



2016

AVCL Strategic Plan

- 2019

Alpine Valleys Community
Leadership Inc.

November 2015

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AVCLP Action Plan 2016-2019

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Background

The Alpine Valleys Community Leadership Program was initiated by community members in 1998 to develop regional community leaders for the economic and social benefit of North East Victoria.

The first Program was delivered in 1998 and since then fifteen (15) annual programs have been delivered, resulting in an alumnus of more than 320 graduates. AVCLP encourages and develops leaders across North East Victoria and Border regions that have the capacity to contribute meaningfully within their communities and industry sectors.

In recent years the Alpine Valleys Community Leadership Program has extended the range of programs that it offers to include skills-based training for emerging leaders, tailored short courses for industry sectors, and master-classes for accomplished leaders.

AVCLP depends strongly on partnerships and alliances to identify potential leaders, develop those leaders, and ensure that the bigger picture of supporting thriving, connected and resilient communities is always the outcome in mind.

The addition of significant Victorian State Government funding support over the past four years has enabled the organisation to improve the quality of its programs and governance arrangements, and to develop long-term strategic plans to ensure sustainability. Continued funding will allow the Board and staff to enact strategic plans and to increase the range of programs offered. It will also provide AVCLP with the ability to work with a range of partners to deliver new and innovative community leadership training within the region.

AVCLP's Key achievements in the past three years include:

- An over-subscribed Annual Program in each year.
- Increased educational rigour around program design.
- Development of the AVCLP Graduation evening as a key event on the regional calendar for community, business and government leaders.
- Master-classes for accomplished leaders developed and delivered each year.
- A range of tailored leadership programs developed for industry, community and government partners.
- Enhanced relationships with key stakeholders, business, agencies, and community organisations.
- An improved profile through increased marketing, leading to the development of higher awareness and trust of the AVCLP brand.
- Improved governance of the organisation, including a public competitive process for the selection of a skills based board and a suite of organisational policies and procedures developed.

This Strategic Plan (2016-2019) builds on the strengths of the organisation and looks to the future for the region and the development of its leaders.

Drivers of Change

Current challenges for the region:

As AVCLP's vision is aligned to empowerment of people for the benefit of regional and rural communities, the organisation is mindful of the following challenges when designing its leadership programs, in order for them to remain dynamic and relevant.

- There has been a fundamental change in leadership models and community expectations of leadership both in this region and nationally, and communities are searching for more contemporary forms of leadership from their leaders.
- There is an understanding that traditional community leaders are ageing and that succession planning is required to support emerging leaders.
- There is a strong desire for community leadership enhancement from a range of community organisations to improve leadership and governance.
- There is a need to retain young people in the region, and provide them with high quality and ongoing learning and educational opportunities.
- There is an understanding that the development of small and medium business is necessary for strong social and economic growth within the region.
- There is an increased reliance on the use of technology to enhance communication and encourage new business to the region.
- There continues to be pockets of socioeconomic disadvantage within the region.
- Social media is becoming a preferred means of communication for many community organisations.
- There is an identified need to support leadership development within key industry sectors of the region (eg: Agriculture, Natural Resource Management and Tourism).

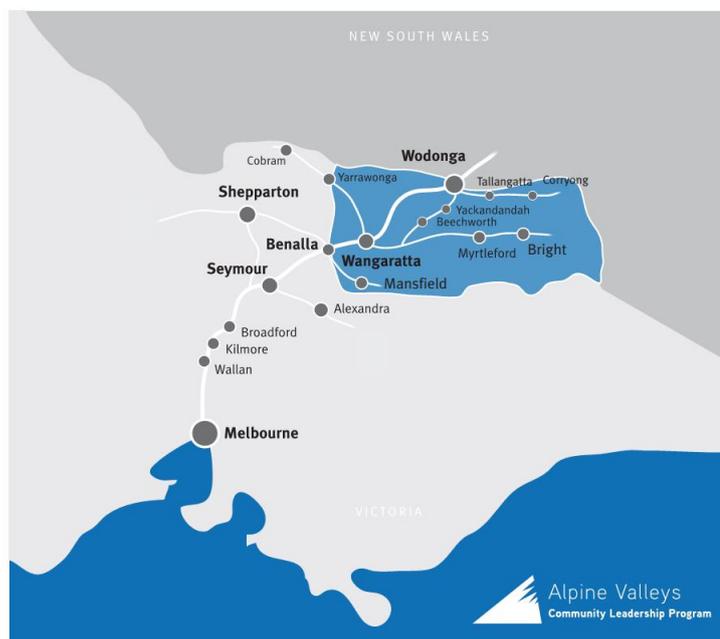


Figure 1: AVCLP region

Our Vision

Empowering people to shape their communities' future

Our Purpose

- Provide the Alpine Valleys Community Leadership Program, an experience and skills based program that enhances the leadership capacity of people and organisations in North East Victoria and Border regions
- Develop a range of leadership programs and workshops in response to community needs
- Develop and strengthen regional community leadership networks
- Promote community conversations about issues affecting the region
- Enable people to make a difference and enhance their contribution to community

Our Values

| | |
|----------------------|---|
| Excellence | <i>In the development and delivery of our activities</i> |
| Agility | <i>Being proactive and relevant to the changing needs of our communities</i> |
| Innovation | <i>Fostering creative ideas and identifying opportunities to strengthen our communities</i> |
| Collaboration | <i>Building relationships and partnerships that deliver mutual benefit and value</i> |
| Integrity | <i>Displaying transparency and accountability to our stakeholders</i> |
| Respect | <i>Conducting our relationships with honesty, trust and compassion</i> |



By the year 2019...

By the year 2019 it is the intent of AVCLP to further develop programs and processes with the following **key concepts** informing our strategic directions:

- Community capacity building
- The development of emerging leaders
- Strengthening and expanding community networks
- Innovation in program delivery

The following are our proposed strategic directions:

Leadership and Skills Development

Maintenance of:

- A well subscribed, high quality, and well respected Annual Program consisting of a diverse mix of emerging and experienced community leaders.
- The effective delivery of a range of leadership development programs and workshops.
- Creation of partnerships to develop new leadership training opportunities for the region.

By 2019 our intent is to also:

- Be a key regional resource for leadership development and considered input on leadership matters affecting the region.
- Offer a suite of leadership offerings agile enough to meet the needs of emerging, experienced and accomplished community leaders, including:
 - A range of Master Classes implemented to offer accomplished leaders and graduates further professional development, networking opportunities and support in their leadership roles
 - A range of skills based workshops and short courses
 - A range of bespoke leadership programs designed and delivered for stakeholders and partnering organisations (mostly on a fee for service basis)
- Explore alternative, innovative delivery models for the Annual Program to meet changing community needs.
- Consider pathways that link AVCLP courses to accredited training.
- Develop new programs to broaden our engagement with representatives from a diverse range of geographic, demographic and cultural communities
- Regularly evaluate and review our programs to ensure an evidence based approach to program development and outcomes.

Strategic Partnerships and Engagement

Maintenance of:

- A collaborative and supportive approach to the development of regional leaders across community, government and industry sectors.
- The development and expansion of stakeholder partnerships and relationships.

By 2019 our intent is to also:

- Develop and enhance the current AVCLP database of alumni, supporters and community groups.
- Become a key regional resource and information portal to enable AVCLP graduates to be well represented on regional, state, and national networks.
- Enhance marketing (particularly through social media) which continues to raise the regional profile of AVCLP.
- Explore opportunities for an expanded and actively engaged membership base.
- Ensure that the positive reputation of AVCLP is continually enhanced through the organisation's actions and the recording of alumni achievements.
- Develop regional thought leader groups ("think tanks").
- Ensure active collaboration with other leadership programs (including VRCLP members) in order to deliver innovative programs regionally and in a state-wide context.

Organisational Excellence

Maintenance of:

- A positive organisational culture of continuous improvement and responsiveness to community needs.
- Rigour in financial management
- A team approach to governance and administration with the AVCLP Board and staff

By 2019 our intent is to also:

- Be a robust organisation with a strong membership base.
- Be a financially sustainable organisation with a range of income streams.
- Be a well-resourced and networked organisation with the ability to deliver a range of innovative programs.
- Have a strong reputation of AVCLP graduates as community leaders, with significant representation of alumni on regional and state boards.
- Develop recognition of AVCLP beyond North East Victoria and into border regions of southern New South Wales.

Strategic Directions

In order to achieve the AVCLP vision, the purpose and the 2019 aspirational targets, three key Strategic Directions have been identified:

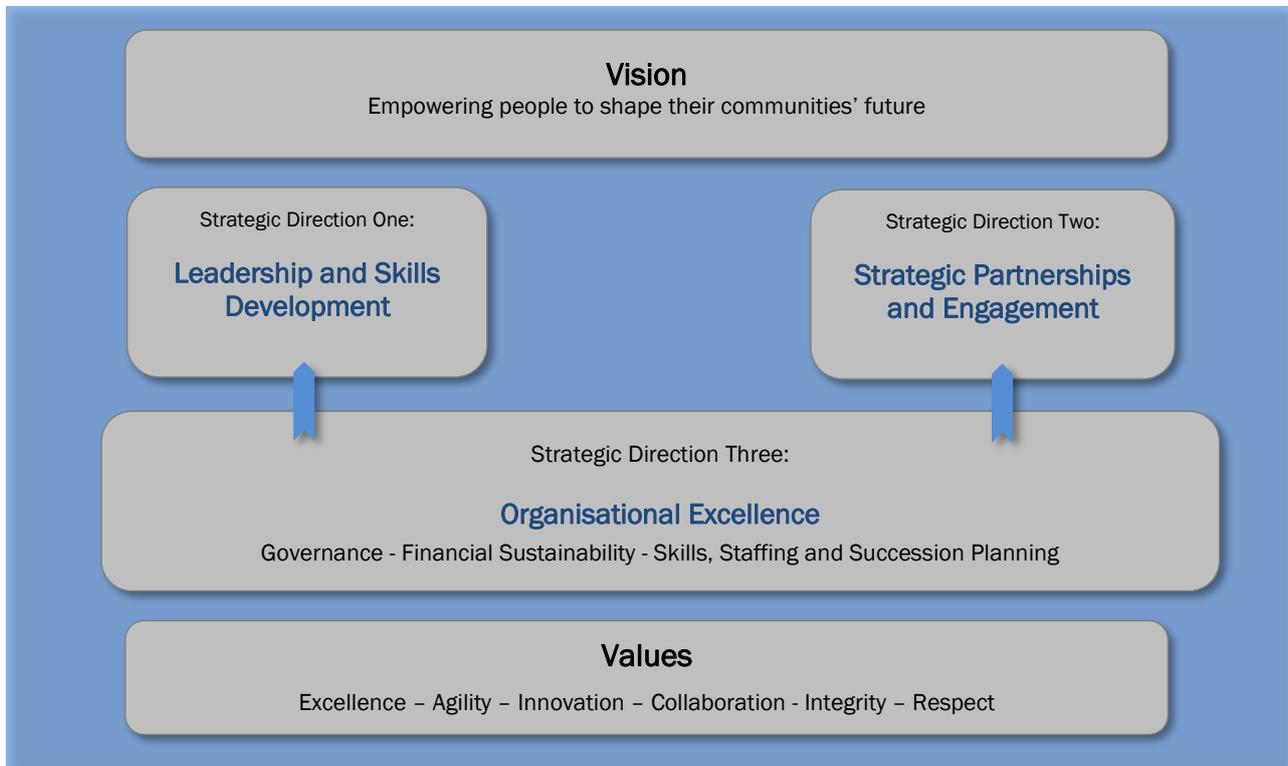


Figure 2: Source: AVCLP Board Strategic Planning session, August 2015

Key Strategies

Strategy One: Leadership and Skills Development

Goals: AVCLP delivers high quality, dynamic and innovative programs to enhance the community leadership capacity of North East Victoria and Border regions.

AVCLP is widely respected and recognised as a key regional resource for leadership development and considered input on leadership matters affecting the region.

Strategy Two: Strategic Partnerships and Engagement

Goals: AVCLP ensures a collaborative and supportive approach to the development of regional leaders across community, government and industry sectors.

AVCLP becomes a key information portal for sourcing leadership opportunities, to enable AVCLP graduates to be well represented on regional, state and national networks.

Strategy Three: Organisational Excellence

Goal: AVCLP demonstrates high quality leadership and management and fosters a positive organisational culture with emphasis on excellence in governance, financial sustainability, continuous improvement and people.

Governance

Goal: AVCLP demonstrates high quality leadership, management and governance

Financial Sustainability

Goal: AVCLP is financially sustainable and responsibly managed, with adequate resources for future innovation and development.

Skills, Staffing and Succession Planning

Goal: AVCLP has a positive and well respected organisational culture; with the right people, processes and plans in place for the future.

AVCLP Program Logic

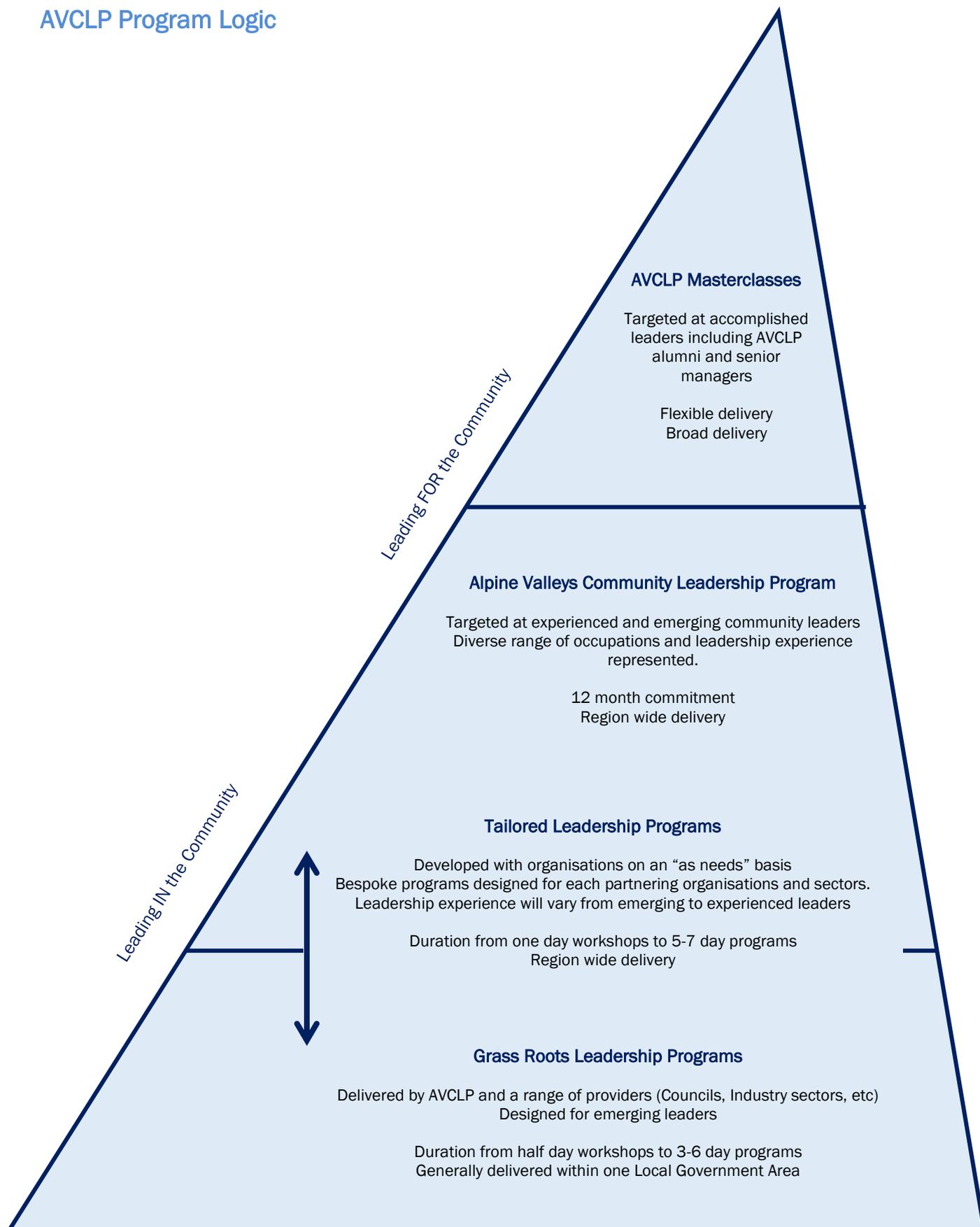


Figure 3: AVCLP Program Logic, derived from the AVCLP Board Strategic Planning session, August 2015

Concepts and Definitions

Grass Roots Leadership Programs

These programs develop participant's skills for "Leading IN the Community". Programs that are about Leading IN the Community are designed to provide participants with the skills, knowledge, and confidence to take on leadership roles in the community (eg: volunteering on the committee of a community organisation)

These are entry level programs designed around building participant's skills and knowledge to enable them to have the ability and courage to speak up, voice opinions, and know a subject.

Tailored Leadership Programs (Projects)

AVCLP designs and delivers a variety of Projects (Tailored Leadership Programs) as bespoke offerings for a range of stakeholders and they can be tailored to suit a range of leadership abilities from emerging to accomplished leaders. Therefore, some programs are designed for those Leading IN the Community, whilst others are designed for those Leading FOR the Community. The value of these programs is that they are designed to efficiently address a specific need of an organisation or community group. The value of Projects for AVCLP includes maintaining community based service to the region, and significant enhancement of the profile and reputation of the organisation.

The AVCLP Annual Program

The Annual Program builds and develops networks, knowledge, skills, and influence for Leading IN the Community and eventually Leading FOR the Community. Over an extended period participants are afforded the space and time to reflect on their place in their community and set goals for future leadership aspirations. The ability to collaborate, influence, network, lead diverse teams, resolve conflict, and produce results are some of the outcomes for the participants of this program.

AVCLP's Annual Program offers something unique to the suite of competing leadership development opportunities: the opportunity for participants to deepen their understanding and connections in their local region, whilst working for an extended period with other community minded people from a range of locations and occupations. The Program fosters a sense of stewardship for the region, stimulates regional pride, and encourages new leaders to lead. The broad local and regional issues covered in the Program are its main strength and its key differentiator. The other benefit of the program is that it showcases local businesses and leaders, providing a value add promotional platform for stakeholders and sponsors.

Master Classes

These programs focus on "Leading FOR the Community" and include programs such as Board Governance and the philosophy of Community Leadership. Masterclasses foster the ability examine complex issues and systems, consider multiple perspectives, and search for deeper meaning behind community problems.

Programs that focus on Leading FOR the community are designed to help individuals handle complex, interconnected issues with multiple stakeholders and long-term considerations. This requires a more expansive worldview, effective negotiation, foresight and future thinking, and a deep understanding of values, beliefs, and bias as well as the ability to lead with questions in multifaceted issues. Leadership roles in this category include positions on Local Government, or as leaders in various industry and association groups.

Reference Documents

The following reference materials were referred to in the development of this Strategic Plan:

| | |
|--------------|--|
| August 2015 | Data collected from AVCLP Strategic Planning Day |
| 2012-2015 | AVCLP Strategic Plan |
| October 2014 | AVCLP Program and Organisational Review |
| 2014-2015 | AVCLP Annual Review |
| March 2015 | Top 10 Recommendations from Organisation Review |
| 2014 | VRCLP Annual Report |
| | AVCLP Website |

Australian Rural Leadership Program Leadership Maturity Framework Used by the Foundation in its leadership development work as adapted from models developed by Loevinger/Cook-Greuter and Torbert.





2016

AVCLP Action Plan

-2019

Alpine Valleys Community
Leadership Inc.

Strategic Direction One: Leadership and Skills Development

Goals: AVCLP delivers high quality, dynamic and innovative programs to enhance the community leadership capacity of North East Victoria and Border regions.

AVCLP is widely respected and recognised as a key regional resource for leadership development and considered input on leadership matters affecting the region.

Desired outcomes:

1. Diverse programs that enhance the leadership capacity of the North East Victoria and border regions.
2. Collaboration to deliver diverse leadership offerings, and to bring the best of leadership development to the region
3. A key regional resource for community leadership development and a source of community leaders

| | Key Actions | Responsibility | When | Measure |
|------------|---|------------------------|---|---|
| 1.1 | Diverse programs that enhance the leadership capacity of North East Victoria and Border regions | | | <p>Annual program oversubscribed. Up to 24 quality participants recruited for the program annually.</p> <p>Review of the Annual Program conducted and report presented to the AVCLP Board at its June meeting annually.</p> <p>Board report presented in July 2018</p> <p>Implement a mentoring program for participants commencing in the 2017-2018 Annual Program year.</p> |
| 1.1.1 | Deliver the AVCLP Annual Program, ensuring that the Program's good reputation is maintained and the Program is over-subscribed each year. | EO Program Coordinator | Annually | |
| 1.1.2 | Regularly evaluate and review our programs to ensure an evidenced based approach to program development and outcomes. Adopt findings of the reviews into future programs | EO Program Coordinator | Annually Program review due June each year | |
| 1.1.3 | Assess alternative, innovative delivery models of the Annual Program to meet changing community needs. | Program Coordinator | July 2018 | |
| 1.1.4 | Research effective methods of introducing a mentoring/pastoral care program for Annual Program participants | Program Coordinator | July 2017 | |

| | Key Actions | Responsibility | When | Measure |
|------------|---|----------------------------|---------------------------|--|
| 1.1.5 | Offer a suite of Masterclasses that focus on Leading FOR the community targeted at AVCLP alumni as well as regional government, business and community leaders. Develop the range of Masterclasses offered in response to market demand. | EO EO | Commence classes in 2016 | An increasing number of Masterclasses are delivered each year. Classes are delivered on a fee for service basis and are financially sustainable. |
| 1.1.6 | In response to community demand, deliver a range of skills based workshops that develop the confidence of community members to lead IN the community | EO | Ongoing | Courses are fully subscribed and financially viable. |
| 1.2 | Collaboration to deliver diverse leadership offerings, and to bring the best of leadership development to the region | | | |
| 1.2.1 | In partnership with stakeholders, design and deliver sector-specific leadership programs that address defined leadership gaps. | EO | Annually | AVCLP is approached to deliver at least two programs annually |
| 1.2.2 | Increase the reach of AVCLP programs by working collaboratively with other VRCLP leadership programs to deliver regional and state-wide leadership events. | EO | 2017 and then annually | At least one regional event delivered from 2017 onwards |
| 1.2.3 | Partner with key stakeholders to bring high-level leaders to the region as guest speakers for dinners, workshops or forums | EO | Annually | AVCLP is recognised as a key regional resource for leadership by stakeholders |
| 1.3 | A key regional resource for community leadership development and a source of community leaders | | | |
| 1.3.1 | Consider pathways that link AVCLP courses to accredited training | EO/ Program Coordinator | July 2017 | Map the Annual Program for key competencies so that RPL can be credited for aligned tertiary courses. |
| 1.3.2 | Develop new programs to broaden our engagement with representatives from a diverse range of geographic, demographic and cultural communities | EO | July 2017 | |
| 1.3.3 | Develop the AVCLP website as a key information portal for community leadership opportunities. | EO | May 2016 and then ongoing | AVCLP website is current and visitation increases each year |

Strategic Direction Two: Strategic Partnerships and Engagement

Goals: AVCLP ensures a collaborative and supportive approach to the development of regional leaders across community, government and industry sectors.

AVCLP becomes a key information portal for sourcing leadership opportunities, to enable AVCLP graduates to be well represented on regional, state and national networks.

Desired outcomes:

1. Sustainable stakeholder engagement process and key partnerships established
2. Alumni actively engaged in community leadership and leadership development
3. Relationship with VRCLP enhanced
4. Improved marketing of AVCLP results in wide recognition and retention and attraction of a range of stakeholders

| | Key Actions | Responsibility | When | Measure |
|------------|---|------------------------|-------------------------------|--|
| 2.1 | Sustainable stakeholder engagement process and key partnerships established | | | Membership and database review undertaken in 2016 and development of an enhanced database undertaken (taking into consideration VRCLP state-wide database requirements). |
| 2.1.1 | Develop and enhance the current AVCLP database of alumni, supporters and community groups. | EO | June 2016 then ongoing | |
| 2.1.2 | Explore opportunities for an expanded and actively engaged membership base | EO | Commence in 2016 then ongoing | |
| 2.2 | Alumni actively engaged in community leadership and leadership development | | | Alumni stories used in marketing collateral, including the AVCLP website and newsletters |
| 2.2.1 | Ensure that the positive reputation of AVCLP is continually enhanced through the organisation's actions and the recording of alumni achievements. | EO Program Coordinator | Ongoing | |
| 2.2.2 | Develop regional thought leader groups ("think tanks") for alumni and regional leaders | EO | 2017-Annually | |
| | | | | First program is piloted in 2017. Develop further programs in response to participant demand |

| | Key Actions | Responsibility | When | Measure |
|------------|---|----------------|------------------------|---|
| 2.3 | Relationship with VRCLP enhanced | | | |
| 2.3.1 | Ensure active collaboration with other leadership programs (including VRCLP members) in order to deliver innovative programs regionally and in a state-wide context | EO | Annually | Undertake events and programs in negotiation with VRCLP members at mutually agreed times |
| 2.3.2 | Ensure that AVCLP has input into VRCLP State directions | Board EO | Ongoing | AVCLP organisational priorities are acknowledged and actioned by the VRCLP Secretariat and VRCLP Board |
| 2.4 | Improved marketing of AVCLP results in wide recognition and retention and attraction of a range of stakeholders | | | |
| 2.4.1 | Enhance AVCLP's marketing to include regular social media postings | EO | June 2016 then ongoing | Enhanced social media presence in a range of platforms but particularly Facebook, Twitter and Linked In |
| 2.4.2 | Develop AVCLP's website as a "go to" resource for leadership news and leadership opportunities in the region. | EO | Ongoing | AVCLP website is current, contemporary and updated at least monthly |
| 2.4.3 | Increase marketing of AVCLP's ability to deliver short courses and tailored leadership programs | EO | June 2016 then ongoing | Increase in requests for delivery of tailored programs |

Strategic Direction Three: Organisational Excellence

Goal: AVCLP demonstrates high quality leadership and management and fosters a positive organisational culture with emphasis on excellence in governance, financial sustainability, continuous improvement and people.

Desired Outcomes:

2. AVCLP demonstrates high quality leadership, management and governance
3. AVCLP is financially sustainable and responsibly managed, with adequate resources for future innovation and development
4. AVCLP has a positive and well respected organisational culture; with the right people, processes and plans in place for the future

| | Key Actions | Responsibility | When | Measure |
|------------|--|---------------------------------------|---------------------|---|
| 3.1 | AVCLP demonstrates high quality leadership, management and governance | | | Internal Board Review conducted annually. External Board review conducted biennially. Key performance measures reported against every six months |
| 3.1.1 | Regular evaluation of the AVCLP Board to ensure continuous improvement in Board member appointment, professional development and governance processes | Board | October Annually | |
| 3.1.2 | Continue to deliver improved business outcomes with a particular focus on: <ul style="list-style-type: none"> • Work of the Board and AVCLP staff • Governance • Strategic plan 2016-2019 • Annual Business plans and key performance measures • Program delivery • Policies and procedures • Risk management | Board EO | Six monthly | |
| 3.1.3 | Implement good governance around AVCLP candidate selection, program offerings and participant outcomes against AVCLP educational framework (skills, knowledge, attitudes etc) | Board EO Program Coordinator | May Annually | |
| | | | | Board Program Sub-committee to determine key determinants for this area |

| | Key Actions | Responsibility | When | Measure |
|------------|--|-------------------------------|------------------------------|--|
| 3.2 | AVCLP is financially sustainable and responsibly managed, with adequate resources for future innovation and development | | | Overall revenue provided by Regional Development Victoria grant funding is reduced to 30% by 2018 |
| 3.2.1 | Investigate alternative income streams via delivery of new or tailored courses | EO | Commencing 2016 then ongoing | |
| 3.2.2 | Develop four year budget framework aligned to AVCLP Strategic Directions (2016-2019) | EO Board Finance Committee | July 2016 | |
| | Key Actions | Responsibility | When | Measure |
| 3.3 | AVCLP has a positive and well respected organisational culture, with the right people, processes and plans in place for the future | | | Staff performance management demonstrates consistent alignment with AVCLP Strategic Directions and desired outcomes. |
| 3.3.1 | Develop and implement a key staff and Board succession planning approach | Board EO | October 2016 | |
| 3.3.2 | Further develop key strategic partnerships and networks to improve access to a diverse skills based resources pool for Board and staff | Board EO | October 2016 | |
| 3.3.3 | Staff Position Descriptions and Performance Management Framework developed in alignment with AVCLP Strategic Directions (2016:2019) and Business Plans, and reviewed annually. | Board EO | August 2016 | |
| 3.3.4 | Encourage a culture of continuous improvement for the organisation through the provision of Professional Development opportunities for staff and Board members. | Board EO | Annually | |