

# Strategic Plan

## Community Leadership

LODDON MURRAY INC.

2015-2020

*Vibrant and sustainable rural  
and regional communities*

[www.clm.org.au](http://www.clm.org.au)

## Message from our Chair and Executive Officer

We are delighted to present to you the Community Leadership Loddon Murray (CLLM) 2015-2020 Strategic Plan, a culmination of 10 months of planning and reflection by the Board and staff with assistance from Luke Hockley and Cress Bradley from Midnightsky.

Our new Plan continues to reinforce our role in helping to develop leaders for vibrant and sustainable communities across rural and regional Victoria, and at the same time shows our increased maturity as an organisation that has a role to play extending beyond the facilitation of our flagship product – the Loddon Murray Community Leadership Program (LMCLP).

The CLLM graduate network has grown considerably since LMCLP began in 1998 and now includes more than 380 skilled, confident community leaders who are making a difference in their local communities and industries they are passionate about. This pPlan not only recognises this, but also looks at how we can better leverage this for the benefit of our rural and regional communities.

An exciting development in the Plan is the move towards a social enterprise as part of our operations – both to build community leadership capacity in rural and regional communities, and also to ensure our organisation remains strong, viable, sustainable and relevant now and in the future.

We also aim to play a larger advocacy role within the region and to facilitate conversations that count on key issues and opportunities for rural and regional communities in recognition that we – who live, work and play here – are the key to our own success.

We invite our stakeholders (graduates, supporters, and sponsors, as well as the wider community) to get involved; either by participating in our programs, partnering with us, or supporting us, over the life of the Plan.

A special thanks to the Board Members, staff, and stakeholders who provided input to the planning process – we hope you will be, as we are, proud of this document as it guides us over the next five years.



Yvonne Wrigglesworth  
Chair, CLLM Board of Management



Julie Slater  
Executive Officer

## Who we are

Community Leadership Loddon Murray (CLLM) Inc. is a not-for-profit incorporated association with charitable status which aims to develop leaders for vibrant and sustainable communities across rural and regional Victoria.

Incorporated in 2005, CLLM Inc. is governed by a voluntary Board of Management comprising nine members – six graduates of the Loddon Murray Community Leadership Program (LMCLP) and three independent members chosen for the skills, knowledge and networks they bring to the organisation.

The organisation employs a part-time Executive Officer to facilitate the delivery of the organisation's Strategic Plan. Other part-time staff include a Projects Manager, LMCLP Coordinator, NMLP Program Manager and an Admin/Finance Officer.

The organisation has an annual budget of approximately \$750,000 (2014 financial year) derived from a funding mix of government grants, philanthropic contributions, corporate sponsorship, participant fees and revenue-raising activities.

## Our Vision

(Where we are going)

### Vibrant and sustainable rural and regional communities.

A community is where people live, work, play and study. People in these communities have a strong sense of belonging. We celebrate our diversity by welcoming and supporting each other. We feel excited and empowered to contribute to a prosperous region. Our communities are agile and respond to our own changing needs by creating opportunities and offering solutions. We are the key to our own success.

## Our Mission

(How we get there)

### To empower and inspire leadership.

At Community Leadership Loddon Murray we provide communities with the confidence and knowledge to be strong and lead themselves. Communities know themselves best. Therefore when they identify and solve an issue themselves, the results are deeper, and more effective and sustainable.

We support people to learn rather than just give solutions to a problem. Community Leadership Loddon Murray enhances leadership in individuals and groups by building relationships, developing skills, raising awareness and demonstrating great leadership.

We also consider as part of our community the many different groups that we partner with to achieve our Vision, including Government, leadership networks, philanthropic organisations, corporate sponsors, media, and community organisations.

## Our Values

(How we behave on the way)

### Integrity

We operate in an open, transparent and sustainable manner at all times, and aim to conduct our relationships with honesty, trust and compassion. We value diversity within our organisation, our program areas, and our communities.

### Innovation

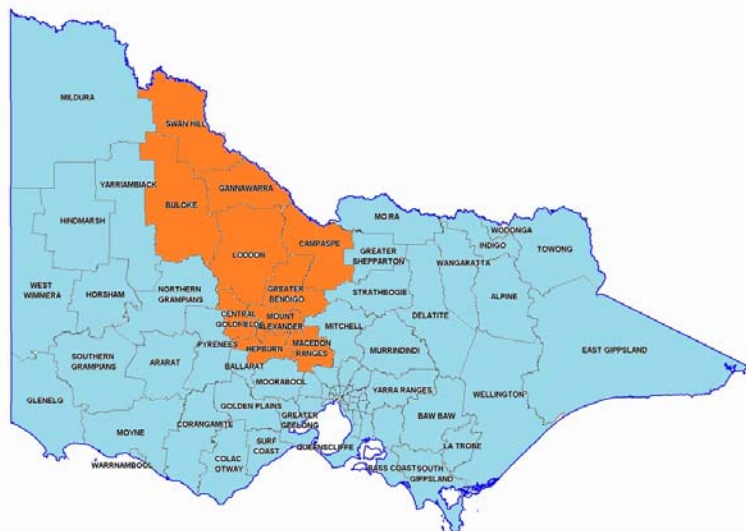
Our actions foster creative ideas and identify opportunities to grow our communities. We are committed to lifelong learning, personal growth and self-awareness.

### Inspiration:

We engage, encourage, and empower individuals and communities.

## Our region

Everything that we do, we do it to for the benefit of our region. Our work spreads across almost a quarter of the state, from the Macedon Ranges Shire Council in central Victoria to Mildura Rural City Council in the North West, with some of our work taking us beyond these boundaries across rural and regional Victoria.



The Loddon Mallee region is expansive and diverse, spanning just under 59,000 square kilometres – the largest region in Victoria and includes ten local government areas stretching from the outskirts of Melbourne to far north-western Victoria bordered on the northern edge by the Murray River.

Our region is home to the prosperous and vibrant regional cities of Bendigo, one of the State's largest and fastest growing regional cities, and Mildura, the major regional city for the north of

the Region and the largest urban centre on the edge of the outback. Echuca, Swan Hill, Castlemaine, Gisborne, Kyneton, Maryborough and Kerang are also important centres, offering employment and lifestyle services.

Our major industries include agriculture (26% of all businesses in the Loddon Mallee region), retail, health, tourism and manufacturing. More than 80 of our communities have populations of less than 1,500 residents, but continue to strive to meet local and regional needs of their residents both now and into the future.

*Source: Loddon Mallee RDA Strategic Plan*

## Challenges and opportunities

Knowing and understanding the challenges that face the Loddon Murray region will help us build a plan to best support our communities and achieve our Vision. The new Loddon Mallee Regional Strategic Plan (2015-2018) outlines five aspirations for our region which we share:

- A diverse and robust economy
- Thriving and sustainable agriculture
- Prosperous, connected and resilient communities
- Vibrant regional cities and centres
- Enhanced natural/cultural heritage.

Through our work and knowledge of the region we identify its key challenges as:

- Geographic differences between our rural and regional communities
- The diversity of economic and social settings
- The mix of settlements from large regional cities to small townships with very different needs
- The impact of demographic change with ageing populations and population changes
- The impact of changing climate and water supply on farming communities and our regional economy
- A gap between the region's workforce skills and emerging industries

We identify the region's key opportunities as:

- Adaption to new agricultural conditions and products
- New and growing industries, eg. renewable energy, health services, tourism
- Small town renewal and tree change
- Improved transport connectivity between major centres and Melbourne
- Growth of service economy in Bendigo and larger centres to improve access and range of support for smaller communities.

## Our organisation

Community Leadership Loddon Murray has its own strengths, opportunities, weaknesses and threats that are informed by the external drivers in the region and by the organisation's Vision and strategic direction.

<b>Our Strengths</b>	<b>Our Opportunities</b>
<ul style="list-style-type: none"> <li>• Regional focus, understanding, and knowledge</li> <li>• Active engaged graduates with diverse skills</li> <li>• Local, regional, and statewide networks</li> <li>• Strong, capable, and trusted organisation</li> <li>• Identifying and developing tomorrow's leaders today</li> <li>• Successful leadership programs and projects</li> <li>• Experiential and immersive learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy on key issues impacting our communities</li> <li>• Facilitating broader community leadership conversations</li> <li>• Establishing a regional leadership network</li> <li>• Utilising new and emerging technologies to grow our offerings</li> <li>• Diversifying our funding sources for long term strength and viability</li> <li>• Creating relationships with international organisations, networks and resources</li> <li>• Better capturing organisational knowledge</li> <li>• New membership model beyond our graduates and establish benefits</li> </ul>
<b>Our Weaknesses</b>	<b>Our Threats</b>
<ul style="list-style-type: none"> <li>• Limited resources to meet regional needs for community leadership offerings</li> <li>• Low profile of CLLM and its activities, especially outside LMCLP</li> <li>• Poor recognition and promotion of our distinctive value proposition</li> <li>• High dependency on a single funding source</li> <li>• Organisational capacity to capture corporate knowledge/intellectual property</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other leadership programs and organisations, both public and private</li> <li>• Inappropriate use of our intellectual property for commercial gain</li> <li>• Changes in government priorities and support</li> </ul>

## Our key focus areas

To address our weaknesses and threats, make the most of our strengths, and benefit from the opportunities as described above, we have identified a range of activities that will help us achieve our Vision. Our key focus areas include:

### We develop Leaders

- **Run a Suite of Leadership offerings including:**

**Loddon Murray Community Leadership Program (LMCLP).** Developing community leaders through an annual program which builds on participant skills, knowledge, ability and understanding, so they can make a positive difference in their community.

**Graduate Program/ SkillsBank.** Fostering a regional leadership network, and facilitate continued personal and professional development opportunities for LMCLP graduates as well as providing support to community groups and not for profit organisations to undertake projects/activities that have a strong community benefit.

- **Create new offerings and innovative methods to develop leaders**

Continually look at ways to renew our existing offerings and introduce new offerings to develop leadership capacity

### We Create Capacity

- **Undertake community partnership projects, develop a social enterprise and provide advocacy on community leadership across the region**

Collaborate with others on community development projects to meet local needs and priorities and develop an income stream for CLLM Inc. by identifying, developing and implementing projects which align with our Vision, Mission and Values.

### We facilitate Conversations

- **Be the host organisation for key leadership conversations in the region**

Engage our regional networks and strategic stakeholders on issues requiring leadership across the region and thus become the "go to" organisation for key leadership issues in the region.

### We are a well run organisation

- **Operate in an efficient and effective manner aligning with our values of integrity, innovation and inspiration**

Maintain strong governance and operating procedures to ensure we are providing value for money and best practices products and services to our communities including clear and concise policies, a diversity of funding sources, and a clear Business Plan with strong key performance indicators.

## Our Strategic Goals and path to success

Goal/Outcome	Objective	The path to success/Measuring Outcomes		
		Short (2015)	Medium (2016 – 2017)	Long (2018 – 2020)
<p><b>Goal one:</b></p> <p><b>We develop leaders.</b></p> <p>We partner with individuals within the community to develop their leadership skills.</p>	1.1: Run a suite of leadership offerings.	Conduct an audit of current programs (LMCLP, Graduate, SkillsBank, etc) and market opportunities by 31 December 2015	Implement recommendations of audit Development of a 21 <sup>st</sup> celebration program of events for the LMCLP Leadership impact study of the LMCLP to the Loddon Mallee region and beyond	Implement and evaluate 21 <sup>st</sup> celebrations Launch leadership impact study and vision moving forward for the next 21 years
	1.2: Create new offerings and innovative methods to develop leaders.	Develop a business case for a new leadership offering by 31 December 2015	Pilot and evaluate new leadership offering Develop a business case for a second new leadership offering by 31 December 2016. Implmentation in 2017	Taking into account evaluation of pilot, refine and redeliver first new leadership offering Pilot and evaluate second new leadership offering
<p><b>Outcome:</b></p> <p>Well skilled, knowledgeable, confident leaders with strong networks</p>		20% annual increase in applications for CLLM products and services 15% annual increase in number of people participating in CLLM products and services 15 % annual increase in product offerings	20% increase in VRCLP graduate survey data for community, participant, organisational outcomes	Diversity of sector reach for all of our product offerings - Community (25%) - Government (25%) - Business (25%) - Industry (25%)

Goal/Outcome	Objective	The path to success/Measuring Outcomes		
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<p><b>Goal two:</b></p> <p><b>We create capacity.</b></p> <p>We empower our community by enhancing their skills and knowledge.</p>	<p>2.1: Collaborate with others on community development projects to meet local needs and priorities and develop an income stream for CLLM.</p>	<p>Continue to implement projects to meet local needs and priorities</p> <p>Develop a prospectus about how CLLM can collaborate with others on projects to meet local needs/priorities</p>	<p>Disseminate prospectus to a wide range of stakeholders</p> <p>Grow the capacity, ability, and expertise of CLLM to collaborate on projects with measurable outcomes (financial, community, leadership)</p>	<p>Evaluate success of collaboration activities – economic, social, community, and leadership impact – and prepare case studies</p> <p>Refine prospectus (based on evaluation) for future use</p>
	<p>2.2: Graduates share their knowledge with the community with ongoing support and advice from CLLM.</p>	<p>Support the ongoing journey of LMCLP/CLLM participants through regular events, information, and access to further opportunities</p> <p>Grow and develop SkillsBank to enable graduates to share their skills and knowledge</p>	<p>Develop a network of volunteer and not-for-profit suppliers to grow SkillsBank beyond the LMCLP graduate network</p>	<p>Continue to grow our network of volunteer not-for-profit suppliers to enhance our SkillsBank</p>
	<p>2.3: We capture and benefit from the knowledge we develop within our organisation.</p>	<p>Development of an ICT strategy to harness intellectual property of the organisation by 31 December 2015</p>	<p>Implementation of ICT strategy</p> <p>Measurement tools developed to capture and benefit from our knowledge</p>	<p>Articulation of leadership impact study (1.1)</p> <p>Evaluation and refinement of ICT strategy and measurement tools</p>
<p><b>Outcome:</b></p> <p>Established social enterprise model to support local community development opportunities for our communities, our graduates and funding diversity.</p> <p>Increase in the number of graduates engaged and active in their communities, industries and at a regional, state and national level</p>	<p>3 projects completed</p> <p>50+ people engaged</p> <p>\$60,000 income generated</p> <p>\$100,000 in social/economic impacts for the region</p> <p>3 case studies created</p>	<p>5 projects completed</p> <p>100+ people engaged</p> <p>\$120,000 income generated</p> <p>\$125,000 in social/economic impacts for the region</p> <p>5 case studies created</p>	<p>7 projects completed</p> <p>150+ people engaged</p> <p>\$200,000 income generated</p> <p>\$250,000 in social/economic impacts for the region</p> <p>7 case studies created</p>	



Goal/Outcome	Objective	The path to success/Measuring Outcomes		
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<p><b>Goal three:</b> <b>We facilitate conversations.</b></p> <p>We initiate conversations that count, as well as work on behalf of others to manage important discussions.</p>	3.1: Be the host organisation for key leadership conversations in the region.	Development of business model and policy (pro bono vs commercial) to host leadership conversations in the region by 31 December 2015	Implement business model and policy to host leadership conversations in the region Explore the establishment of regional Q&A events to input on community leadership issues and opportunities	Facilitate leadership conversations with key national and international experts in rural and regional Victoria
	3.2: Engage strategic stakeholders	Facilitation of an annual event to inform and engage with key stakeholders and organisations CLLM Board Members to undertake an annual program of personal engagement with CLLM sponsors	Facilitation of an annual event to inform and engage with key stakeholders and organisations CLLM Board Members to undertake an annual program of personal engagement with sponsors	Facilitation of an annual event to inform and engage with key stakeholders and organisations CLLM Board Members to undertake annual program of sponsor engagement Communicate outcomes of stakeholder survey (2.3)
	3.3: Be the “go to” organisation for key leadership issues in the region.	Align value proposition with Prospectus (2.1) and communicate to stakeholders /regional organisations Participate in capacity building of candidates - 2016 local government elections	Involvement in local government elections – information sessions for prospective candidates, familiarisation tours, panels of experienced Councillors, roles/responsibilities	Identify opportunities to work with other sectors (based on local government experience) as the “go to” organisations
<p><b>Outcome:</b></p> <p>Facilitated conversations that inform and empower communities about issues that matter to our region</p>		2 forum/events within region 2 social media/online forums Change achieved/economic & social value created in 2 ways	5 forum/events within region 5 social media/online forums Change achieved/economic & social value created in 5 ways	7 forum/events within region 7 social media/online forums Change achieved/economic & social value created in 7 ways

Goal/Outcome	Objective	The path to success/Measuring Outcomes		
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<p><b>Goal four:</b></p> <p><b>We are a well run organisation.</b></p> <p>We demonstrate our Vision for a vibrant and sustainable community through efficient and effective operations.</p>	<p>4.1: Clear and concise policies and procedures.</p>	<p>Succession planning policy developed and adopted by 31 December 2015</p> <p>New reporting mechanisms developed by 31 December 2015 (eg. accrual accounting)</p> <p>Development of a schedule of review for existing CLLM policies and procedure</p>	<p>Implementation of CLLM Policy and Procedures review schedule</p>	<p>Implementation of CLLM Policy and Procedures review schedule</p> <p>Review of CLLM Policies and Procedures to ensure they are fit for purpose</p>
	<p>4.2: Progressive funding streams to reflect a diverse income including:</p> <ul style="list-style-type: none"> <li>• A social enterprise model</li> <li>• Government funding</li> </ul>	<p>Scope current and potential funding opportunities, preferred funding mix, and development of an action plan and KPIs to achieve this by 31 December 2015</p>	<p>Implementation of Funding Action Plan and KPIs</p>	<p>Evaluation and refinement of Funding Action Plan to ensure funding diversity and organisational sustainability</p>
	<p>4.3: Report against a Business Plan that has clear and achievable KPIs/outcomes.</p>	<p>Development of a Business Plan by 31 December 2015 that has measurable KPIs/outcomes</p>	<p>Implementation of CLLM Business Plan</p>	<p>Evaluation and refinement of CLLM Business Plan and preparation for new Strategic Plan and Business</p>
<p>Outcome:</p> <p>Identification of new funding streams to ensure no one funding stream to account for more than 35% of our total income</p>	<p>Business Plan adopted by Board and staff</p> <p>Enterprise funding stream established – income target of \$60,000</p> <p>4 CLLM Policies reviewed</p> <p>Legal requirements met – Consumer Affairs, ACNC, Annual Report/AGM</p>	<p>Business Plan implemented and KPIs met</p> <p>Enterprise funding stream established – income target of \$120,000</p> <p>4 CLLM Policies reviewed</p> <p>Legal requirements met – Consumer Affairs, ACNC, Annual Report/AGM</p>	<p>Business Plan implemented and KPIs met</p> <p>Enterprise funding stream established – income target of \$200,000</p> <p>4 CLLM Policies reviewed</p> <p>Legal requirements met – Consumer Affairs, ACNC, Annual Report/AGM</p>	