

Community Leadership Loddon Murray Inc (CLLM)

- STRATEGIC PLAN 2008 - 2011 -



Strategic Plan

2008-2011

Drafted: 06/07/2008

Adopted: 11/12/2008

N.B: In anticipation of a proposed name change to be voted on at the Annual General Meeting to be held on 21st February, 2009, "Community Leadership Loddon Murray (CLLM)" has replaced "Loddon Murray Community Leadership Program (LMCLP)" in this document when referring to the organization as opposed to the leadership program.

Overview of CLLM

VISION:

Developing leaders for vibrant and sustainable communities.

MISSION:

To engage, encourage and empower members of the community in leadership roles.

AIMS:

ORGANISATION:

- To be recognised as a leading organisation in community leadership and development.

LEADERSHIP PROGRAM

- To develop and build on participant skills and knowledge, ability and understanding, assisting them to become more effective community leaders.

GRADUATE PROGRAM

- To maintain a positive life long relationship with graduates and their communities by continuing to raise awareness and understanding of regional issues and resources, fostering a regional leadership network, and connecting skills with community needs.

COMMUNITY & SPECIAL INTEREST PROGRAM

- To develop and facilitate community and special interest programs, workshops and events that expand on existing personal and community leadership capacity.

OUTCOMES:

An evaluation study undertaken by RM Consulting Group in 2008 has confirmed that the Loddon Murray Community Leadership Program is having a significant impact on the individuals that graduate from the program and also on communities across the region.

The study was undertaken as part of LMCLP's tenth anniversary celebrations with the financial assistance of the Gardiner Foundation and State Government.

Nigel McGuckian of RM Consulting Group headed up the evaluation study that sought responses from a sample of graduates from 1998 to 2008.

Everyone found the experience of taking part in the program of value and the qualitative responses summed it up as 'life changing and eye opening'.

The impact on the confidence levels of individuals was found to be the most significant. Almost a third of the respondents took on more responsibilities in their careers and, in some cases, a complete career change.

Many went on to take on leadership positions in local government and community groups. In a more recent example, twelve LMCLP graduates put themselves forward in the 2008 Local Government elections.

The report showed that 100 percent of the respondents are involved in community work as opposed to the general community average of 34 percent.

89 percent of respondents rated the impact on their community as 'moderate' to 'significant'.

"The impact of LMCLP is diverse, significant and real, and has led to many direct community benefits. It is therefore an excellent program for government to invest in to achieve strong communities and subsequently strong economies," concluded Nigel when presenting the report findings.

"LMCLP graduates are well equipped to play a role in their community. They are enthusiastic, informed, clear on their motives and aware of the issues affecting their community. They also appreciate the value of diversity of views and participation."

Graduates personally benefit AND make a contribution to their community. This is done without feeling an expectation but through a genuine desire to contribute because they recognise the personal growth they have experienced and desire to utilise their skills.

The report concluded that the program is well structured with no major changes required.

REGION:

Community Leadership Loddon Murray provides a focus on the north west and central region of Victoria and encompasses a total of twelve local government areas (LGA's).



ACCESS:

Priority is given to organisations and individuals that live and work in the north central region of Victoria but does not preclude those with special skills and interests wishing to access the various program activities.

OVERVIEW:



Loddon Murray Community Leadership Program:

Since its inception in 1998 the Loddon Murray Community Leadership Program (LMCLP) has inspired and assisted over two hundred people from all walks of life to make a significant difference in their local communities and the wider region.

The program runs for a period of ten months each year (including the launch and graduation ceremonies) usually between February and November.

Annually 25 participants are accepted into the program with the aim of reflecting the diversity of the communities living and working within our region. Equal representation of primary industries, business, government and community is sought. Participants may already be a community leader seeking ways to work more effectively or they may want to take on a community position.

A minimum of twenty program days is scheduled comprising of (on average) two days per month and additional days for the field trips to Canberra and Melbourne.

Each program day is held in a different part of the region effectively showcasing rural communities, towns and major regional centres. This enables participants to travel across the region and beyond to experience first hand the vibrant communities, their innovative projects and the community leaders that drive them forward.

Through the program, participants are able to explore a wide range of issues that encompasses social, cultural, environmental, technological and economical aspects of our region; and continually develops and builds on their skills and knowledge, and ultimately their confidence as a community leader.

A typical program day includes:

- Interaction and discussion within the group on regional issues and their own personal experiences
- Skills workshop
- Speakers on topics relating to leadership and regional issues
- Field trips to view innovative businesses and community projects
- Reflection

In order to graduate a participant must attend all the weekend retreats and field trips to Canberra and Melbourne. They are also required to achieve an overall minimum attendance of 80%.

Within twelve months of their graduation they are also required to complete a community project and report the project's outcomes at a public presentation.

Graduate Program:

LMCLP graduates are expected to remain active and apply their skills and knowledge in community activities.

CLLM's Graduate Program aims to provide opportunities for LMCLP graduates to continue their personal and leadership development through networking, skills workshops and continued engagement with community organizations and projects.

The flagship of our Graduate Program is SkillsBank, an initiative which commenced in August 2005 with funding from the Victorian Government.

Through SkillsBank, graduates are able to contribute their skills to not-for-profit organisations in a variety of ways including, but not limited to, facilitation, motivational speaking opportunities, strategic planning and restoring community building. Many not-for-profit organisations require the perspective of an outsider, or a new set of skills to help remain a productive, vital and relevant part of their local community.

The Graduate Program supports and encourages the next generation of leaders within their communities, regions and beyond. It develops relationships with present and past LMCLP graduates to ensure they maintain positive, lifelong relations with the CLLM and their communities

Community & Special Interest Programs:

Since commencing its Graduate Program in 2006, CLLM has also offered many of its workshops, field trips, networking evenings, and events to the wider community.

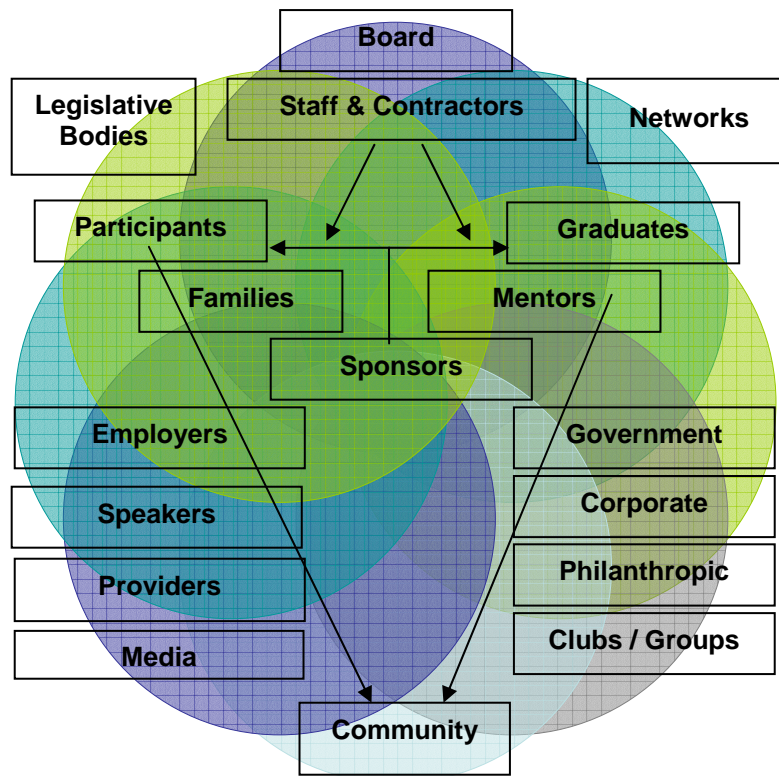
Through CLLM high calibre facilitators and speakers from across the world have been brought to the region to deliver programs and initiatives.

These include speakers such as renowned international environmental psychologist, Dr Doug McKenzie-Mohr from Canada (November 2006) and Didi Kalikas, founder of the Lotus Children's Centre in Mongolia (May 2008).

Facilitation of a stimulating program itinerary for delegates attending the Green World Youth Day to explore water issues (July 2008) is yet another example.

Further initiatives and needs of regional communities continue to be identified and funding sought to deliver programs that fulfil these needs utilising CLLM's graduates, extensive networks and professional skills in partnership with local government and various other agencies.

STAKEHOLDERS



Community Leadership Loddon Murray Inc (CLLM)

- STRATEGIC PLAN 2008 - 2011 -

CLLM relies on the continued generosity of sponsors and the communities within the region to conduct their programs each year, and monetary sponsorships and in-kind support are both essential.

It was identified in 2008 that the cost per participant of the LMCLP is \$7,000 and it is recognised that the value to the participants, employers and communities is well in excess of this cost.

GOVERNANCE:

CLLM is governed by an elected Board of Management comprising seven members. A minimum of three meetings plus AGM are required per year.

Board members are responsible for the following areas of reporting:

- Governance & Evaluation
- Finance
- Leadership Program
- Graduate Program
- Community & Special Interest Program

LMCLP graduates and community members are co-opted to assist with various committees and projects as required. They are also eligible to apply for membership of CLLM which allows voting rights at the Annual General Meeting.

Strategic Plan 2008-2011

GOVERNANCE & EVALUATION

Aim:

To manage CLLM in a lawful, ethical and transparent manner, and to continually monitor its activities to ensure that its objectives are being met.

Objectives:

- 1. Set direction for CLLM**
 - i. Develop a Strategic Plan for a three year period 2008 to 2011.
 - ii. Review Strategic Plan on an annual basis.
- 2. Define and develop robust policies to support strategic direction.**
 - i. Ensure that participants and any other relevant stakeholders are informed of, and have access to, CLLM policy and procedures.
- 3. Stay abreast of current trends and leadership sector issues**
 - i. Maintain membership of Community Leadership Australia (CLA)
 - ii. Participate in sector activities and projects where appropriate
- 4. Ensure full compliance with legislative requirements.**
 - i. Meet requirements of incorporation, insurance, workers compensation, superannuation, occupational health & safety and any other relevant legislative stakeholder requirements.
- 5. Monitor effectiveness of CLLM activities**
 - i. Bi-monthly reports to be provided to the board by executive.
 - ii. Review policies and procedures on an annual basis
 - iii. Performance appraisal of staff and contractors on an annual basis
 - iv. Self appraisal of board on an annual basis
 - v. Training provided where appropriate for staff, contractors and board.
- 6. Provide accountability mechanisms**
 - i. Full report on CLLM activities and outcomes to be tabled at annual general meeting on an annual basis.
 - ii. CLLM financial accounts to be audited on an annual basis.
 - iii. Mid year update report to sponsors on CLLM activities.
 - iv. Post event report to sponsors of community / specialist interest programs and events

Community Leadership Loddon Murray Inc (CLLM)

- STRATEGIC PLAN 2008 - 2011 -

- v. Year Book comprising a summary of CLLM activities (including LMCLP) distributed to participants and sponsors at conclusion of each program year.
 - 7. Measure the effectiveness of Leadership Program activities.
 - i. Conduct a mid year and end of year review with participants.
 - ii. Conduct a post graduation review six months later
 - 8. Measure the effectiveness of Graduate Program activities
 - i. On an individual event/activity basis
 - ii. On an annual basis.
 - 9. Measure the effectiveness of Community and special interest programs, events and activities:
 - i. On an individual event/activity basis.
 - ii. On an annual basis.
 - 10. Measure the effectiveness of CLLM relationships with stakeholders.
 - i. Conduct an annual review with other stakeholders, i.e. sponsors and employers
 - 11. Modify strategic plan if required
 - 12. Report findings back to stakeholders
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FINANCE

Aim:

To source the necessary funding to ensure the future economic viability of the Community Leadership, Graduate and Community & Special Interest Programs.

Objectives:

- 1. Secure a minimum of \$200,000 cash and in-kind support per year.**
 - i. Increase number of new sponsors by 10% per year
 - ii. Obtain sponsorship from all LGA's in the north central region of Victoria
 - iii. Identify and apply to appropriate corporate and philanthropic trusts for support
 - iv. Evaluate the cost of running the program annually
 - v. Increase value of sponsorship in line with the actual costs
- 2. Plan for long term financial viability of the program**
 - i. Set aside 10% of annual income for future programs.
 - ii. Seek multiple year contracts with sponsors
- 3. Monitor LMCLP's financial status to ensure ongoing viability**
 - i. Prepare an annual budget
 - ii. Present a financial report bi-monthly to the board
 - a. Profit & Loss Statement
 - b. Balance Sheet
 - c. Budget versus Actual
 - d. Ageing Debtors Analysis
 - e. Sponsorship Activity Report
 - iii. Present audited financial statement and a summary report at the Annual General Meeting each year.

Strategic Plan 2008-2011

COMMUNITY LEADERSHIP PROGRAM

Aim:

To develop and build on participant skills and knowledge, ability and understanding, assisting them to become more effective community leaders.

Objectives:

- 1. Conduct the program within budget.**
 - i. Set an annual budget for all LMCLP activities.
 - ii. Monitor budget for each individual program activity.
- 2. Recruit quality personnel and resources to support the program**
 - iii. Properly resource all programs, events and activities
 - iv. Utilise graduates where appropriate.
- 3. Recruit participants that will provide maximum benefit to their communities**
 - i. Highlight the value of the program to the development of individuals and organisations as well as the wider community in marketing materials
 - ii. Conduct rigorous face-to-face interviews across the region with all applicants.
 - iii. Ensure that participants understand and agree to the requirements of the program in writing.
- 4. Achieve diversity in the participants for each program year**
 - i. Selection of at least one participant from each LGA in the region.
 - a. Enlist assistance of LGA's in recruitment campaign.
 - ii. Selection of participants that represent a wide age sector (i.e. on average from 18 to 60 years)
 - a. Highlight age range in marketing material
 - b. Seek scholarships supporting specific age sectors to access the program where there is an imbalance
 - iii. Selection of participants with equal representation of gender.
 - a. Highlight both genders in marketing material
 - b. Seek scholarships supporting a specific gender to access the program where there is an imbalance

Community Leadership Loddon Murray Inc (CLLM)

- STRATEGIC PLAN 2008 - 2011 -

- iv. Selection of participants with 25% representation of the primary industries, business, government and community sectors.
 - a. Highlight these sectors in marketing materials.
 - b. Enlist assistance of individuals and organisations with these sectors in recruitment campaign
 - c. Seek scholarships supporting participants from these sectors where there is an imbalance.
- v. Selection of participants from a wide range of cultural backgrounds representational of the region.
 - a. Highlight variety of cultural sectors in marketing materials.
 - b. Enlist assistance of individuals and organisations with various cultural sectors in the recruitment campaign.
 - c. Seek scholarships supporting access of participants from these sectors where they are not represented.

5. Ensure that all prospective participants can easily apply for the program.

- i. Conduct an all year round recruitment campaign providing contact details on how to register interest.
 - a. Maintain a highlighted section on the website to register interest
 - b. Include contact details on all media and marketing materials
- ii. Conduct a media intensive marketing campaign during September and October each year.
 - a. Seek media partners from all mediums
- iii. Conduct a direct mail recruitment campaign through relevant LGA's, organisations and community groups.

6. Provide an effective Community Leadership program

- v. Conduct a minimum of 20 program days over ten months.
- vi. Cover a broad range of topics relevant to leadership and the region
- vii. Provide skills development workshops relevant to community leadership and increasing confidence / self esteem of participants.
- viii. Host program activities at a variety of locations across the North Central region and beyond
- ix. Be flexible and reflective of current issues and events when planning program activities.

- 7. Facilitate direct benefit to the community**
 - i. Require LMCLP participants to undertake planning of a community project as part of their acceptance into the program.
 - ii. LMCLP participants to identify a community project and undertake research to ensure it is viable before completion of program.
 - iii. LMCLP participants to publicly report on community project outcomes within six months of completing the program.
- 8. Maintain integrity of the program and LMCLP's reputation.**
 - i. Coordinator to source credible &/or qualified speakers / providers and utilise graduates where appropriate.
 - ii. Participants to abide by a code of conduct
 - iii. Participants required to attend 80% of program days and all weekend retreats in order to graduate.
- 9. Maintain a range of marketing materials with a consistent style.**
 - i. Develop new materials as required.
 - ii. Maintain access to materials via public places throughout the region, ie. local government and information centres.
- 10. Deliver timely and relevant information regarding LMCLP activities to stakeholders on a regular basis.**
 - i. Maintain a website with current and easily accessible information.
 - ii. Issue a media release to relevant media channels preceding and following each activity where appropriate.
 - iii. Direct mail fliers / invitations to relevant stakeholders for special events.
 - iv. Distribute a mid year report to relevant stakeholders to stimulate interest and commitment for the following program year.
 - v. Distribute a quality Year Book at the conclusion of each program year to relevant stakeholders.
- 11. Raise the profile of LMCLP as a highly effective community leadership program**
 - i. Publicise the outcome of all projects under the CLLM banner.
 - ii. Seek widest media opportunities
 - iii. Participate in research studies where appropriate

Strategic Plan 2008-2011

GRADUATE PROGRAM

Aim:

To maintain a positive life long relationship with graduates and their communities by continuing to raise awareness and understanding of regional issues and resources, fostering a regional leadership network, and connecting skills with community needs.

Objectives:

- 1. Conduct the program within budget.**
 - i. Set an annual budget for all Graduate Program activities.
 - ii. Monitor budget for each individual program activity.
- 2. Recruit quality personnel and resources to support the program**
 - i. Properly resource all programs, events and activities
 - ii. Utilise graduates where appropriate.
- 3. Maintain an up to date Graduate Database**
 - i. Ensure that LMCLP graduates enter their details in the database at the completion of their program year.
 - ii. Provide opportunities for graduates to update their details.
- 4. Offer access to networking and skills development opportunities**
 - i. Maintain a website with current and easily accessible information
 - ii. Distribute a monthly/quarterly? eNewsletter promoting relevant events and activities
 - iii. Distribute an annual hard copy newsletter
 - iv. Assist with specific events and activities generated by graduates
- 5. Connect graduate skills with community needs through SkillsBank**
 - i. Market this service to community and not-for-profit groups within the north central region of Victoria.
 - a) Maintain a website with current and easily accessible information
 - b) Promote skillsbank at community and special interest programs and events
 - c) Promote through LGA's and regional networks.
 - ii. Provide a brokerage service for applicants seeking assistance.

Strategic Plan 2008-2011

COMMUNITY & SPECIAL INTEREST PROGRAMS

Aim: To develop and facilitate community and special interest programs, workshops and events that expand on existing personal and community leadership capacity.

Objectives:

- 1. Conduct the program within budget.**
 - iii. Set and monitor a budget for each program activity.
- 2. Recruit quality personnel and resources to support the program**
 - iv. Properly resource all programs, events and activities
 - v. Utilise graduates where appropriate in either a paid or volunteer capacity.
- 3. Invite submissions for projects to meet community needs**
- 4. Connect community needs with funding opportunities.**
- 5. Facilitate program resources and delivery**
- 6. Offer access to networking and skills development opportunities**
 - vi. Maintain a database of interested individuals and organisations for communication of relevant activities and events.
 - vii. Maintain a website with current and easily accessible information
 - viii. Distribute a monthly eNewsletter promoting relevant events and activities
 - ix. Distribute an annual hard copy newsletter
 - x. Assist with specific events and activities generated by graduates