



**Goulburn Murray
Community Leadership**



5 year Strategic Plan 2014-2019

Draft prepared by:	The Regional Development Company February 2014
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Introduction

The growth and development of people is the highest calling of leadership.

[Harvey S. Firestone](#)

The Fairley Leadership Program has now been delivered since 1997, creating a pool of Fairley Fellows of over 450 people – passionate, connected leaders, ready to make a difference across all walks of life in the Goulburn Murray region.

To deliver the best program and graduates for the region, the Board of Goulburn Murray Community Leadership (the organisation behind the Fairley Leadership program) has developed this new 5 year Strategic Plan. We want to ensure that our organisation and our wonderful program survive and thrive into the future.

We have consulted widely with graduates, sponsors, other leadership programs and key people in our region to make sure that the program we deliver is relevant and builds the future leaders of the Goulburn Murray Region.

I commend this Strategy to you – it is now up to the Board and the alumni to deliver the results for the greater benefit of the region

Glenn Bewicke

Glenn Bewicke Chair 2013

Background

Fairley Leadership started life as a project of the Clever Food Committee, which had been concerned by the withdrawal of leadership capacity from regional communities as governments and corporates downsized and centralised in the wake of the early 90s recession. They sought and obtained seed funding from councils in Shepparton, Campaspe and Moira and from the then Sustainable Regional Development Committee.

The Goulburn Valley Community Leadership program was launched in 1997, based largely on the design of the Williamson Community Leadership Program (now known as Leadership Victoria).

From 1998, the program has been known as the Fairley Leadership Program in recognition of the generous support of the Fairley Foundation who believed this was a program that would help ensure leadership into the 21st century for regional Australia.

Goulburn Murray Community Leadership is the organisation behind the program, and is steered by a volunteer board which is responsible for creating the strategic direction for the program, and governing the organisation.

Currently, the organisation conducts one annual leadership program – the flagship Fairley Community Leadership Program.

Over the 11 months of the annual program, participants attend a launch and graduation, two weekend retreats, 15 seminar days, several dinners and study tours to Canberra and Melbourne. Participants are exposed to more than 120 leaders from all sectors including politics, business, industry, farming, sport, not for profit and community. In doing so, they explore issues and opportunities for the region and consider leadership styles and attributes ethics and values.

The seminars are theme-based and include topics such as health, education, water, regional development, indigenous issues, small towns, the arts and agriculture. Program activities include field trips, case studies, panel discussions and presentations. Participants are also given some training in competencies such as board governance, public speaking, and media skills.

The program primarily covers the Shires of Campaspe, Mitchell, Moira, Murrindindi and Strathbogie, the Rural City of Benalla and Greater Shepparton.

Participants are selected according to a comprehensive list of criteria including a demonstrated capacity for leadership, broad ranging interests, and the potential to sustain positions of substantial responsibility in the community.

In 2012, Goulburn Murray Community Leadership was successful with an application for funding from the Victorian State Government's Regional Community Leadership Program for 2012-2015 (part of the Regional Growth Fund). This funding complements the financial and in-kind support received through numerous regional organisations.

In 2013, the Board commissioned the development of this five year Strategic Plan which will be used to:

- Guide the development of the GMCLP for the next five years including short, medium and long term objectives and priorities
- Ensure that the GMCLP is in line with state-wide guidelines for leadership programs, and takes into account better practices where they exist
- Build on the strengths and opportunities in the region and its people to meet the future leadership capacity needs of the Goulburn Murray
- Guide the financial sustainability of the organisation

Intended outcomes of community leadership development

The Fairley Community Leadership program was based on the philosophy that developing leaders with the skills and capacity to adapt to changing environments will be able to positively influence the outcomes for the communities of the Goulburn Murray region, and enhance the ability for those communities to be able to address issues that affect them.

The Fairley Leadership Program is currently supported by the Victorian Government's Regional Community Leadership Program which supports local community leadership development through:

- Broadening leadership opportunities in regional Victoria inclusive of different age groups, gender, cultural background, physical ability and sectors
- Supporting the capacity of leaders to apply new skills and knowledge to effect positive change in their local community
- Increasing access to locally based leadership programs that respond to the needs and priorities of their local region
- Supporting the development of community leadership networks and increasing participation in those networks
- Supporting pathways for leadership development of new graduates to enable them to undertake leadership roles in community organisations and governance networks

The anticipated outcomes from regional community leadership development programs are:

- Rural and regional communities have strong local leaders from a range of groups, and a local voice that is able to influence decision makers, including government
- Emerging leaders gain the skills and confidence to mobilise their community on issues of importance
- Communities are more able to take action on their own behalf to address issues that affect them
- Leaders are able to develop local support networks as they aim to leverage local opportunities, foresee challenges and devise local solutions
- Leaders have the skills and capacity to adapt to changing environments and the knowledge, and links to resources they need to achieve a community vision
- A wider representation of community is involved in developing leadership skills
- Increased demand and participation in leadership program influences the local capacity to drive new leadership initiatives
- There is diverse participation in governance networks ensuring problem and solutions for all stakeholders in a community are considered
- Local leadership networks are evident, growing and supportive of new and emerging leaders
- There is a strong alumnus of local leaders, and increased opportunities for mentoring new and emerging leaders
- Post program support is developed to assist graduates to take action within their local communities and governance networks
- Emerging leaders are able to access leadership opportunities in community organisations and are building their skills and capacity to participate in government networks
- There is an increase in the breadth and representation of local leaders making leadership activities more sustainable in the region, and enabling the realisation of community assets
- A wide range of community organisations, businesses and local government are actively recognising and supporting local leaders, resulting in a positive impact

The Fairley Leadership Program is striving for, and creating these outcomes in the Goulburn Murray Region.

An independent evaluation of Fairley Leadership conducted in 2007 found that Fairley Fellows were:

- nearly three times more likely than the average adult Australian to do volunteer work for community groups and organisations;
- much more likely than the typical Australian volunteer to be involved in public speaking, lobbying, influencing and public relations on behalf of community groups; and
- more likely to have an increased understanding of the region and passion for community, combined with confidence and skills to lead.

Employers in the region notice that their staff who have participated in the Fairley Leadership Program emerge:

- with ‘a much better understanding of how the groups they’re (professionally) involved with work and how they fit in to the wider community’;
- as a ‘well-rounded person’ who is better placed to deal with the diverse demands of customers and stakeholders;
- with the confidence to step forward into areas where they have not worked before.

The evaluation concluded that *“Fairley Fellows have made a substantial contribution to the growth and maintenance of the very fabric of the Goulburn Murray community.”*¹

¹ Source: *The Achievements of Fairley Leadership – An Independent Review by Medistrat, Melbourne, August 2007*

Strategic Plan Overview

In developing this Strategic Plan, the Board has continued to endorse the long standing Vision and Objectives for the program.

Vision

To develop leaders to be catalysts for positive change in the Goulburn Murray Community

Objectives

Fairley Leadership encourages the development of a vigorous network of community leaders by:

- offering emerging leaders an intensive annual program that explores the major issues and opportunities for the Goulburn Murray region;
- providing an environment where emerging leaders from the business, government, cultural, community and agricultural sectors can develop links and understanding;
- enabling emerging leaders to meet and learn from existing leaders; and
- combining emerging and existing leaders as a continuing resource of skills and influence to further enrich the community.

By the year 2019 ...

To achieve this Vision and Objectives, the Goulburn Murray Community Leadership program will:

- conduct a well-recognised and strongly supported flagship program that genuinely changes participants and supports the community of the Goulburn Murray region (the Fairley Leadership Program)
- be a financially sustainable organisation
- have a well-recognised, engaged alumni with high levels of commitment and contribution, making a positive difference for the communities of the Goulburn Murray
- be known as the 'go-to' organisation for regional leadership development working in partnership with other organisations within the region on 'big picture' and 'game-changing' issues and solutions
- offer a complementary range of quality programs (grass roots to executive) to meet the leadership needs of the region

Current Strengths

The organisation has developed a sound reputation for delivering a well-respected community leadership program. The overall strengths include:

- established relationship with RDV, with core funding support until end 2015
- flagship program – the Fairley Leadership Program – is credible and long lasting (17 years) and has a reputation for delivering local leaders relevant to the region
- over 450 Fairley Fellows (alumni) across a wide range of industries, agencies, community organisations and geographic spread
- good sponsorship base and long standing relationships with sponsors
- councils, regional organisations and businesses seeking to contribute in-kind support (venues, speakers)
- sound partnerships with key organisations across the Goulburn Murray region have been established
- willingness and commitment of connected community leaders and Fellows to serve as board members guiding the organisation
- a lasting legacy of enhanced leadership capacity in the Goulburn Murray region

Current Challenges

As with any organisation, there are challenges to be addressed:

- Ongoing financial sustainability is the key challenge, with current government funding to expire at end of 2015 (however the organisation has operated without core government funding prior to 2012)
- Quality and diversity of candidates for the program (age, geography, cultural background, vocations, self-employed)
- Need to 'lift the bar' in terms of program quality and challenge for the participants – making it highly desirable for future candidates and valued by employers and sponsors
- Visibility of the program, and the resulting leaders (Fellow Fellows)
- Activating and engaging the alumni - the alumni are a relatively untapped resource, and their community and leadership contributions are often not linked back to participation in the Fairley Leadership Program
- Ensuring the program is relevant and current on the issues of importance across the region and builds the skills and knowledge of Fairley Fellows to be ahead of issues and create, lead, and co-operate with regionally game-changing projects
- Communicating 'value' to sponsors, and to employers
- Ensuring whole of region coverage and relevance

Opportunities

The opportunities identified during the consultation include:

- Diversification of income sources including sponsorships, philanthropic support, fundraising
- Activating the alumni
- Building awareness and recognition of the value and contributions of Fairley Fellows to the community, and beyond
- Developing post graduate and feeder programs
- Developing stronger connections between community leaders – cross regional, across cohorts
- Developing mentoring connections between emerging leaders and alumni
- Increasing demand for the Fairley Leadership Program from high quality emerging leaders
- Revisiting the current program to ensure relevance and currency – particularly in the light of significant regional changes and challenges
- Building strong connections with emerging leadership groups and significant community change projects
- Strengthening organisational governance

Strategic Directions

To achieve the Vision, capitalise on the strengths, overcome the challenges and build on the opportunities, the following Key Result Areas (KRAs) and strategies have been developed:

KRA One: Financial security

- **Maintain financial sustainability** to ensure the ongoing viability of the program
- **Develop a five year financial plan**, with clear budget targets
- **Diversify revenue streams** to limit dependence on any one source of funding (including enhancing sponsorship, funds from government, private sector, and philanthropic sources, other revenue streams including fundraising)
- **Maintain financial relationships** with current sponsors and funders
- **Advocate for financially sustainable regional community leadership programs** in conjunction with other Victorian Community Leadership Programs

KRA Two: Alumni engagement

- **Establish an Alumni Committee** to oversee the implementation of KRA Two
- **Provide logistical support and encouragement to connect alumni members** to leadership opportunities, enhance their capacity to connect with each other and make a difference in the region
- **Raise the profile of Fairley Fellows** and their community involvement; highlight and document alumni achievements and community contribution both within the region as well as outside (given a number of Fellows have left the region post completing the Program)
- **Position alumni as a key resource** for consultations/testing ideas and policy development
- **Establish mentoring program**
- **Conduct at least 3 alumni events per annum**

KRA Three: High quality programs and participants

- **Enhance the core Fairley Leadership Program** (continual improvement) to graduate 24-30 quality participants per annum
- **Proactively encourage a diverse cohort of quality participants**, with applications exceeding available places to drive competition for spots
- **Develop seminar/workshop sessions** targeted to alumni and senior regional leaders
- **Develop and deliver other leadership projects** (including short courses for target groups and Community Think Tanks)

KRA Four: Partnerships and stakeholder engagement

- **Develop Stakeholder Engagement Plan** to structure roles and responsibilities for communication and advocacy efforts
- **Develop and maintain key relationships** with government, businesses, community organisations, philanthropic organisations and individuals to promote the program, increase numbers of quality applicants, increase sponsorship support, and provide a pool of talented speakers and mentors

KRA Five: Marketing and communications

- **Increase profile and enhance reputation** of the Program, participants and graduates to increase numbers of quality graduates, increase sponsorship support, and increase opportunities for alumni to contribute to community leadership in the region

KRA Six: Governance

- **Restructure Board** to move to skills-based board (whilst taking into account diversity and geographic spread) and implement Board succession strategy

- **Maintain and cyclically review policies,** procedures and systems to ensure the Program and associated activities are consistently delivered to a high quality
- Develop a **Risk Management Strategy** and culture (including establishment of a **Risk Register**)

Priorities

The overall priorities each year are the recruitment of 24-30 quality candidates, and the delivery of the Fairley Leadership Program.

Over the course of this Strategic Plan, it is recommended that two strategic reviews are undertaken:

- Program review
- Board structure and recruitment

From this Strategic Plan, the following priorities complement the delivery of the core program:

Year One Priorities (2014)

- 5 year Financial Plan developed (including targets for revenue)
- Conduct Program Review (for 2015 implementation)
- Establish Alumni committee and activate alumni
- Alumni database refined and linked to website
- Board review and restructure
- Marketing and Communication Plan
- Risk Management Strategy developed
- Risk Register in place

Year Two Priorities (2015)

- Fairley Fellows year of focus – alumni profiled and activated
- Strategic Partnerships developed and Sponsorships increasing
- Alumni survey
- Short courses design and delivery
- Mentoring opportunities established
- Policies and procedures completed (with review dates)
- Succession strategy being updated (Board)

Year Three Priorities (2016)

- Fully funded program
- Alumni and stakeholder survey
- Events calendar in place
- Feeder courses and alumni courses in place
- Fairley Fellows Hall of Fame

Action Plan

KRA One: *Financial security*

Goal: Maintain financial sustainability to ensure the ongoing viability of the program

Desired Outcome:

Goulburn Murray Community Leadership is financially secure with annual Fairley Leadership program costs covered and responsibly managed, and the organisation able to fund new initiatives

Key Strategies:

- Develop a five year financial plan, with clear budget targets
- Diversify revenue streams to limit dependence on any one source of funding (including enhancing sponsorship, funds from government, private sector, and philanthropic sources, other revenue streams including fundraising)
- Maintain financial relationships with current sponsors and funders
- Advocate for financially sustainable regional community leadership programs in conjunction with other Victorian Community Leadership Programs

KRA 1	Strategies		Actions	Responsibility	By When
1.1	Develop 5 year financial plan	1.1.1	Develop overarching five year financial plan, based on this Strategic Plan – include modelling to cover reduction in state government funding at end of 2015	Finance Committee Board approval	2014
		1.1.2	Develop detailed annual budgets (implement and monitor)	Finance Committee Board approval	November annually
		1.1.3	Develop preferred revenue percentage model (ie likely sources of fund and target percentages) – for each of the five years of this plan	Finance Committee Board approval	2014
		1.1.4	Identify target amounts of required funds from new sources to meet desired revenue percentages	Finance Committee Board approval	2014
		1.1.6	Review financial targets and plan	Board	Annually

KRA 1	Strategies		Actions	Responsibility	By When
1.2	Diversify revenue streams	2.2.1	Identify and pursue philanthropic funding opportunities	Finance Committee ED Board approval	Ongoing
		2.2.2	Identify sponsorship opportunities (<i>linked to partnership and stakeholder engagement KRA Four</i>)	Finance Committee Board	2014 Ongoing
		2.2.3	Investigate benefits/costs of working with fundraising consultant to develop Fundraising Strategy	Finance Committee ED (report to Board to ensure fit with Strategic Directions)	2014 Ongoing
		2.2.4	Review participant fee structure – with the purpose of establishing standard policy for personal participant fee payment in addition to sponsorship (need to account for financial hardship) ²	Finance Committee ED Board approval	2014
		2.2.5	Investigate establishment of Foundation account with FRR to enable receipt of DGR funds	Finance Committee	2014
		2.2.6	Establish process to receive bequests; pledges; workplace giving; personal donations into Foundation account Implement and publicise	Finance Committee Board	2015
		2.2.7	Encourage alumni to fund annual scholarship(s)	Board	2014- ongoing
		2.2.8	Investigate and pursue crowd funding opportunities (program and project based)	Finance Committee	2014 Ongoing

² Example application form with personal participant contribution: www.gclp.asn.au

KRA 1	Strategies		Actions	Responsibility	By When
1.3	Maintain financial relationships with current funders and sponsors	1.3.1	Develop MOU with current sponsors outlining expectations of each party – and benefits for the sponsors	Finance Committee ED (Board approval)	2015 - ongoing
		1.3.2	Conduct annual meetings with key sponsors to review agreements, and update on progress/outcomes of program, define future expectations	Board	Ongoing
1.4	Jointly advocate for financial sustainable community leadership programs	1.4.1	Work with Victorian CLP secretariat to provide required evidence for positive impact of community leadership programs	ED	As required
		1.4.2	Participate in joint activities to advocate for program funding from government, and philanthropic sources	ED	As required

KRA Two: Alumni engagement

Goal: An active, recognised and engaged alumni contributing their skills and experience for the benefit of the communities of the Goulburn Murray Region

Desired Outcomes:

There is a strong alumnus of local leaders contributing to local governance and community outcomes, and supporting each other to achieve positive results

Fairley Fellows are clearly active and identifiable in the community, and help raise the profile of the Fairley program and promote the tangible outcomes and community benefits

Post program development opportunities are supported by alumni, and there are increased opportunities for mentoring new and emerging leaders

Goulburn Murray Community Leadership is the 'go-to' organisation for community groups, organisations and government agencies wanting to:

- source active community leaders
- seek input and advice from community leaders in the Goulburn Murray region
- seek potential board members, advisory committee members, industry representatives and elected representatives
- identify and provide mentoring opportunities

Key Strategies:

- Establish an Alumni Committee to oversee the implementation of KRA Two
- Provide logistical support and encouragement to connect alumni members to leadership opportunities, enhance their capacity to connect with each other and make a difference in the region
- Raise the profile of Fairley Fellows and their community involvement; highlight and document alumni achievements and community contribution
- Establish mentoring program
- Conduct at least 3 alumni events per annum
- Position alumni as a key resource for consultations/testing ideas and policy development

KRA 2	Strategies		Actions	Responsibility	By When
2.1	Establish Alumni Committee	2.1.1	Develop Terms of Reference and delegation and reporting expectations for Alumni Committee	Board	2014
		2.1.2	Call for expressions of interest and appoint committee	Board approval	2014
		2.1.3	Establish annual work plan for Alumni Committee	Alumni Committee Board approval	2014 Annually

KRA 2	Strategies		Actions	Responsibility	By When
2.2	Provide logistical support to connect alumni members to leadership opportunities	2.2.1	Designate project funds for limited period to instigate and manage Alumni re-activation (<i>link with KRA One budget and financial plan</i>)	Board approval	2014
		2.2.2	Setup alumni Linked In and Facebook pages	Alumni project officer Admin team	2014
		2.2.3	Refine and maintain alumni database (enable online updating by alumni)	Alumni project officer Admin team	2014 Ongoing
		2.2.4	Establish members only section of website for alumni, board, and current cohort	Alumni project officer Admin team	2014
2.2	Raise profile of Fairley Fellows	2.3.1	Develop Fairley Fellows 'year of focus' Plan – establish lead-in activities throughout 2014; create impactful year for 2015	Alumni Committee Project officer	2014 2015
		2.3.2	Initiate: Wearing Fairley pin Identification as FF on introductions (workplaces, committees etc) Cohort based telephone trees (reward/recognise cohorts with highest engagement) Encourage FF to 'stand-up and be counted' as part of FF year	Alumni committee	2014 ongoing
		2.3.3	Case study/profile FF journeys, community involvement and outcomes (see KRA Five Marketing and Communications) (Ensure quiet achievers are covered as well as high profile leaders)	Alumni committee Project Officer	2 profiles per month
2.3	Highlight and document alumni achievements and community contributions	2.3.1	Establish a FF recognition award at Graduation dinner, and Fairley Fellows Hall of Fame	Board ED (advice from alumni committee)	2014 Ongoing

KRA 2	Strategies		Actions	Responsibility	By When
		2.3.2	Encourage alumni to 'dob in' a FF – highlighting achievements/impacts of individuals or groups of FF	Alumni Committee ED and admin team	2014 Ongoing
		2.3.3	Encourage high alumni participation in state-wide CLP survey of leadership program outcomes	Board Alumni Committee ED	As required
		2.3.4	Conduct 'where am I now' alumni survey to determine outcomes from program including involvement with community groups and leadership positions. Promote contributions of alumni in community leadership	Board Alumni Committee	2015 2019
2.5	Establish mentoring program	2.5.1	Develop and conduct mentor training program and guidelines	Alumni Committee ED	2015
		2.5.2	Promote database as on-line offer and matching system for FF and emerging leaders/current participants	Alumni committee ED	2015 ongoing
2.6	Conduct at least 3 alumni events per annum	2.6.1	Organise reunion/cocktail party event with targeted involvement from all 17 years. Launch 'Year of the Fairley Fellow' concept	Alumni Committee	Mid 2014
		2.6.2	Encourage self –organised place based events (eg Echuca Moama) and promote through alumni network	Alumni committee	2014 ongoing
		2.6.3	Continue to organise FF tables at key community events (eg GV Brain dinners)	ED	Ongoing

KRA 2	Strategies		Actions	Responsibility	By When
2.7	Position alumni as key resource for consultations, policy development, idea testing etc	2.6.4	Work with key stakeholders to inform them of the willingness of alumni to participate in think tanks/community forums. Notify events through alumni network	Board ED	Ongoing

Examples:

- Leadership Victoria Great Connections Website www.leadershipvictoria.org/great-connections
 - matching skilled volunteers (alumni) to community needs and opportunities
- Gippsland Community Leadership Program www.gclp.asn.au
 - Paid alumni membership
 - Benefits include:
 - Member discounts
 - Invitations to exclusive Alumni events
 - Opportunity to update biography to appear on website
 - Regular newsletter updates
 - Ongoing networking opportunities
- Leadership Victoria mentoring program www.leadershipvictoria.org/great-connections/mentoring

KRA Three: High quality programs and participants

Goal: Goulburn Murray Community Leadership delivers a high quality flagship leadership program (Fairley Leadership) for a diverse, quality cohort of between 24-30 graduates per annum, and develops complementary leadership programs

Desired Outcomes:

Fairley Leadership program is at the cutting edge of high quality, community leadership programs

Due to the reputation and prestige of the program, candidate numbers exceed places available, and a quality cohort is able to be selected

There is an increase in the breadth and representation of emerging leaders undertaking leadership programs (age, gender, geography, physical ability, ethnicity, cultural background)

New leadership programs are developed for specific cohorts (eg young leaders, or Mastery seminars for experience leaders)

Key Strategies:

- Enhance the core Fairley Leadership Program (continual improvement) to graduate 24-30 quality participants per annum
- Proactively encourage a diverse cohort of quality participants, with applications exceeding available places
- Develop seminar/workshop sessions targeted to alumni and senior regional leaders
- Develop and deliver other leadership projects (including short courses for target groups and Community Think Tanks) (seek project based income to resource)

KRA 3	Strategies		Actions	Responsibility	By When
3.1	Enhance the core Leadership Program	3.1.1	Establish Program Committee (including alumni, ED, employer rep, sponsor rep) to review current program against the requirements for graduates (see Action 3.2.1) and best practice in other community leadership programs	Board	2014
		3.1.2	Conduct Program Review and make recommended changes for Board approval	Program Committee Board ED	2014 (for 2015 implementation)
		3.1.3	Conduct annual exit reviews and evaluations with course participants on the quality and delivery of the leadership program	Executive Director (ED) Report to Board with recommendations For Board discussion and review	Annually

KRA 3	Strategies		Actions	Responsibility	By When
3.2	Proactively encourage a diverse cohort of quality participants	3.2.1	Develop set of criteria for the resulting Fairley Fellow, expectations and qualities. Set up related KPIs for graduates	Board ED	2014
		3.2.1	Review and refine the recruitment process for candidates (for efficiency, year-long promotion, and targeting of quality candidates)	ED	2014 (for 2015 and ongoing)
		3.2.2	Work with alumni to promote recruitment cycle and proactively target candidates	Board ED	Ongoing
		3.3.3	Work closely with key regional bodies to identify and target potential candidates to reflect the diverse make-up of the communities of the Goulburn Murray	ED Board (to be discussed in annual meetings with key organisations)	Ongoing (NB Annual target figures)
		3.4.3	Develop partnership with local recruitment/HR company to assist with tailoring the recruitment process	ED	2014
3.3	Develop courses/seminar targeted to alumni and senior regional leaders	3.3.2	Survey alumni with options for paid short course/seminars (link to addressing key issues in the Goulburn Murray region)	Board ED	2014
		3.3.2	Using survey data, determine viability of short course/seminar series (must be revenue positive)	Board (Employ dedicated resource for delivery)	2015-ongoing
3.4	Develop and deliver other short courses/projects designed to meet the needs of specific target groups	3.4.1	In conjunction with partner organisations, identify needs and funding sources for targeted short course delivery (aim for 2 per annum dependent on funding)	ED Board	2015 -ongoing

KRA Four: Partnerships and stakeholder engagement

Goal: Active communication and collaboration with partners and stakeholders in the Goulburn Murray region

Desired Outcomes:

Key relationships with government, businesses, community organisations, philanthropic organisations and individuals are developed and maintained, to:

- promote the program (stakeholders' support for, and championing of the program)
- ensure the program meets regional needs for leaders
- increase numbers of quality applicants
- increase sponsorship support, and
- provide a pool of talented speakers and mentors

Key Strategies:

- Develop and implement stakeholder engagement and communication plan
- Develop closer working relationships with Committee for Greater Shepparton, and Committee for Echuca-Moama
- Continue involvement with state and national community leadership development programs
- Actively encourage strategic partners to source alumni for board, local government, and community organisation positions

KRA 4	Strategies		Actions	Responsibility	By When
4.1	Develop and implement stakeholder engagement and communication plan	4.1.1	Undertake stakeholder analysis (include sponsors, funders, government, alumni, participants, councils, regional organisations)	Board ED	2014
		4.1.2	Include annual briefings with local members of parliament	Board ED	2014 Annually
		4.1.3	Include annual presentations by Board Chair and ED to Hume RDA, North East Local Government Network and Hume Regional Manager's Forum	Board ED	2014 Annually
		4.1.4	Create specific thank you event (with media profile) for sponsors and supporters	Board Admin	2014 Annually

KRA 4	Strategies		Actions	Responsibility	By When
4.2	Develop closer working relationships with Committees for Shepparton, and Echuca Moama	4.2.1	Meet with key representatives of Committee for Greater Shepparton and investigate potential co-location; involvement of alumni in key regional initiatives	Board ED	2014
4.3	Continue involvement with state and national community leadership development programs	4.3.1	Participate in Victorian Community Leadership program meetings, and participate in advocacy, fund raising and best practice initiatives	Board ED	Ongoing
4.4	Work with partners to engage and work with alumni	4.4.1	Actively encourage strategic partners to source alumni for board, local government and community organisation positions	ED Board	2014 Ongoing

KRA Five: Marketing and Communications

Goal: Raise the profile and recognition of Goulburn Murray Community Leadership and the Fairley Leadership Program

Desired outcomes:

Increased profile and enhanced reputation of the Program, participants and graduates, which in turn results in increased numbers of quality graduates, increased sponsorship support, and increased opportunities for alumni to contribute to community leadership in the region

Fairley Leadership is widely respected, recognised and utilised by business and community leaders resulting in increased visibility as a ‘go-to’ organisation linking and supporting community leaders

Key Strategies:

- Develop and implement a marketing and communications plan
- Develop a social media presence (with accompanying social media policy)
- Develop case studies/stories of alumni in action (and cohort projects/initiatives)
- Develop merchandise using current branding

KRA 5	Strategies		Actions	Responsibility	By When
5.1	Develop and implement marketing and communications plan	5.1.1	Develop annual marketing and communication plan with key events, activities, modes of communication, target audiences and timelines	ED Admin	Annually
		5.1.2	Complement Fairley Fellows ‘year of focus’ Plan (see KRA 2) with communication strategy	ED Admin	2014 2015 focus
		5.1.3	Continue Felafel Distribute as e-newsletter to alumni and supporters	ED Admin	Ongoing
		5.1.4	Maintain website currency; update members section; enhance with event booking capability Develop and implement procedure for regular review and update	ED Admin	Six monthly
		5.1.5	Maintain clippings/record of program and alumni success stories	ED Admin	Ongoing

KRA 5	Strategies		Actions	Responsibility	By When
		5.1.6	Encourage cohort to produce media release in conjunction with each seminar day	ED	Ongoing
5.2	Develop social media presence	5.2.1	Establish online presence on Linked In, Facebook, Twitter and use in conjunction with marketing and communications plan – and ensure all media can be accessed via links on website and in email sign-off	ED Admin	2014
		5.2.2	Develop social media policy for use of staff, board and current cohort	ED Board approval	2014
		5.2.3	In conjunction with the development of values for the organisation, ensure that values are reinforced in on-line communications	Board ED	2014 Ongoing
		5.3.5	Establish You Tube channel with case studies, information about the program and recruitment (access via website link)	ED Admin Alumni committee	2015
5.3	Develop case studies/stories of alumni in action	5.3.1	Develop two case studies of alumni per month (prepare template and encourage alumni involvement)	Alumni committee	2014 ongoing
5.4	Develop merchandise using current branding	5.4.1	Continue staff uniforms		Ongoing
		5.4.2	Pins, jackets, caps for sale (especially to complement raising the profile of FF)	ED/Admin In conjunction with Alumni committee	Ongoing

Examples:

- Leadership Wimmera case studies profiling graduates (video and written)
<http://wda.org.au/leadership/leadership-wimmera-alumni>
- Network-e: email newsletter from the Australian Rural Leadership Foundation (similar newsletters can be managed effectively using programs such as Mail Chimp)

KRA Six: Governance

Goal: Goulburn Murray Community Leadership operates within a strong governance framework, with an innovative and respected board and a committed, respected workforce

Desired outcomes:

Skills based board including Fairley Fellows

Transparent, effective, respected organisation

Key Strategies:

- Restructure Board to move to skills-based board (whilst taking into account diversity and geographic spread), and implement a Board succession strategy commencing in 2015
- Develop organisational values
- Develop and implement annual board performance reviews for Board and staff
- Maintain and cyclically review policies, procedures and systems to ensure the Program and associated activities are consistently delivered to a high quality
- Develop and update a Risk Management Strategy and Risk Register
- Develop and implement staff performance reviews, policies and procedures to maintain quality service delivery and achieve desired outcomes
- Identify and undertake professional development for Board and staff
- Conduct annual strategic plan review to ensure that changing circumstances are taken into account, and refine annual priorities

KRA 6	Strategies		Actions	Responsibility	By When
6.1	Move to skills based Board	6.1.1	Review current Board structure and recruitment processes	Board	2014
		6.1.2	Develop Responsibilities and Expectations of Board members document	Board	2014
		6.1.3	Develop and implement Board succession strategy, with recruitment for skills ensuring at least one third of board members are alumni	Board	2015 ongoing
6.2	Develop organisational values	6.2.1	Conduct workshop with Board and alumni to develop organisational values that will apply to board, staff, cohort and alumni	Board (external facilitator)	2014

KRA 6	Strategies		Actions	Responsibility	By When
		6.2.2	Incorporated values into recruitment kit, website, information material	ED Admin	2015 ongoing
6.3	Develop and update Risk Management Strategy and Risk Register	6.2.1	Undertake Risk Assessment workshop and rate risks by likelihood and consequence	ED External facilitator	2014
		6.2.2	Develop and implement Risk Management Strategy (to mitigate risks as identified)	ED Board	2014 Ongoing
		6.2.3	Develop and maintain Risk Register	ED Board	2014 Ongoing
6.4	Maintain and cyclically review policies, procedures and systems	6.4.2	Develop annual calendar for cyclical review of key policies and procedures	ED Board	2014 Ongoing
		6.4.4	Develop and maintain Asset Register	ED/Admin	2014 Ongoing
6.5	Develop and implement staff performance reviews, and Board performance reviews	6.5.1	Implement agreed staff performance review procedure	Board	2014 Annually
		6.5.2	Conduct annual reflection process for Board (possibly 360 degree process)	Board (potentially with outside facilitator)	Annually
		6.5.3	Identify professional development requirements for Board and staff, and implement a strategic approach to enhance skills (connect with annual performance review for staff, and annual board considerations)	Board ED	Annually
6.6	Conduct annual Strategic Plan review	6.6.1	Review Strategic Plan annually. refine and update next year's priorities	Board (external facilitator in Yr 3, and Yr 5)	December annually

Key Performance Indicators

- 24-30 quality graduates per annum
- Applications for the Fairley Leadership program exceed places available by:
 - 10% in 2015
 - at least 15% in 2016
 - at least 20% in subsequent years
- RDV core funding is:
 - 66% or less of overall revenue in Year 1
 - 50% or less of overall revenue by Year 3
 - 40% or less of overall revenue by Year 5

[Revenue from other sources grows proportionally to cover annual operational costs]
- Sponsorship support (cash) is/or exceeds:
 - \$40 k in Year 1
 - \$80 k by Year 3
 - \$100 k by Year 5
- 80% of alumni members are contacted annually
- 5% of alumni members are profiled annually – eg case studies, media stories, Facebook, or website
- 40% of alumni members respond to outcomes survey in Year 2 and Year 5 (“where am I now”)
- Annually, at least 200 community members and Fairley Fellows participate in events organised by Fairley (think tanks, community meetings, celebrations, graduation)

Annually, record, track and review:

- Course experience and satisfaction of graduating participants (evaluation)
- Number of alumni actively involved in community leadership positions
- Number of ‘success stories’ mentioning Fairley and Fairley Fellows (media tracking)
- Diversity of cohort, including numbers of private sector graduates (farmers, entrepreneurs, small business), age, cultural background, vocation
- Number of Fellows in stakeholder organisations (eg local governments, major public organisations, key community organisations)