



2018

## The early stage analysis of a systemic innovation lab

Zivkovic, Sharon

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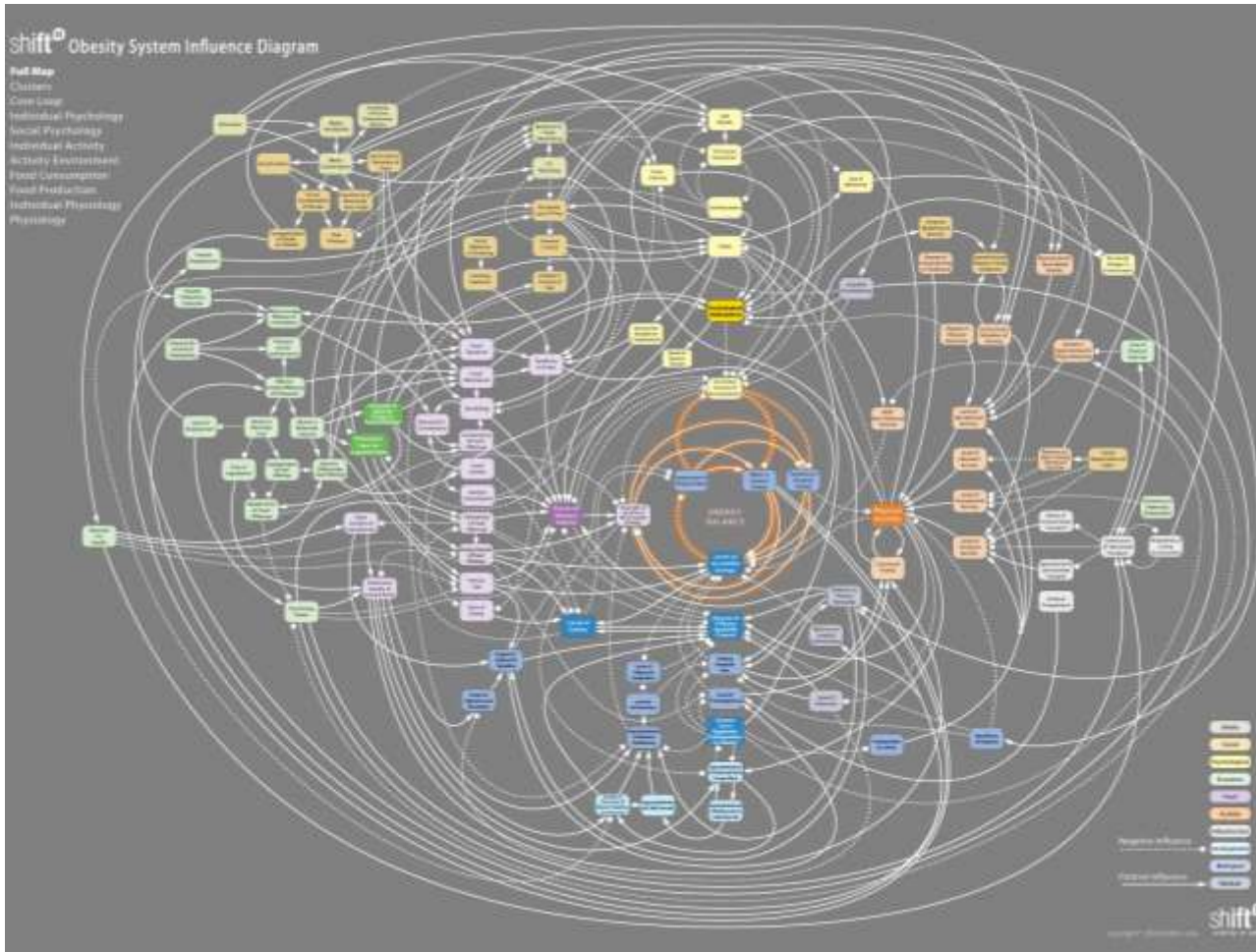
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# The Early Stage Analysis of a Systemic Innovation Lab

Dr Sharon Zivkovic

# Characteristics of Wicked Problems



- There are not clear relationships between cause and effect: they are multi-causal
- They have many interdependent elements/parts
- The parts change each other – they adapt
- The problem is constantly changing
- They do not have a right answer

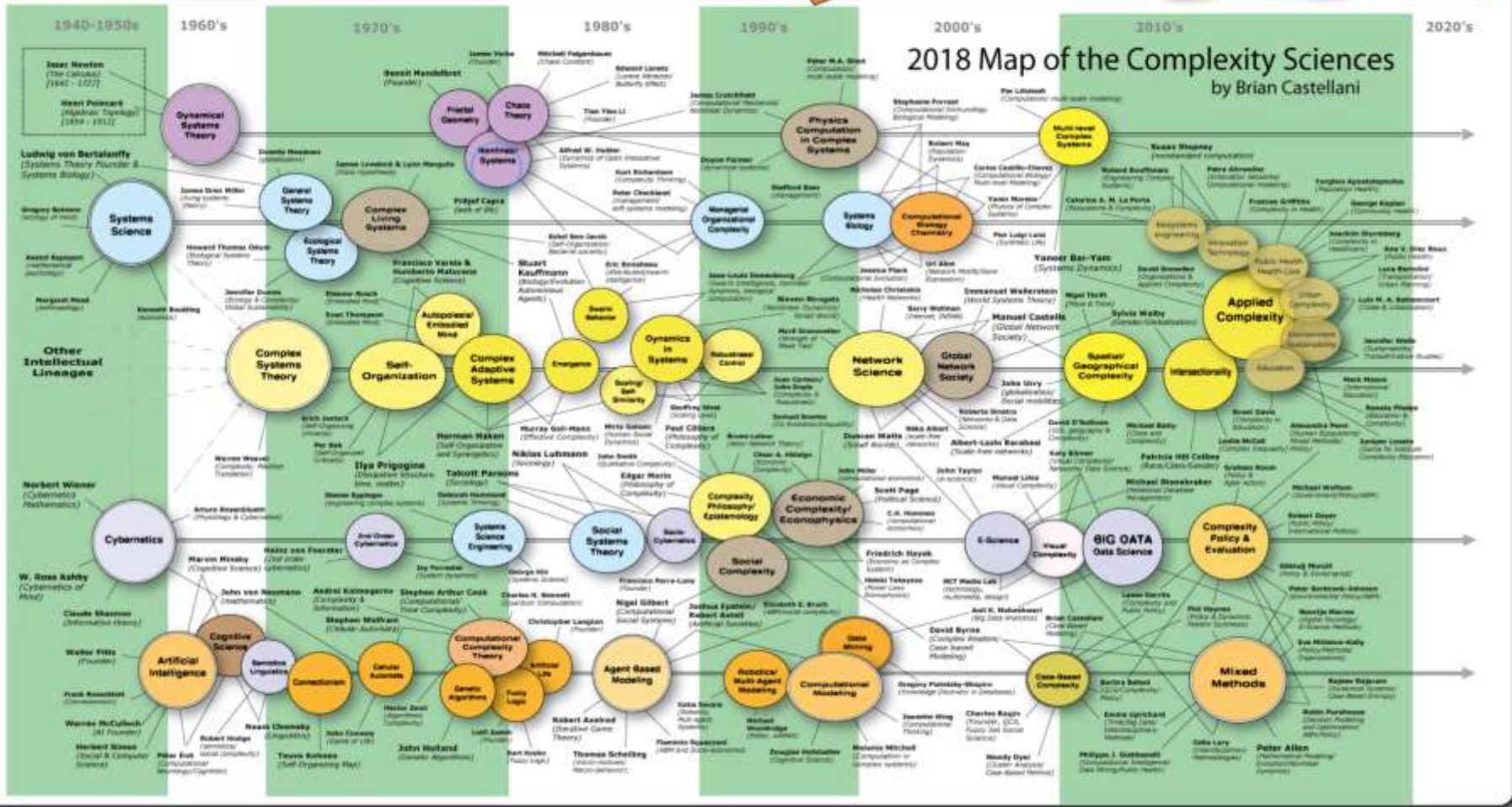
Australian Public Service Commission, 2007

<http://www.shiftn.com/obesity/Full-Map.html>

# Types of Design

- Include:
  - Service Design
  - Systemic Design
  
- Systemic Design:
  - Systems Thinking
    - Reduce complexity
  - Applied Complexity Approach
    - Embrace complexity

Buchanan, 1992; Jones, 2014



<b>ONTOLOGY</b> <i>Un-order</i> <i>Order</i>	<b>Mathematical Complexity</b> <i>Axelrod, Kauffman</i>	<b>Social Complexity</b> <i>Stacy, Juarro</i>
	<b>Process Engineering</b> <i>Taylor, Hammel</i>	<b>Systems Thinking</b> <i>Senge, Peters</i>
	<i>Rules</i>	<i>Heuristics</i>
	<b>EPISTEMOLOGY</b>	

Snowden and Stanbridge, 2004

# Argued: Systems Thinking Not Appropriate

www.nytimes.com/2010/04/27/world/27powerpoint.html

WORLD | We Have Met the Enemy and He Is PowerPoint

WORLD

## *We Have Met the Enemy and He Is PowerPoint*

By ELISABETH BUMILLER | APRIL 26, 2010



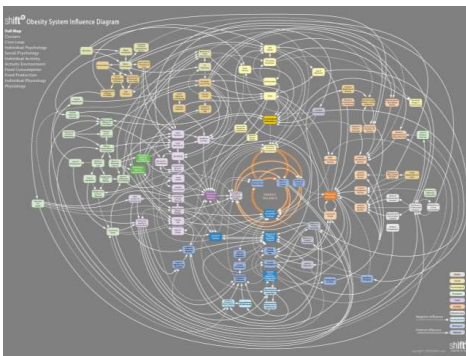
A PowerPoint diagram meant to portray the complexity of American strategy in Afghanistan certainly succeeded in that aim.

# Argued: Systems Thinking Not Appropriate

- risk that the wicked problem could be exacerbated due to
  - undesirable consequences, and
  - other problems

Camillus, 2008, p. 100; Westley et al., 2007, p. 10

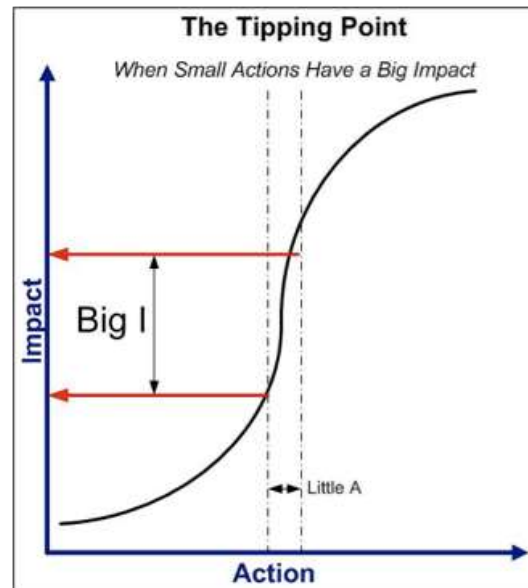
Grint, 2005, p. 1473





# Argued: Systems Thinking Not Appropriate

- Small causal factor could have a big impact

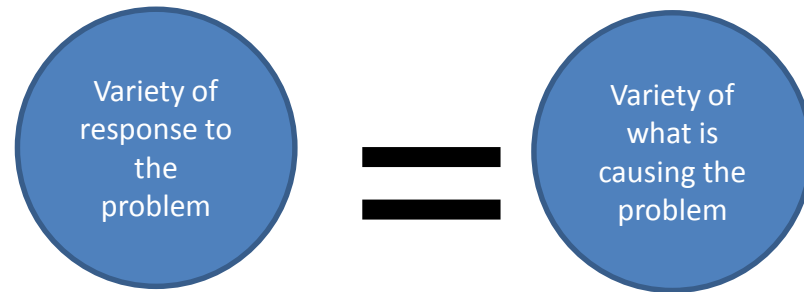


<http://louadlergroup.com/two-challenges-you-must-tackle-to-hire-the-best-passive-candidates/>

# Choosing Correct Approach

## Law of Requisite Variety

Ashby, 1956

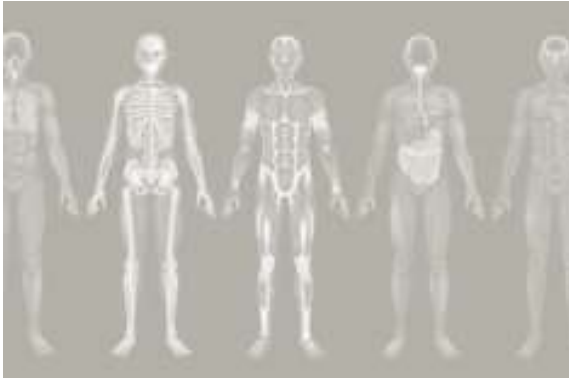


# Law of Requisite Variety

- ‘In theory, this means that to control such a system [wicked problem], we need as many elements in the control as there are states the system can take on.’

Batty, M. (2010)

# Complex Adaptive Systems



# Design Initiatives to Assist Positive Emergence

- empirical research has shown large complex systems, such as communities, require enabling conditions to be created in order to maintain the coordination required for emergent self-organisation and adaptive capability

McKelvey and Lichtenstein, 2007

# Design Initiatives to Assist Positive Emergence

- ‘Emergence follows a now well-understood route .....In other words, a new order appears if forces at play exert tension on the system; a small change, if amplified, leads to a transformative process which, fuelled with the new imported resources and positively reinforcing forces, leads to a new equilibrium’

Thietart, R. And Forgues, B (2011), ‘Complexity Science and Organisation’,  
in the SAGE Handbook of Complexity and Management.

This Journal



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## Systemic innovation labs: a lab for wicked problems

Author(s): Sharon Zivkovic , (University of South Australia, Mawson Lakes, Australia)

Abstract: Purpose

The purpose of this paper is to question the appropriateness of current lab types for addressing wicked problems. A new lab type, a Systemic Innovation Lab, is proposed which combines the features of existing labs that are suited to addressing wicked problems.

Design/methodology/approach

Characteristics of initiatives that are considered appropriate for addressing wicked problems and existing lab types that contain any of these characteristics are identified. These lab types are Social Innovation Labs, Living Labs, Urban Living Labs, Urban Transition Labs and Public Sector Innovation Labs. The proposed new lab type is reasoned by combining the features of existing labs that are suited to addressing wicked problems. How the new lab would work in practice is illustrated with a case study.

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### Journal Information



Social Enterprise  
Journal

ISSN: 1750-8614

# Systemic Design Principles

- Idealization
- appreciating complexity
- purpose finding
- boundary framing
- feedback coordination
- system ordering
- generative emergence
- continuous adaptation
- self-organizing
- requisite variety

Jones, 2014

- Align with Applied Complexity Approach to Systemic Design

Zivkovic, 2018



# Systemic Innovation Lab

- Supports systemic design, solution ecosystem and systemic innovation approaches.
- Contains key features recommended for addressing wicked problems.

Zivkovic, 2018

# Labs with Features as Defining Features

	Social Innovation Lab	Living Lab	Urban Living Lab	Urban Transition Lab	Public Sector Innovation Lab
Focuses on addressing complex problems	✓			✓	
Takes a place-based approach				✓	
Takes a transition management approach				✓	
Enables coherent action by diverse actors	✓	✓	✓	✓	
Involves users as co-creators		✓	✓	✓	
Supports networked governance approach			✓	✓	
Focuses on government as enabler of change					✓

# Systemic Innovation Lab

- Macro Level
  - Collaboration of diverse stakeholders including users and government.
    - Take a transition management, systemic innovation and networked governance approach that is enabled by government.
- Meso Level
  - Solution ecosystem of initiatives and the organisations that are collaborating on these initiatives.
    - Each initiative addresses one or more of the numerous causal factors that underpin the targeted wicked problem.
- Micro Level
  - Specific **methodology** used by a Systemic Innovation Lab
    - Based on systemic design: a core set of principles that are a crossover between design and complexity theory.

# Case Study: FEMLAS Methodology

## Leading in complexity

### Emily Humphreys - CEO and Cofounder

As an entrepreneur Emily has worked across a number of industries in a variety of different roles. She has over 15 years experience leading teams across software development, marketing and sales in new and existing businesses to deliver niche software solutions that solve problems. Her experience spans a number of industry sectors including social innovation, education, fashion, retail, automotive, defence and eLearning.

Emily was one of 40 winners represented in South Australia's 2018 40 under 40 awards. She holds a Masters of Science and Technology Commercialisation (University of Adelaide), Graduate Certificate in Entrepreneurship (University of Adelaide) and a Bachelor of Social Science (University of Adelaide).



### Dr Sharon Zivkovic - CIO and Cofounder

Sharon is a social entrepreneur and has worked with diverse community stakeholders on community capacity building projects for over 20 years.


Wicked Lab's model which underpins the Tool for Systemic Change was developed as part of Sharon's PhD thesis. In 2012 Sharon received the Award for Best Overall Paper at the International Social Innovation Research Conference for a paper describing this model and in 2016 she received a Fresh Scientist award for her work in addressing wicked problems using complexity science. She also Co-Chairs the complexity stream at the International Social Innovation Research Conference.

Sharon holds a PhD (University of South Australia), Vocational Graduate Certificate Education and Training for Sustainability (Swinburne University), Graduate Certificate in Research Commercialisation (University of South Australia), Master of Entrepreneurship (University of Adelaide), Graduate Diploma of Education (University of South Australia) and Bachelor of Accountancy (University of South Australia).

WICKED LAB

FEM LAS  
PROCESS

WICKED LAB'S  
SYSTEMIC INNOVATION LAB  
METHODOLOGY




FEM LAS PROCESS

Three types of stakeholders take part in the **FEM LAS** process: **Core Team**, **Initiative/Organisation Participants** and **Other Partners** such as funders and supporters. The Core Team will undertake activities in the following 6 stages.


SIX STAGE CYCLE + FEEDBACK LOOP

- Stage 1 Form
- Stage 2 Explore
- Stage 3 Map
- Stage 4 Learn
- Stage 5 Address
- Stage 6 Share

Feedback loop  
Stages 3 - 6



WICKED LAB: SYSTEMIC INNOVATION LAB METHODOLOGY



# FEMLAS: Form Stage

- Form core team
- Build core team capability
  - Commence Elective: Systemic Innovation Labs
  - Unit 1 Complex Systems Leadership Program
- Define solution ecosystem boundary
- Frame solution ecosystem
- Undertake initial mapping of solution ecosystem initiatives and organisations
  - Based on the core teams' knowledge and experience
  - Using Tool for Systemic Change

# Dashboard

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**1**  
Transition Card  
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**4**  
Initiatives  
[More info](#)

**1**  
Wicked Problem/Opportunity  
[More info](#)

**22**  
Organisations  
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## Hello

Welcome to Wicked Lab's Tool for Systemic Change.

With this tool you can:

- \* enable communities to take coherent action;
- \* build the adaptive capacity of communities; and
- \* assist governments to create the enabling conditions required for this type of approach.

For help getting started go to the tutorial tab [How to Videos](#)

For technical support email [support@wickedlab.com.au](mailto:support@wickedlab.com.au)

[More info](#)

## Recent Activity

- User 'John Admin' updated by John Admin
- Initiative 'Gardening Together in Playford Project' updated by John Admin
- Initiative 'Gardening Together in Playford Project' updated by John Admin
- Transition Card '[DELETED]' destroyed by John Admin

[More info](#)

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## Wicked Problems / Opportunities

[+ Create New](#)

Home > Wicked Problems / Opportunities

Name	Description	Modify	Delete
Place-based disadvantage	Place-based disadvantage is typically conceptualised in two ways. (1) by focusing on how a geographic clustering of people with disadvantage (e.g. unemployment, poor health) can generate a 'neighb...		

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# Communities [+ Create New](#)

Home > Communities

Name	Description		
City of Playford	The City of Playford is a local government area of South Australia in Adelaide's northern suburbs.	<a href="#">Modify</a>	<a href="#">Delete</a>

Search...

## Initiatives

[+ Create New](#) [Export](#) [Import](#)

Home - Initiatives

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Name	Description	Transition Card Name		
Gardening Together in Pl...	The Gardening Together in Playford Project was a project ...	The Playford Community Capa...	<a href="#">Modify</a>	<a href="#">Delete</a>
Mobilising Playford's Assets	The Mobilising Playford's Assets 3-day workshop was held ...	The Playford Community Capa...	<a href="#">Modify</a>	<a href="#">Delete</a>
Playford Community Cap...	The Playford Community Capacity Building Network was fac...	The Playford Community Capa...	<a href="#">Modify</a>	<a href="#">Delete</a>
Self Help Brochure and In...	The self-help gardening brochure was designed by young pe...	The Playford Community Capa...	<a href="#">Modify</a>	<a href="#">Delete</a>

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Search... 🔍

## Organisations

[+ Create New](#)

[Export](#)

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[Home](#) > [Organisations](#)

Name	Description	Sector		
Anglicare SA	Non-profit organisation that operates in Adelaide's northern suburbs	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Best Paving	Business that supplies segmental and large format paving, and natural stone	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
City of Playford	South Australian Council in Adelaide's northern suburbs.	Local government	<a href="#">Modify</a>	<a href="#">Delete</a>
Community Gardens in SA	Project funded in 2003 - 2004 by the Department of Health and hosted by the Community and Neighbo...	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Elizabeth Garden Club	Holds monthly meetings with guest speakers on various subjects and trips to gardens and other pla...	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Ezy Clean Mobile Car Deta...	Small business operating in the northern Adelaide region	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Garden Gladiators	Community managed self-help gardening initiative operating in Elizabeth	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Jeffries	South Australian company focused on receiving, processing and marketing recyclable organic resour...	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Mission Australia	Non-profit organisation that operates in Adelaide's northern suburbs	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Northern Adelaide Busine...	Non-profit organisation offering business advice to small businesses in Adelaide's northern suburbs	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Northern Adelaide Develo...	Non-profit organisation concerned with the economic development of the northern Adelaide region	State government	<a href="#">Modify</a>	<a href="#">Delete</a>
Office of the North	State Government Office with the role of coordinating multi-stakeholder strategies in the norther...	State government	<a href="#">Modify</a>	<a href="#">Delete</a>
Organisation for Northern...	Community driven organisation with the aim of building the capacity of northern communities	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Para West Adult Campus	Senior secondary school exclusively for people over the age of 16.	Education	<a href="#">Modify</a>	<a href="#">Delete</a>
Playford Greening and La...	Volunteer community group that works with the City of Playford to assist in its revegetation prog...	NGO	<a href="#">Modify</a>	<a href="#">Delete</a>
Regency Institute of TAFE	Public registered training organisation operating in Adelaide's northern suburbs	Education	<a href="#">Modify</a>	<a href="#">Delete</a>
South Australian Housing ...	Housing authority in South Australia	State government	<a href="#">Modify</a>	<a href="#">Delete</a>
St Columba College	Private school located in Andrews Farm which provides education from Reception to Year 12	Education		

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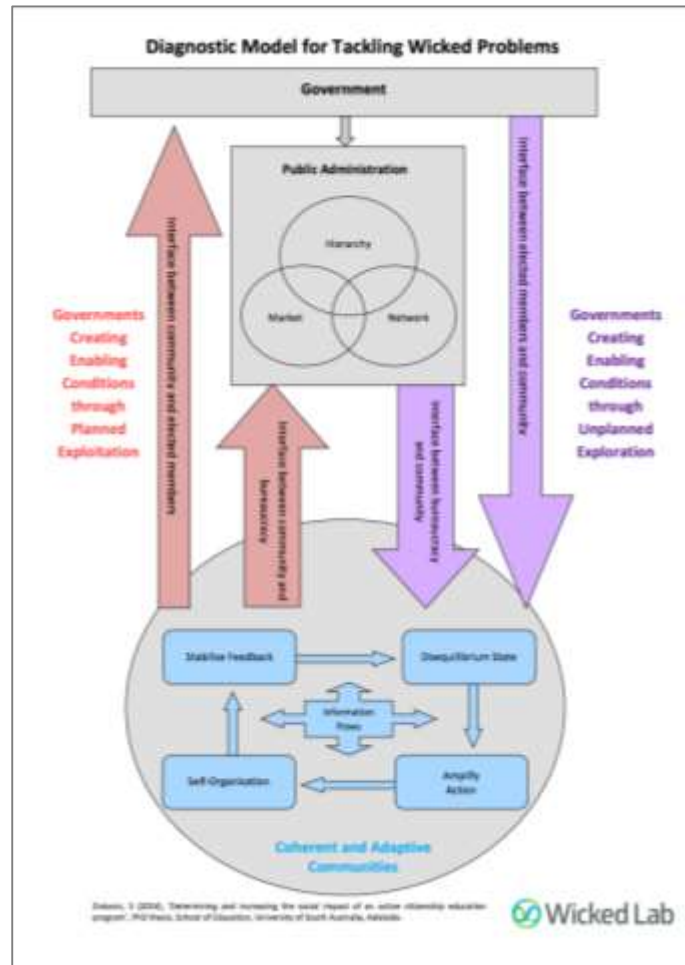
# FEMLAS: Explore Stage

- Further build core team capability
  - Complete Units 2 & 3 Complex Systems Leadership Program
- Core team engages with users
  - Users: the initiatives and the organisations in the solution ecosystem that are collaborating on these initiatives
- Detailed mapping of the solution ecosystem undertaken by core team
  - Key informant interviews
  - Sub-system focus groups

# FEMLAS: Map Stage

- Enter into the [online tool](#) the mapping data that was collected during the Explore stage
- Use tool to create a transition card for the solution ecosystem

# Model



Building the Adaptive Capacity of Communities	
Focus Area	Initiative Characteristics
1. Create a disequilibrium state	1.1 highlight the need to organise communities differently
	1.2 cultivate a passion for action
	1.3 manage initial starting conditions
	1.4 specify goals in advance
	1.5 establish appropriate boundaries
	1.6 embrace uncertainty
	1.7 surface conflict
	1.8 create consensus
2. Amplify action	2.1 enable safe fail experimentation
	2.2 enable rich interactions in relational spaces
	2.3 support collective action
	2.4 partition the system
	2.5 establish network linkages
	2.6 frame issues to match diverse perspectives
3. Encourage self-organisation	3.1 create correlation through language and symbols
	3.2 encourage individuals to accept positions as role models for the change effort
	3.3 create periodic information exchanges between partitioned subsystems
	3.4 enable resources and capabilities to recombine
4. Stabilise feedback	4.1 integrate local constraints
	4.2 provide a multiple perspective control and system structure
	4.3 enable problem representations to anchor in the community
	4.4 enable emergent outcomes to be monitored
5. Enable information flows	5.1 assist system members to keep informed and knowledgeable of forces influencing their community system
	5.2 assist in the collection, dissemination and processing of information
	5.3 enable connectivity between people who have different perspectives of community issues
	5.4 retain and reuse knowledge and ideas generated through interactions
Unplanned Exploration of Solutions with Communities	
Focus Area	Initiative Characteristics
6. Public administration – adaptive community interface	6.1 assist public administrators to frame policies in a manner which enables community adaptation of policies
	6.2 rephrase information differences to enable the ideas and views of citizens to align to the challenge being addressed by governments
	6.3 encourage and assist street level workers to take into account the ideas and views of citizens
7. Elected government – adaptive community interface	7.1 assist elected members to frame policies in a manner which enables community adaptation of policies
	7.2 assist elected members to take into account the ideas and views of citizens
Planned Exploration of Community Knowledge, Ideas and Innovations	
Focus Area	Initiative Characteristics
8. Community innovation – public administration interface	8.1 encourage and assist street level workers to express the knowledge, ideas and innovations of citizens
	8.2 bridge community-led activities and projects to the strategic plans of governments; gather, retain and reuse community knowledge and ideas in other contexts
9. Community innovation – elected government interface	9.1 encourage and assist elected members to express the knowledge, ideas and innovations of citizens
	9.2 collect, analyse, synthesise, reconfigure, manage and represent community information that is relevant to the electorate or area of portfolio responsibility of elected members

(Goldman, Pezz & Labriola, 2010; Isenhardt, 1990; Labriola & Pezzoni, 2009; Lupton, 1990; Snowden 2009; Snowden & Boone, 2007; Sore and Pezz, 2009; Van Der Meer, Marlow & DeGruyter, 2008)

Jakobs, J (2014), 'Theorising and increasing the social impact of an active citizenship education program', PhD thesis, School of Education, University of South Australia, Adelaide.

**Wicked Lab**

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# Initiatives Gardening Together in Playfor...

Initiative Characteristics Details

## Initiative Characteristics

Transition Card Details

### Building Adaptive Capacity of Communities

#### Create a disequilibrium state

- Highlight the need to organise communities differently
- Cultivate a passion for action
- Manage initial state **Add comment**
- Specify goals in advance

The self-help gardening groups in Playford specified that the goal was to provide a free garden service to frail and disabled residents who had extensively overrun gardens which the self-help garden groups did not have the capability to address.

Save Comments Cancel

- Establish appropriate boundaries
- Embrace uncertainty
- Surface conflict
- Create controversy

#### Amplify action

- Enable safe fail experimentation
- Enable rich interactions in relational spaces
- Support collective action
- Partition the system
- Establish network linkages

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# Transition Cards

Home > Transition Cards > The Playford Community Cap...

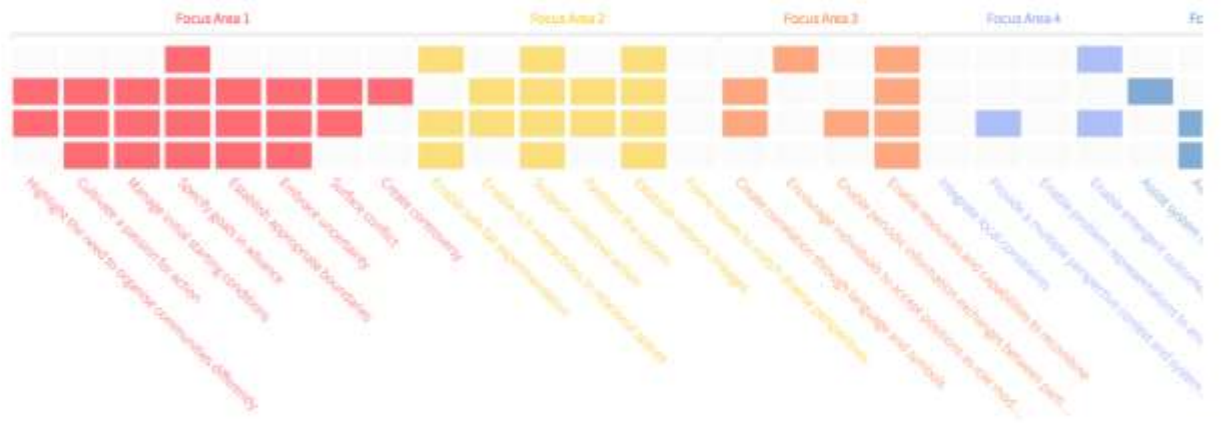
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Transition Card Initiatives Details

Select Date Clear

Show gap in effort Print Share Merge

Gardening Together in Playford P...  
 Mobilising Playford's Assets  
 Playford Community Capacity Bu...  
 Self Help Brochure and Insert



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# Transition Cards

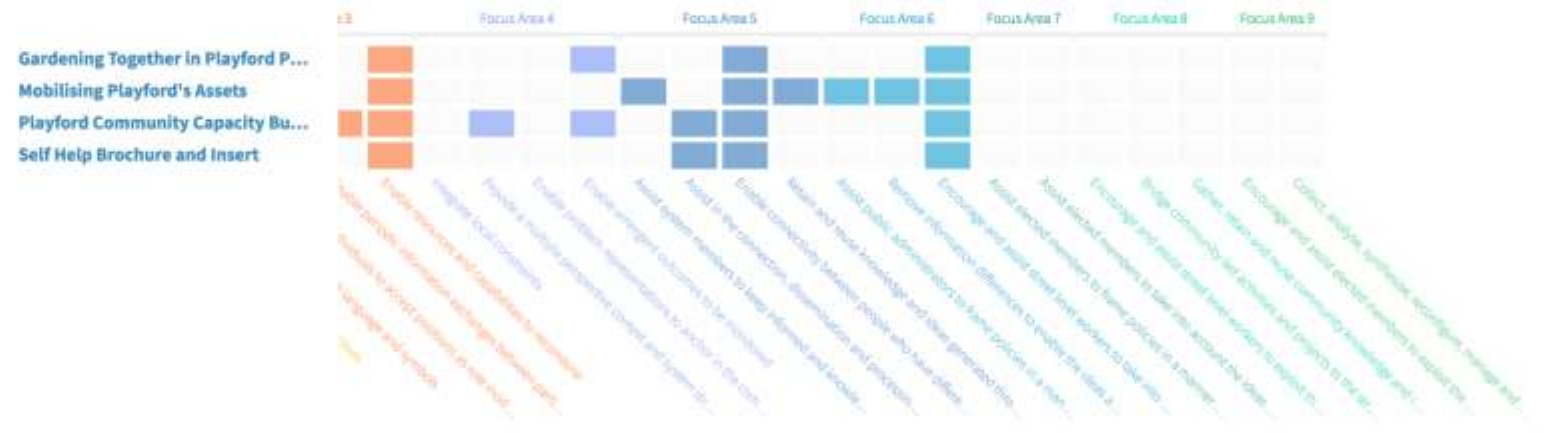
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Transition Card Initiatives Details

Select Date Clear

Show gap in effort Print Share Merge



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# FEMLAS: Learn Stage

- Analyse transition card to **determine gaps in effort** for achieving systems change

# Transition Cards

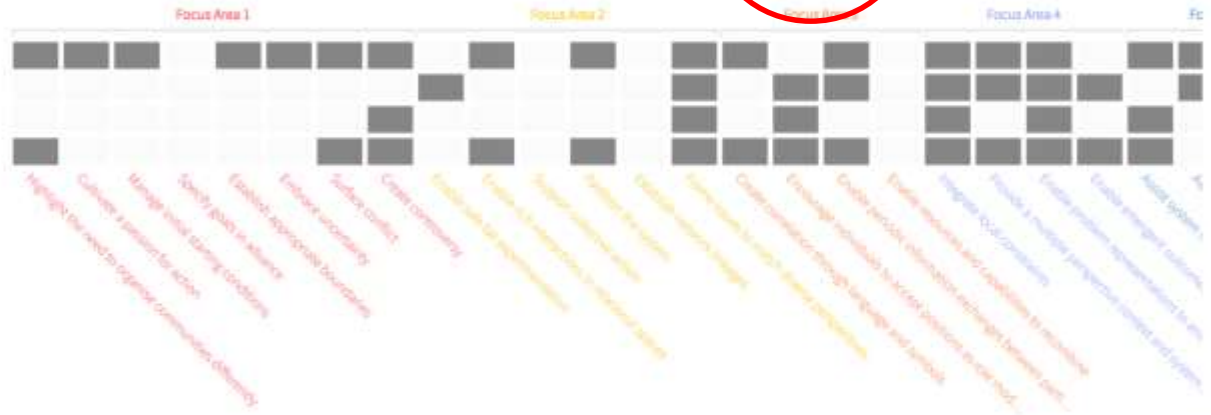
Transition Card Initiatives Details

Select Date Clear



Show gap in effort Print Share Merge

Gardening Together in Playford P...  
Mobilising Playford's Assets  
Playford Community Capacity Bu...  
Self Help Brochure and Insert



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# Transition Cards

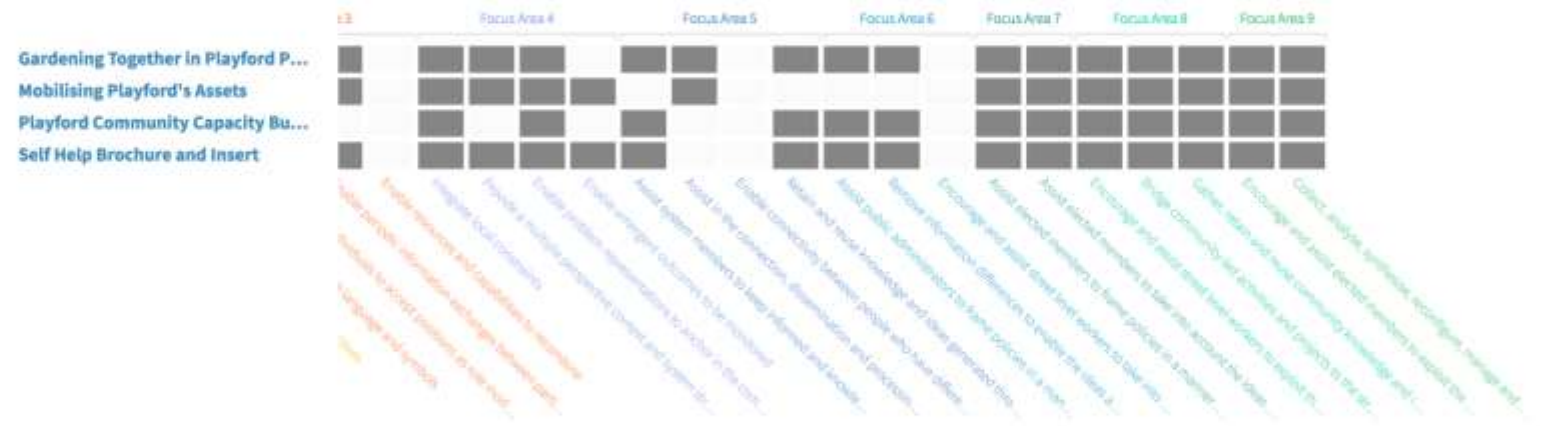
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Transition Card Initiatives Details

Select Date Clear

Show gap in effort Print Share Merge



Leave a Message

# FEMLAS: Address Stage

- Distribute second briefing paper that informs users of the results of the mapping process
- Invite all users to participate in a **large group intervention** process to co-create initiatives that address identified gaps
  - Users identify if their organisations and initiatives can address the identified gaps in effort by amending their existing initiatives or creating new initiatives
  - Users are encouraged to co-create new initiatives with other users



# FEMLAS: Share Stage

- Transition card updated to incorporate amended and new initiatives from the Address Stage
- Transition card embedded on Lab's website
  - Can then be viewed, discussed and shared by users
- FEMLAS Cycle Completion Report prepared and disseminated to stakeholders

# Post FEMLAS Cycle

- Users complete an online form on the Lab's website to inform the core team of any further changes
- Core team updates the transition card
- Periodically the FEMLAS iterative loop is repeated to re-engage users



« All Events

This event has passed.

## South West Food Community

June 28 @ 9:00 am - 10:30 am

Join Edith Cowan University, Public Health Advocacy Institute of WA and Wicked Lab for the launch of *South West Food Community*, a new project that aims to identify the initiatives supporting health food availability, access and use across the South West region.

RSVP at Eventbrite 'South West Food Community Launch'.



*Are you interested in supporting access to healthy, affordable food for all community members?*

### Introducing...South West Food Community

Join us as we launch South West Food Community, a new project that aims to identify the initiatives supporting healthy food availability, access and use in the region, and how these initiatives function as a system. Regardless of whether you are working in food production, health, social work, education, community development, town planning, or just have an interest in food, come along to find out more and how you can get involved!

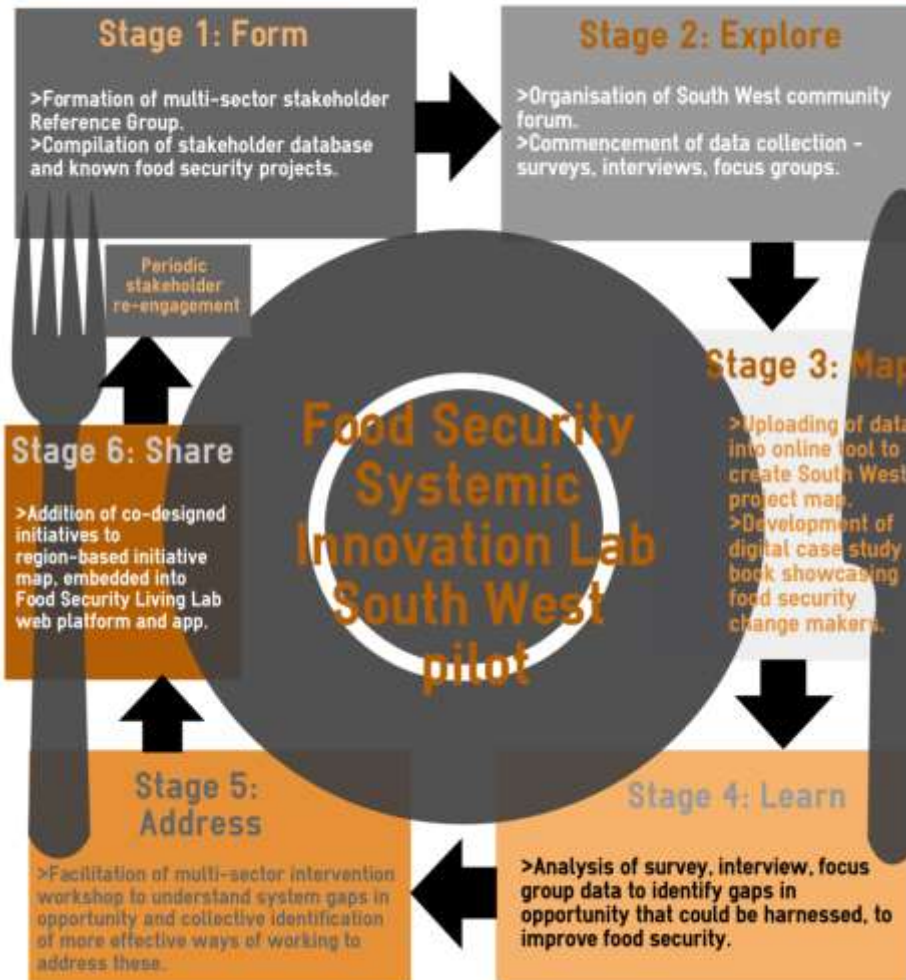
**Where:** Maker and Co. 75B Victoria Street, Bunbury  
**When:** Thursday 28th June 2018, 9:00am - 10:30am  
**RSVP:** at Eventbrite 'South West Food Community Launch'

*Please RSVP for catering purposes; light refreshments provided. This is a free event.*

Project partners:



This South West Western Australian pilot project includes mapping all of the initiatives focusing on food availability, access and use, and all of the partnering organisations working on these initiatives. Together, we will investigate gaps in opportunity that could be harnessed, and co-design strategies to increase food security in the region. The scope includes government and non-government health, food production, social work, education and built environment domains.



For more information, or to get involved, contact Dr Stephanie Godrich on [s.godrich@ecu.edu.au](mailto:s.godrich@ecu.edu.au)

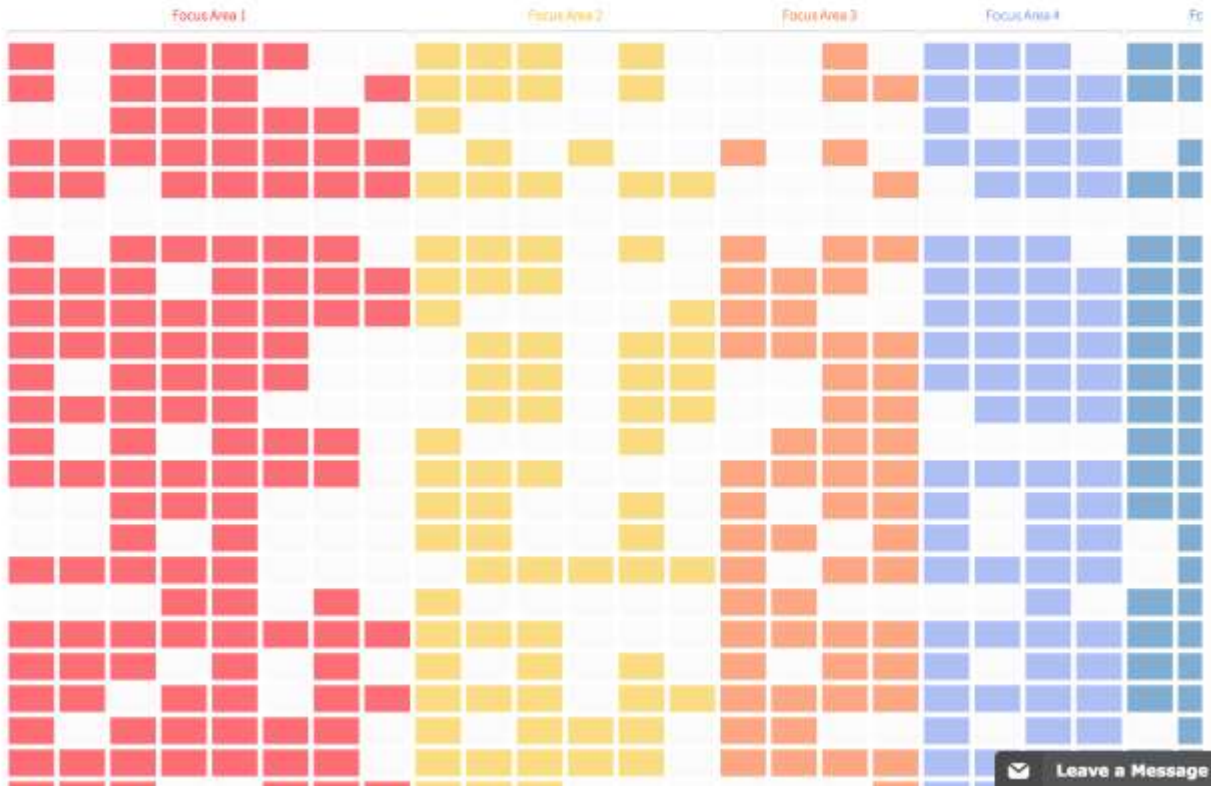
Transition Card Initiatives Details

Select Date Select Subsystem Tags

Show gap in effort

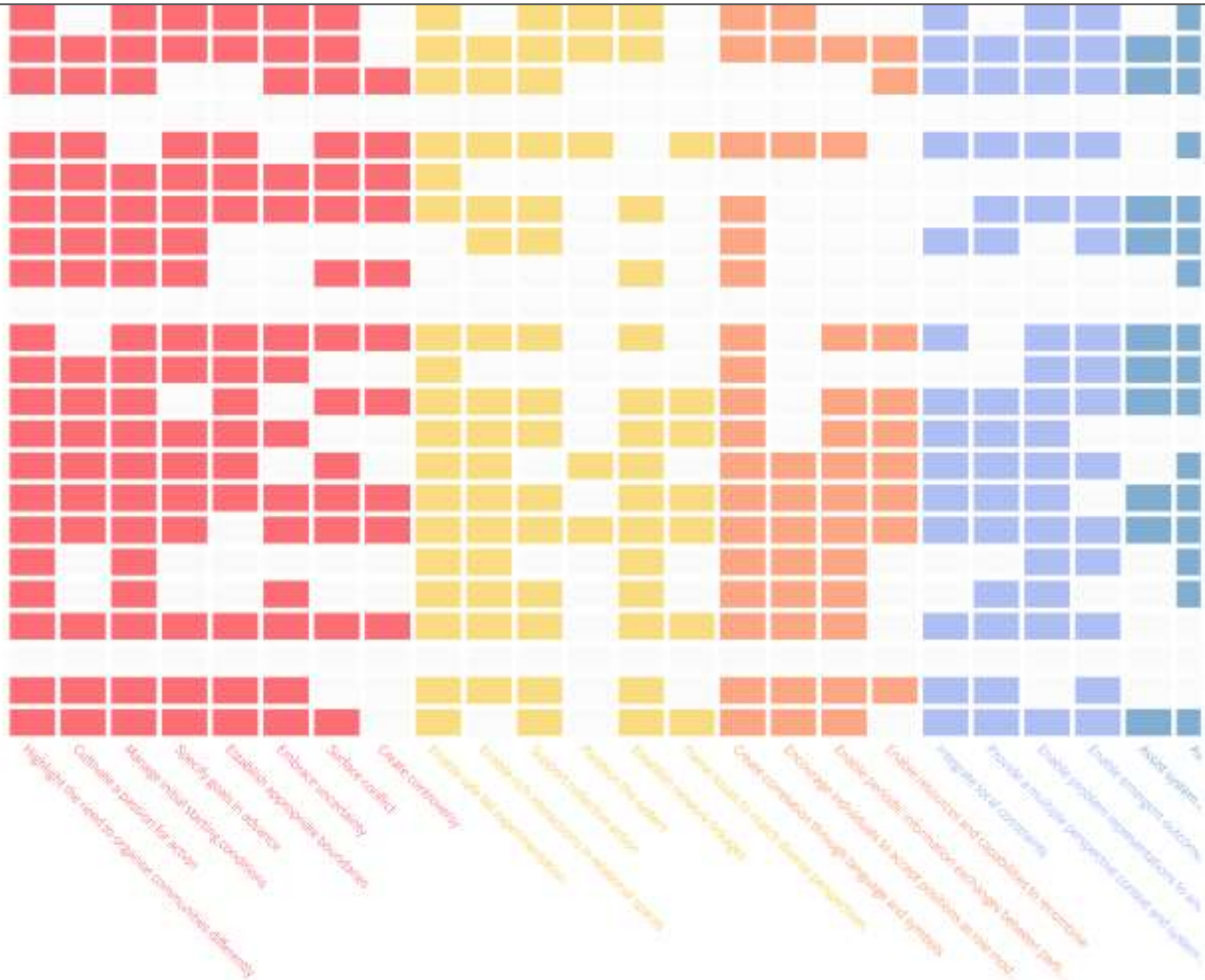
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- Blackwood River Valley Food Trails
- Brunswick Junction emergency f...
- Bunbury Community Garden Wlt...
- Bunbury Soup Van
- Bunbury Urban Growers (BUG)
- Capel Twilight Markets
- Chestnut Brae Farm Tours
- City of Busselton, Community an...
- City of Busselton Waste Strategy
- Crunch&Sip
- Dunsborough Community Garde...
- Dunsborough Swap, Shuffle and ...
- ECU Community Garden
- Edible Garden Group
- Food Sensations for Adults
- Food Sensations for Schools
- Garden to Plate
- Health education and Health pro...
- Healthy Active by Design
- Jenoshuas Organic Orchard stall
- Live Lighter
- Manjimup Cherry Harmony Festival
- Manjimup Farmers Market



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Manjimup Cherry Harmony Festival  
 Manjimup Farmers Market  
 Manjimup Produce Swap  
 Manna and Mercy  
 Margaret River Community Centre  
 Margaret River Dried Grapes and ...  
 Margaret River Farmers' Market  
 Margaret River Organic Farm  
 Margaret River Organic Garden Tr...  
 Nannup flower & garden festival  
 Peppermint Lane Lodge  
 Pint Sized Plots  
 School Breakfast Program  
 Shire of Harvey projects  
 South West Aboriginal Medical Se...  
 Stellar Violets Arts & Cultural Cen...  
 Stephanie Alexander Kitchen Gar...  
 Superhero Foods  
 Swap Shuffle Share (SSS) Harvey  
 The Bunbury Markets  
 The People's Garden  
 Thommo's Community Garden  
 WA School Canteens Association



# Transition Cards

Transition Card Initiatives Details

Select Date Select Subsystem Tags

Show gap in effort

	13	Focus Area 4	Focus Area 5	Focus Area 6	Focus Area 7	Focus Area 8	Focus Area 9
Blackwood River Valley Food Trails	█	█	█	█	█	█	█
Brunswick Junction emergency f...	█	█	█	█	█	█	█
Bunbury Community Garden Wit...	█	█	█	█	█	█	█
Bunbury Soup Van	█	█	█	█	█	█	█
Bunbury Urban Growers (BUG)	█	█	█	█	█	█	█
Capel Twilight Markets							
Chestnut Brae Farm Tours	█	█	█	█	█	█	█
City of Busselton, Community an...	█	█	█	█	█	█	█
City of Busselton Waste Strategy		█	█	█	█	█	█
Crunch&Sip	█	█	█	█	█	█	█
Dunsborough Community Garde...	█	█	█	█	█	█	█
Dunsborough Swap, Shuffle and ...	█	█	█	█	█	█	█
ECU Community Garden	█	█	█	█	█	█	█
Edible Garden Group	█	█	█	█	█	█	█
Food Sensations for Adults	█	█	█	█	█	█	█
Food Sensations for Schools	█	█	█	█	█	█	█
Garden to Plate	█	█	█	█	█	█	█
Health education and Health pro...		█	█	█	█	█	█
Healthy Active by Design	█	█	█	█	█	█	█
Jenoshuas Organic Orchard stall	█	█	█	█	█	█	█
Live Lighter	█	█	█	█	█	█	█
Manjimup Cherry Harmony Festival	█	█	█	█	█	█	█
Manjimup Farmers Market	█	█	█	█	█	█	█

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Manjimup Cherry Harmony Festival  
 Manjimup Farmers Market  
 Manjimup Produce Swap  
 Manna and Mercy  
 Margaret River Community Centre  
 Margaret River Dried Grapes and ...  
 Margaret River Farmers' Market  
 Margaret River Organic Farm  
 Margaret River Organic Garden Tr...  
 Nannup flower & garden festival  
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1. Grow, nurture, produce, propagate, manage and  
 2. Encourage and motivate members to support the  
 3. Encourage and motivate members to support the  
 4. Encourage and motivate members to support the  
 5. Encourage and motivate members to support the  
 6. Encourage and motivate members to support the  
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 18. Encourage and motivate members to support the  
 19. Encourage and motivate members to support the  
 20. Encourage and motivate members to support the

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Helping South Australians  
**conserve,  
sustain and  
prosper**