 and is a Fellow of the Regional Australia Institute. He served on the College of Experts for the Australian Research Council and is a Fellow of the UK's Academy of Social Sciences. Professor Beer was Chair of the Regional Studies Association from November 2013 to November 2017.

His research interests include the operation and functioning of Australia's housing markets (including the provision of housing for persons with a disability), the drivers of regional growth, structural change within the economy, and the impacts of an ageing population. He is currently undertaking research in four major areas: the outcomes of the closure of the Australian automotive industry; the cross-national analysis of the leadership of places; the quality and condition of Australia's housing stock; and the use of services and housing by Australia's ageing population.



SUSIE BOWER
CEO
BELL BAY ADVANCED MANUFACTURING ZONE

Susie Bower leads the BBAMZ, a unique industry based economic development group working in collaboration with government and community to support growth, investment and business diversification in the George Town and Tamar Valley regions. The aim of the BBAMZ is to lift the profile of the Bell Bay zone locally, nationally and internationally as well as build a sense of community pride in the region.

The story of the Bell Bay Advanced Manufacturing Zone (BBAMZ) cannot be told without recognising Susie's end-to-end involvement in the zone's establishment and growth over the past 8 years.

Bell Bay is Tasmania's largest industry precinct. It's two and a half thousand hectares in size. 59% of all Tasmania's manufactured exports are produced in the Bell Bay area.

Susie is results driven and has broad management experience gained over 20 years in local government, higher education and manufacturing sector with demonstrated expertise in operations and project management, strategy development, planning and stakeholder engagement.



KAREN CAIN
DIRECTOR
TRANSITION AND RECOVERY AUSTRALIA

Karen Cain has significant senior experience working across government, leading strategic innovation, and developing and implementing policy in the public sector. Karen's career in education as a teacher, principal and senior public sector manager, led to experience in working with communities to link and to build partnerships that harness capacity and growth.

These roles, particularly in regional areas have led to a strong understanding and commitment to the role of the public sector based on system leadership practice that involves and benefits those that it serves. Her experience in developing and delivering on issues that reflect what matters to community and government led to Karen's appointment as Chief Executive Officer at the Latrobe Valley Authority, which she held from April 2017 to December 2021.

Karen is now providing insight and experience on successful place-based transition practices as a Director at Transition and Recovery Australia. Karen is a fellow of Leadership Victoria's Williamson Community Leadership Program. She was awarded the Institute for Public Administration Australia Victorian Top 50 Public Sector Women Award in 2018.



GREG HOFFMAN PSM
EXECUTIVE OFFICER
NORTH WEST QUEENSLAND REGIONAL ORGANISATION OF COUNCILS

Greg Hoffman PSM is one of Australia’s leading local government professionals with over 45 years’ experience working in State and local government across three states and the Northern Territory. He has held positions of CEO, Commissioner, Managing Director, policy analyst, advocate and industry representative. In his current role Greg’s focus is on the people, policy and politics of the State’s remote and productive North West Region.

Greg is passionate about regional Queensland and has devoted a lifetime assisting councils, regional bodies and communities to ensure their voices are heard and that they receive a fair return for the contribution they make to the State and national economies.

Greg holds qualifications in accounting, management, public policy, media and company directorship. He has been recognised for his outstanding contribution to local government having received a Public Service Medal in 1993 and a Centenary Medal in 2002 for his contribution to Australian society and government.



LIZ RITCHIE
CEO
REGIONAL AUSTRALIA INSTITUTE

As the CEO of the Regional Australia Institute, Liz Ritchie’s primary goal is to make a difference through providing leadership and vision for a better future – a future that recognises regional Australia in a new light.

For over 20 years, Liz has worked across the corporate, government and the not-for-profit sector, and she specialises in leading organisational transformation to build a sustainable future. Liz is a change agent, a marketer, a researcher and an extremely passionate advocate for regional Australia, hailing from Deniliquin, NSW.

Whilst understanding the issues and opportunities impacting regional Australia, she is dedicated to reforming our regional economies - as well as changing the narrative to entice more Australians to live, work and invest in regional Australia. Liz is leading the Regionalisation Ambition 2032 – a framework to rebalance the nation and see our regions thrive.



DR CLAIRE NAUGHTIN
PRINCIPAL RESEARCH CONSULTANT
CSIRO DATA61

Dr Claire Naughtin is a Principal Research Consultant at CSIRO’s Data61, where she leads the Digital Futures team. Claire specialises in future-focused, strategic projects and has worked across a diverse range of policy and industry domains, including the future of trade, employment, healthcare and emerging technology and industry development opportunities. In her most recent work, Claire co-led the delivery of CSIRO’s Our Future World report – a once-in-a-decade report that identified seven emerging megatrends that will shape the next 20 years for Australia.

She is passionate about bridging the gap between research and the real world and equipping leaders with a data-informed narrative of the future to help guide long-term decision-making. Claire delivers strategic foresight training and workshops to help organisations build resilience to uncertain futures and publishes her research in scientific and industry journals.



KIM SEAGRAM AM
CHAIR AND CO-FOUNDER
FERMENTASMANIA

In 1997 Kim Seagram AM was elected to the Vineyards Association of Tasmania’s Committee of Management where she made a significant contribution to strategy, marketing and agritourism development Statewide and Nationally over the following decade. Her passion for supporting local producers and growing the Tasmanian brand led her on a journey to help found Harvest Launceston Community Farmers Market in 2011 where she dedicated a decade to help nurture it to being one of the most respected in the country. A serial entrepreneur who has founded and helped run numerous businesses in the wine, tourism, hospitality and service industries with her husband Rod, she continues to drive growth in the entrepreneurial culture.

Serving on the Industry Reference group for the Centre for Food Innovation, a collaboration between the University of Tasmania, the CSIRO and the Defense Forces, inspired her to drive the FermentTas project for Northern Tasmania. A not-for-profit company driving the development of the Fermentation Hub incubator, a global first in the production, training, commercially focused research and agritourism around fine fermented food, beverages and bioenergy. The Hub will serve as a ‘cluster’ economic development driver, helping unlock the value of the agribusiness sector and create the businesses and jobs for the future.



ANNA STEPHENSON
DIRECTOR - EDUCATION & REGIONAL IMPACT
REGIONAL AUSTRALIA INSTITUTE

Anna Stephenson is developing RAI's Education and Regional Impact portfolios to support Australia's regions to grow, develop and transition towards new futures. She is leading the design of innovative practice and skills programs focused at helping people to meet complex challenges through elevating their practice, performance and impact in regional development and innovation.

She brings over 25 years' experience advocating ,innovating and helping to grow regional economies, industries, workforces, future skills and communities across Australia. She has worked together with a diverse range of businesses, industry sectors, Australia's three tiers of government, not-for-profits and communities. An original thinker, visionary, strategist and learning designer, Anna's 15 years in farming grounds her practical yet innovative approaches to capacity building, generating positive impact and regional systems change.

Anna completed the year-long Williamson Leadership Program in 2023.



KATIE STUBLEY
STRATEGIC DESIGN MANAGER
CENTRE FOR SOCIAL IMPACT, UNIVERSITY OF WESTERN AUSTRALIA

Katie Stuble is passionate about system change and combining systems thinking with design-led approaches to create impact. She currently works between several organisations to drive change including the Presencing Institute (Senior Faculty), Griffith University Centre for Systems Innovation (Executive-in-Residence Capability Building)Commonland (Ecosystem Innovator Asia-Pacific Region)and United in Diversity (MIT IDEAS Asia-Pacific Faculty). She has worked as a lead social designer and systems practitioner across many issues and institutions in Australia. She has also lectured as part of the MBA on Social Impact at UWA and UNSW focussed on innovation, systems-thinking and design. Some projects have included supporting the ATO with bringing in systems-led practices across their design branch, working with the Presencing Institute to embed systems practice in six UN Country Teams to find new ways to solve complex issues, as well working with local systems change projects such as the Alliance to End Homelessness WA. She is also a global fellow of the Academy for Systems Change.



ADJUNCT PROFESSOR RUTH STEWART - CHIEF OBSERVATION OFFICER
NATIONAL RURAL HEALTH COMMISSIONER
AUSTRALIAN GOVERNMENT DEPARTMENT OF HEALTH

Adjunct Professor Ruth Stewart was appointed as the second National Rural Health Commissioner for Australia in July 2020. She brings to this role nearly 30 years of work as a rural generalist doctor with the advanced skills of a general practice obstetrician and 20 years' experience in rural medical education.

For 22 years Ruth and Anthony were General Practitioners in private practice in Camperdown in south west Victoria where they had Visiting Medical Officer status in the local public hospital. In 2008 Ruth was employed as the inaugural Director of Clinical Training Rural with the then new medical school of Deakin University. Her role was to establish the rural program.

In 2012, Ruth moved to north Queensland to become an Associate Professor of Rural Medicine, Director Rural Clinical Training with James Cook University. In this role she oversaw the doubling of rural clinical placements for the medical school and worked clinically as a Senior Medical Officer at Mareeba Hospital. Ruth is the immediate Past President of the Australian College of Rural and Remote Medicine and was on the College's board from 2002-2020 in various roles. She was on the board of the Torres and Cape Hospital and Health Service for 6 years, the Cape York Hospital Board for two years and has been on the board of several Regional Training Providers/Organisations for General Practice Training, on the board of the Rural Doctors Association of Australia for two years and the Tropical Australian Academic Health Centre board.

Ruth received a PhD from Flinders University in 2014. Her thesis examined the lessons learnt from a Managed Clinical Network of rural maternity services in South West Victoria. She has an abiding interest in quality of rural maternity services and sustainable models of rural health care.



SUE ANDERSON - PROGRAM FACILITATOR
EDUCATOR AND FACILITATOR

Sue Anderson is a leading industry management consultant, educator and facilitator who draws on decades of senior leadership experience and diverse skills to impact many industries across social, government and service sectors. The diverse roles in Sue's career has led her to deeply engage and designing strategy and building workforce capacity and delivering a contemporary approach to education and service design in commercial and for purpose settings.

Engaging with a broad client base across regional, rural, metropolitan, and international settings has strengthened Sue's capacity to relate to unique economic, cultural, and societal challenges that face organisations and leaders. As a skilled strategist and clear communicator, Sue respects her role to inspire new thinking while working creatively within constraints that are faced by teams and regions. She is passionate about identifying and defining opportunity for others to focus on clear purpose, constantly learn and build their capacity for greater impact.

WHAT YOU WILL LEARN

01

YOUR PRACTICE COMMUNITY

- Connect with your peers in our nation-wide Practice Community
- Visualise what we celebrate and the big regional opportunities to focus our practice
- Build the capacity of your region to transition supported by your Practice Community

02

THE BIG INSIGHTS

- Big picture insights and Regionalisation Ambition 2032 as the foundations for your strategic foresight and future thinking
- Adapting regional systems to be ready for the future
- Explore the intersection of reform, investment and opportunities in your region

LEADING REGIONS PRACTICE

- Explore the Leading Region Practice Progression Framework
- Apply the model in practical and innovative ways to drive behaviour change and regional systems development and innovation
- Establish a base line for your own practice and create a plan to make progress for your region in one of your key performance areas

03

WORKING WITH REGIONAL SYSTEMS

- Understand new ways to work with the systems you act in
- Write your region into policy that shapes the future

04

01

YOUR PRACTICE COMMUNITY

THE PROGRAM COMMENCES WITH CONNECTING WITH YOUR PRACTICE COMMUNITY.

This is a future-focused community of your peers is where you can share challenges, explore opportunities and gain value from your peers as you level up and stretch your influence and impact as a Region Led Development Practitioner. Our aim is to inject new insight into your practice to fuel innovation and critical thinking.

This is achieved by:

- Connecting peer to peer through the buddy Program to understand each other's aims and ambitions.
- Exploring insights into challenges and opportunities faced by your peers and thought leaders from other regions and sectors.
- Forge relationships with those in your community to offer mutual benefit.
- Lead new thinking as part of your practice community to explore opportunities offered through adopting region-led development and transition



CELEBRATE REGIONAL WINS



SPOTLIGHT REGIONAL OPPORTUNITIES



CONNECT AS SENIOR REGIONAL PRACTITIONERS

THE BIG INSIGHTS

02

THIS PROGRAM IS UNDERPINNED BY HIGHLY RESPECTED RESEARCH FROM RAI AND INTERNATIONALLY RECOGNISED THOUGHT LEADERS AND PRACTICE LEADS.

Our aim is to ensure you are equipped with leading insights to inform your practice and decision making.

You will:

- Explore the Regionalisation Ambition 2032 and research insights from the RAI and CSIRO to inform future views.
- Understand your influence and impact on your regional system.
- Investigate case studies that demonstrate Region-led Development and Innovation Practice in the Latrobe Valley transition.
- Identify how to apply your learnings and the Program toolkit to elevate your practice and performance in your senior role.
- Determine the key areas of work needed to grow your capacity to drive progress in your region.



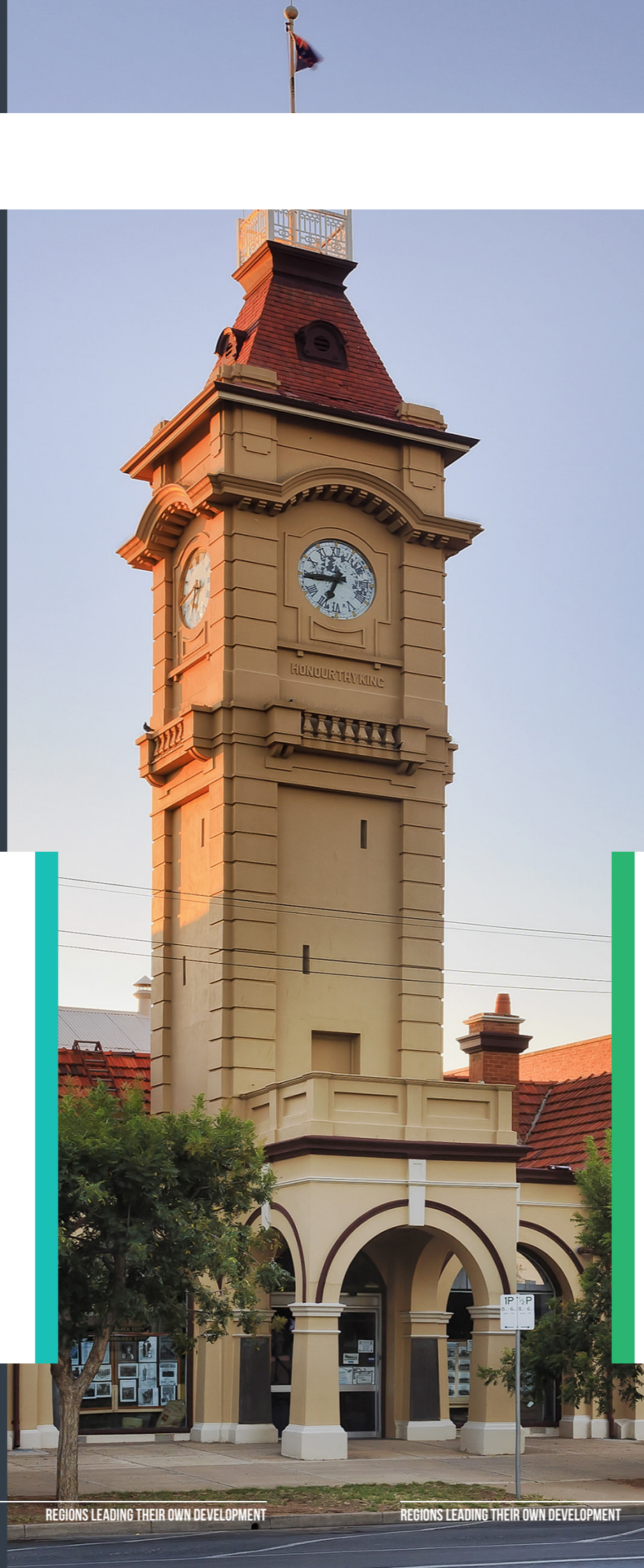
REGIONAL FUTURES INFORMED BY RESEARCH



THE IMPORTANCE OF YOU IN YOUR REGIONAL SYSTEM



ENABLE YOUR PROGRESSION THROUGH PRACTICE



THE LEADING REGIONS PRACTICE FRAMEWORK PROVIDES YOU WITH THE FOUNDATIONS TO DRIVE PROGRESSIVE OUTCOMES.

The Practice Framework is designed to shape and support a region's capacity to grow and transition by shifting behaviours and enhancing skills and practice in:

- Effective sourcing and exploration of data and research to inform decision making.
- Collaboration to build knowledge networks within a regional system to drive collective impact.
- Multi-level governance to distribute the power balance and improve policy outcomes.
- Innovative practices that shape and fuel improved outcomes for regions and the organisations and sectors that invest in them.
- Investment optimisation to enable transition and improved economic outcomes.
- Enhanced strategic outcomes through robust implementation.

 **GENERATE PLACE-BASED IMPACT**

 **MOBILISE REGIONAL SYSTEMS DEVELOPMENT**

 **ENABLE REGIONAL TRANSITION**

REGIONAL SYSTEMS THINKING IS REQUIRED TO ACHIEVE REGIONAL SYSTEMS LEVEL CHANGE.

Elevating your practice to embed regional systems thinking provides you with the necessary means to better understand and manage the growing complexity that impacts outcomes for your region and beyond.

Through this Program you will better understand the levers, actors and elements of the systems that impact you, and how you can influence and harness these to generate and manage positive change.

You will:

- Recognise the role, value and impact of policy on regional Australia.
- Identify the multi-layers of regional systems and how they impact your accountability and performance.
- Exploring your role in supporting the reform and transition of regional systems.
- Writing your region into the policy that impacts the systems you influence.

 **UNLOCK REGIONAL SYSTEMS**

 **SHAPE REGIONAL POLICY**

 **LEVERAGE REFORMS**



LEARNING FORMATS



RESIDENTIAL FORMAT

The residential delivery of Regions Leading Their Own Development Executive Education Program provides an opportunity to engage in dynamic learning and senior development with your peers, away from the distractions of work and life.

The Program is held at specially selected regional venues over a three-day period.

The cost of all meals and accommodation is included in the Program fee.



IN-HOUSE

Our in-house Regions Leading Their Own Development Executive Education Program is delivered in the confidential surroundings of your own boardroom or venue of your choice. Over three days, you and members of your Executive can learn together in a collaborative environment.



ONLINE FORMAT

In mid-2024, the RAI will launch the online Leading our Own Development Program for staff in frontline to middle level management role. The Program will blend the best of online learning with a support model that engages participants with their peers, expert facilitators and alumni from the Executive Education Program.

Featuring a suite of core modules and optional deep learning courses, this Program will include;

- Integrated pre-reading time prior to the first virtual workshop and a week between each live and interactive learning and practice development session
- A Program Introduction session prior to the first live and interactive learning and practice development session to introduce participants to their facilitators
- Interactive virtual workshops, which include discussion-based group work, online activities, case study analysis and interactive, live practice development.



SOMETIMES YOU CAN FEEL RATHER ISOLATED. IF THINGS ARE NOT GOING RIGHT, YOU ARE NOT SURE IF YOU ARE ON THE RIGHT PATHWAY. SO, IT IS REALLY THAT CONNECTEDNESS WITH OTHERS WHO HAVE SHARED EXPERIENCES THAT GIVES YOU THAT REASSURANCE.”

RACHEL WHITING - CEO, RDA RIVERINA



IT'S BEEN GREAT TO BE ABLE TO SPEAK TO EQUIVALENT GENERAL MANAGERS, CEOS, PEOPLE FROM REGIONAL AUSTRALIA INSTITUTE, ACADEMICS – IT'S REALLY BROUGHT A DIVERSE LEVEL OF THINKING AS TO HOW WE TACKLE OUR EMERGING PROBLEMS FOR REGIONAL AUSTRALIA.”

BRETT DAVIS - CROSS BORDER COMMISSIONER, VICTORIA



AS A GROUP OF REGIONAL DEVELOPMENT PRACTITIONERS, WE WILL BE ABLE TO GO AWAY FROM THIS WITH NEW RELATIONSHIPS AND A BIT OF INSPIRATION TO BE ABLE TO CONTINUE TO BUILD EACH OTHER UP IN THE PRACTICE OF REGIONAL DEVELOPMENT.”

JAMES MCKEE - CEO, RDA TASMANIA

CHOOSE YOUR OWN PRACTICE PATHWAY*

*Available from mid-2024

STRENGTHENING

Strengthening Programs and Supports are for CEOs and senior executives who have completed the Executive Education Program and who seek to refine their skills and strengthen their performance as senior region-led practitioners.



MARCH 2024 SCHEDULE

MEETING YOUR PRACTICE COMMUNITY: SUNDAY 17 MARCH 2024

TIMING	DETAILS	FACULTY
By 5.00 PM	Program registration All participants arrive, register, and check in at the Country Club by 5.00pm	
5.45 PM	Bus departs Bus departs from Country Club for Basin Café in the Launceston Gorge	
6.00 PM	Arrival	
	Weclome to country	Aboriginal Elder
	Program welcome	Liz Ritchie CEO Regional Australia Institute
	Introducing the program <ul style="list-style-type: none"> What we will be exploring together and what we aim for at the end of 3 days and beyond How this Program opens opportunities for your development & ways of working 	
	Activity - Gorge walk Walk and Talk - Reflect on what you bring into the program and what you are hopeful for	With your buddy
	Drinks and dinner	
	Discover: Connecting the balcony and the dance floor <ul style="list-style-type: none"> Spotlighting one of the fundamentals of adaptive leadership Shifting between "the balcony view" and your practice "on the dance floor" Introducing Dr Ruth Stewart, Chief Observation Officer, March 2024 Program 	Adjunct Professor Ruth Stewart Chief Observation Officer Anna Stephenson Director - Education and Regional Impact Regional Australia Institute

THE BIG INSIGHTS: MONDAY, 18 MARCH 2024

TIMING	DETAILS	FACULTY
8.30 AM	Discover: A case for change <ul style="list-style-type: none"> Acknowledgement of Country A case for change – we can't keep doing what we have always done as our world is shifting around us Regionalisation Ambition 2032 	Liz Ritchie CEO Regional Australia Institute
	Discover: Global megatrends - Seven emerging patterns of change and their implications for regional australia in the coming decades <ul style="list-style-type: none"> Why we must pay attention to the rapid shift in our complex global environment Intersection of global threats and trends and what does that mean for regional Australia 	Dr Claire Naughtin Principal Research Consultant CSIRO Data61
	Reflect and enquire	Peer Group
10.30 AM	Break	
11.00 AM	Discover: What must change? Rachel Bacon – sharing where we are now at a federal level and how this distils to regions <ul style="list-style-type: none"> What is the shift we need? Why are we reforming federal government policy? We must aim for better policy for practical application Policy settings – you can't separate yourself from the policy settings in the work you do Andrew Beer - approaching the gap and what is the shift we need at a state and local government level. <ul style="list-style-type: none"> What is the shift we need? What is Region-led development? The role of small government within region-led development How you can influence power and policy 	Dr Rachel Bacon Deputy Commissioner Australian Public Service Commission Professor Andrew Beer Executive Dean - Business UniSA
	Activity: Challenging perspectives - Rapid regional debate	Peer Group
1.00 PM	Lunch	
2.00 PM	Explore: Demonstrating a shift in practice Live scenario activity to demonstrate shifts in practice	Karen Cain Director Transition and Recovery Australia Peer Groups
	Explore: Introducing leading regions practice tools <ul style="list-style-type: none"> Leading Regions Practice Continuum Tool – Dance Floor – Observing where we are at and what we are doing to create momentum Leading Regions Behaviour & Systems Change Tool – Balcony level view – Observing the link between progress and approach 	Karen Cain Director Transition and Recovery Australia
3.30 PM	Break	
4.00 PM	Explore: The “magic” of the practice continuum <ul style="list-style-type: none"> Overview and logic of how the Practice Continuum works Understanding your starting point and identifying your stretch 	Karen Cain Director Transition and Recovery Australia Anna Stephenson Director - Education and Regional Impact Regional Australia Institute
	Reflect <ul style="list-style-type: none"> What excites you? What is the change you want to see? 	Table Talk
5.00 PM	Free time before dinner	
6.30 PM	Dinner: Country Club Terrace Kitchen	
	Dinner keynote: Building our capacity to influence and lead regional systems to realise our future ambitions Katie will talk how we can practically build our capacity to drive systems innovation and change in our regions	Katie Stubley Executive in Residence- Capability Design Griffith Centre for Systems Innovation
8:00 PM	Reflect	Adjunct Professor Ruth Stewart Chief Observation Officer

LEADING REGIONS PRACTICE: TUESDAY 19 MARCH 2024

TIMING	DETAILS	FACULTY
7.30 AM	Working breakfast	
	Explore: Regional systems innovation in practice Acknowledgement of Country <ul style="list-style-type: none"> RAI Opening & Acknowledgement of Country Local Systems Panel sharing how they practice regional system innovations and examples of the impact this has generated <ul style="list-style-type: none"> Regional Activation through Collaboration Industry clustering Regional systems approach to enabling young people to thrive 	Greg Hoffman PSM Executive Officer NW Qld Regional Organisation of Councils Susie Bower CEO Bell Bay Manufacturing Zone
	Explore: What medicine teaches us about evolving our practice	Adjunct Professor Ruth Stewart National Rural Health Commissioner
8.45 AM	Break	
9.00 AM	Activity: The practice continuum sprint – on the dance floor	Peer Group
10.30 AM	Lunch	
11.00 AM	Activity: Identifying your regional opportunity <ul style="list-style-type: none"> Identify an opportunity – something in your current or future performance plan, area of accountability or your organisation's strategic plan Examples of potential areas of opportunities in your region you may wish to develop: <ul style="list-style-type: none"> Liveability – e.g. Affordable Housing, Food Security & Quality, Sustainability – e.g. Resilient and Valuable Environments Health & Wellbeing e.g. – Digital Health Future Industries – e.g. Industry Transitions Net Zero – e.g. New Energy Sources 	Individual work Buddy Share
	Reflect	Adjunct Professor Ruth Stewart Chief Observation Officer
12.30 PM	Lunch	
1.30 PM	Explore: Leading regions behaviour & system change toolkit Why is 'on the balcony' work important to developmental work? When we are doing developmental work, we are often navigating without a fully developed plan. What we are exploring is not just about technical expertise, it is also about expertise to engage and collaborate with people on a personal level. We build common understanding of intent and the gap between intent, experience and demonstrated impacts. It is about building deliberate trust and relationship to get important work done <ul style="list-style-type: none"> What is an 'on the balcony' approach? Introducing the RAI Behaviour and system change tool Working a live scenario - Creating a central observation platform 	Karen Cain Director Transition and Recovery Australia Anna Stephenson Director - Education and Regional Impact Regional Australia Institute
	Activity: Evaluating behaviour change in a regional development scenario	Peer Groups
	Reflect	Adjunct Professor Ruth Stewart Chief Observation Officer
	Explore: Observing behaviour change in your work <ul style="list-style-type: none"> How do you see yourself in context of your regional system? Looking back – what is your experience with behaviour change for progression? Reflect on the progression map and how maturity is scored through observable behaviour change, what stands out immediately as important or interesting for you? 	Table Talk
	Activity: Applying the behaviour change tool & context <ul style="list-style-type: none"> Tell us about a piece of work that you have experience in where you can explore stages of systems change and progression Apply the Behaviour Change Tool to this example to identify what is needed to support progress in your regional system 	Individual work Buddy Share

LEADING REGIONS PRACTICE: TUESDAY 19 MARCH 2024

TIMING	DETAILS	FACULTY
	Activity: Planning for progress – What is your stretch? <ul style="list-style-type: none"> Using the knowledge and tools you have been introduced to, develop a plan to progress an opportunity you have identified in your organisation's strategic plan or within your individual performance KPIs You will have the opportunity to refine this plan through the Peer Case Review process 	Individual work
	Explore: Peer case review – Informing progress with external perspectives <ul style="list-style-type: none"> Step through a Peer Case Review process to demonstrate how to consider how you will stretch your practice to progress your Opportunity Plan Share the Peer Case Review tool to assist in the following activity 	Peer Groups
	Activity: Peer group play back – Preparing for a peer case review (Session 1) <ul style="list-style-type: none"> 5 min playback of each project snapshot with overview of why the element was chosen as a stretch priority Vote to determine from which scenario the peer group will explore further through a Peer Case Review 	Peer Groups
3.00 PM	Break	
	Activity: Group play back – Preparing for a peer case review (Session 2) <ul style="list-style-type: none"> Run the Peer Case Review as outlined in their toolkit 	Peer Groups
5.00 PM	Free time	
6.30 PM	Dinner: Country Club Terrace Kitchen	
	Dinner keynote: Making sure the bigger picture is working; influencing and leading regional systems to create, sustain and adapt regional business and industry that is fit for the future Kim will share what it takes to build and adapt business and industry sector in regional Australia	Kim Seagram AM Founder Ferment Tasmania
	Reflect	

WORKING WITH REGIONAL SYSTEMS: WEDNESDAY, MARCH 2024

TIMING	DETAILS	FACULTY
8.30 AM	Reflect <ul style="list-style-type: none"> Acknowledgement of Country Reflect on progression in knowledge, practice and connection over the course of the Program 	Liz Ritchie CEO Regional Australia Institute Adjunct Professor Ruth Stewart Chief Observation Officer Peer Groups
	Workshop: Regions fit for the future A workshop that brings together all the elements of your evolving practice to enhance your creative problem solving capabilities to deepen your knowledge and practice of working with a region in transition. Informed by the core elements of the Leading Regions Practice Framework and strength testing your: <ul style="list-style-type: none"> Openness to new things: meaning the ability to entertain ideas that at first seem outlandish and risky Tolerance for ambiguity: the ability to deal with uncertainty without leaping to conclusions Tolerance for complexity: being able to stay open and persevere without being overwhelmed by large amounts of information, interrelated and complex issues and competing perspectives 	Peer Groups
10.30 AM	Break	
11.00 AM	Activity: Visualising our impact <ul style="list-style-type: none"> What will we expect to see if we commit to progressing our practice 	Peer Group
	Discover: Supporting you to progress your practice You will learn how RAI and the Leading Regions Community of Practice offers support to help you evolve your practice of region-led development and innovation to enable you to ably navigate complex transitions towards new economies through: <ul style="list-style-type: none"> Keeping you connected with likeminded peers across regional Australia Providing opportunities to share your experience and learn from others Supporting you to collaborate and achieve common outcomes Accelerating your learning and practice development Validating and building on your existing knowledge Providing opportunities to innovate and create new forms of shared value across Your Practice Community 	Anna Stephenson Director - Education & Regional Impact Regional Australia Institute Peer groups
	Reflect and check out Bring purposeful closure the progress we have made in our practice together	Liz Ritchie CEO Regional Australia Institute
12.45 PM	Program close <ul style="list-style-type: none"> All participants receive a bagged lunch to take with them on their travels Participants catching flights depart for Launceston Airport by chartered bus 	

ABOUT THE REGIONAL AUSTRALIA INSTITUTE

The Regional Australia Institute (RAI) is the nation's first and only independent research and policy think-tank dedicated to empowering Australia's regions to thrive now and towards their chosen futures.

We are a not-for-profit organisation that undertakes research, policy, education, practice development and knowledge sharing that brings people together to shape the future of our regions, their communities and industries to realise their ambitions.



**OUR PURPOSE:
TO EMPOWER
REGIONS TO THRIVE**



This year RAI celebrates 13 years serving Australia's regions.

Over the past 13 years, the Regional Australia Institute has consistently worked for and with Australia's regions to:

- Produce high quality research that is directly relevant to the challenges and opportunities that exist today in remote, rural and regional Australia
- Develop new evidence-based policy approaches informed by this research and work done by our collaborators and partners
- Support discussion among government, industry and community within and outside of Australia's regions about what needs to be done to address challenges and take advantage of the huge opportunities in regional, rural and remote Australia
- Build high impact alliances, partnerships and collaborations to better position our regions to reach their potential
- Inform regions about our work and, where needed, advocate for change
- And, recently, to build innovative Programs to support people to develop their capacity to develop and transition regional Australia towards a future that looks very different to today

We do this to help build and sustain stronger regional economies and a better quality of life for regional Australians.

The RAI exists so that decision-makers at all levels of government, not-for-profits, industry, and community have the information they need to shape and realise the best outcomes for regional Australia.

By replacing myths and stereotypes with facts and knowledge, the RAI is building bridges between city and country Australians.

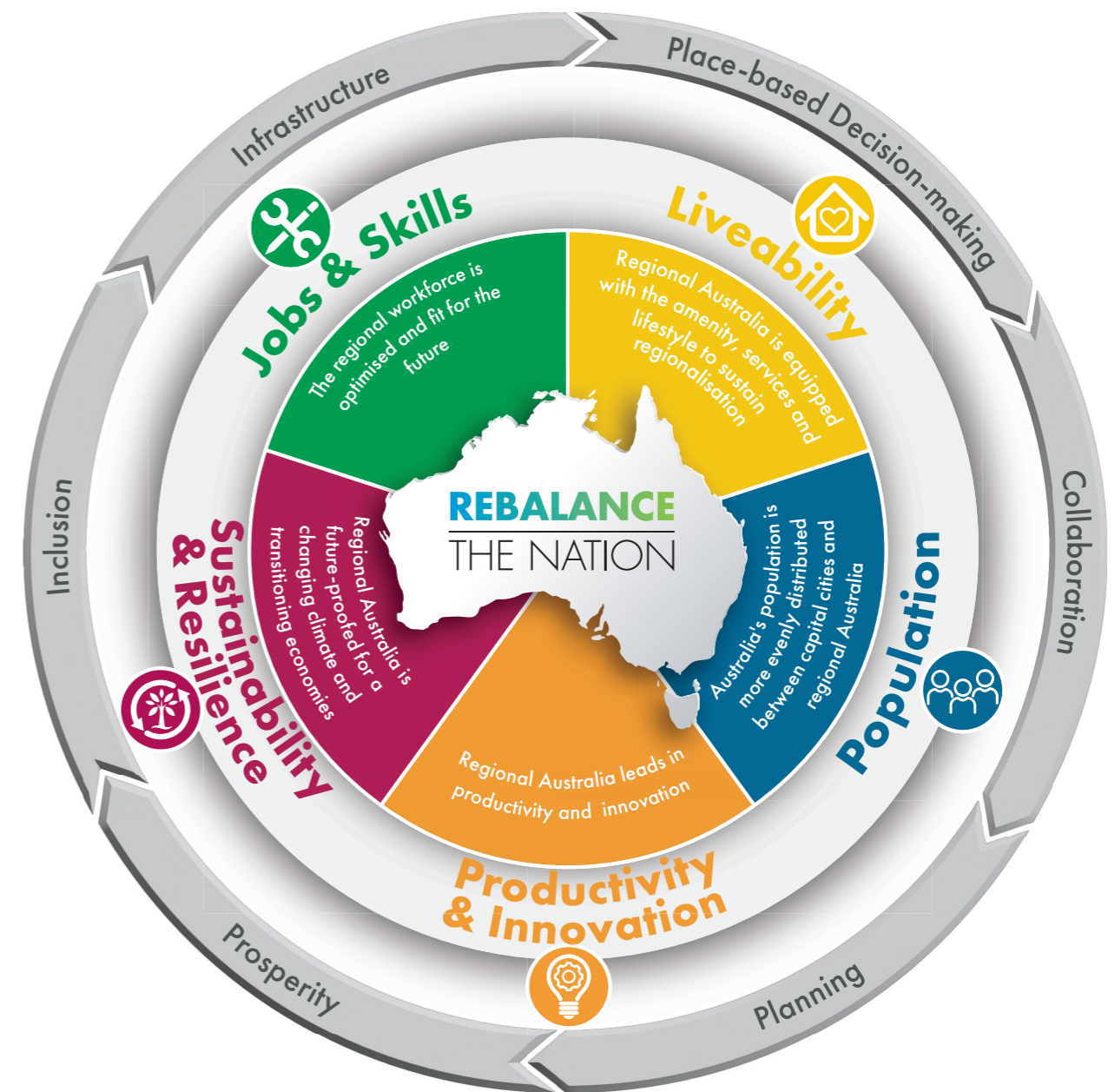
WHEN OUR REGIONS ARE STRONG, AUSTRALIA IS STRONG.

ABOUT THE REGIONALISATION AMBITION 2023

The Regionalisation Ambition 2023 - A Framework to Rebalance the Nation, launched in 2022, is a national plan for regional Australia, based on more than a decade of research by the RAI, spanning the most important issues influencing the regions.

Designed for all levels of government; industry and the community; the Ambition seeks more balanced growth across our nation's regional communities and capital cities.

The Framework underpinning the Ambition outlines cross-cutting themes and five pillars, each of which are interlinked and equally important. Across each pillar are key targets, actions and benefits that will contribute to building prosperous regional communities, and a stronger Australia.





**REGIONAL
AUSTRALIA
INSTITUTE**

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