



2015-2019

VRCLP Strategic Plan



Katrina Baddeley

Victorian Regional Community
Leadership Programs Secretariat Inc.

November 2015

Table of Contents

Introduction	2
Background	3
Our Vision.....	5
Our Strategic Imperatives.....	6
Supporting Sustainability and Collaboration of RCLPs	7
Building the Capability of RCLPs.....	9
Raising the Profile of RCLPs.....	11
Demonstrating the Impact of RCLPs.....	12

Introduction

The purpose of the Victorian Regional Community Leadership Programs Secretariat Inc. (VRCLP) Strategic Plan is to describe the strategic imperatives and actions that will support the Regional Community Leadership Programs (RCLP) in achievement of the corporate vision.

An important aspect of any strategic plan is to consider any external and/or internal changes which may impact on our operations. Change impacting within the regions may stem from internal factors such as organisational resources (human, physical and financial), existing RCLP strategies, organisational structure, corporate culture and history. Change impacting from external sources on RCLPs may stem from factors such as current and future economic, labour market changes, political and legal changes, social, demographic, industry trends and/or cultural and international factors.

The strategic planning process of the VRCLP Strategic Plan will:

- Consult and communicate with VRCLP board to ensure the strategy aligns with the key objectives of the organisation;
- Ensure the strategy is adaptable to meet the changing business requirements and is aligned with RCLP and Government strategies;
- Identify key opportunities within the scope of VRCLP, to ensure the strategic plan is responsive to change;
- Set objectives and establish a framework for integrating objectives, to ensure the strategic plan is appropriate;
- Prioritise, and co-ordinate action areas to address opportunities, to ensure the strategic plan is feasible;
- Identify resources (financial, human, time and materials), to ensure the strategic plan is sustainable;
- Identify risks and controls to support the VRCLP strategic plan; and
- Monitor and report progress and review and evaluate the strategic plan, to ensure accountability.

Annually the VRCLP board reviews the strategic plan and agrees key deliverables for the CEO to implement that are in line with the strategic imperatives.

Background

The VRCLP was established with support from Victorian State Government in 2012 to support the Regional Community Leadership Programs (RCLP). VRCLP was established as an Incorporated Association in June 2013.

Regional Community Leadership Programs



Members include:

- Alpine Valleys Community Leadership Program
- Fairley Leadership (Goulburn Murray)
- Gippsland Community Leadership Program
- Leadership Ballarat & Western Region
- Leaders for Geelong
- Leadership Great South Coast
- Leadership Wimmera
- Loddon Murray Community Leadership Program
- Northern Mallee Leaders and
- Rivers & Ranges Community Leadership Program

Funding support from the Victorian Government through Regional Development Victoria (RDV) had provided each of the RCLPs with funding security until 2015. A further four-year funding commitment commenced in July 2015. This together with funding for VRCLP provides an opportunity to leverage support from a number of areas in order to ensure the long term viability of RCLPs and the VRCLP.

The RCLPs are designed as experiential programs and reflect the diverse needs of the communities, leadership and volunteering within rural and regional Victoria. The program participants are taken on a journey of discovery about issues affecting their regions, Victoria, Nationally and Internationally. Nine (9) programs run for 12 months culminating in a graduation ceremony at the conclusion of each program. The Leaders for Geelong's program is a two-year program with the second year focused on project delivery.

VRCLP and RCLPs facilitate opportunities for alumni to play a role working in the leadership space providing opportunities for sharing their skills and expertise and for further capacity building both locally, regionally and at a state or national level. The need for the alumni to drive their own actions is part of their leadership growth, VRCLP's role will provide options for connections.

Our Vision...

Leaders in Leadership | Supporting the development of Victoria's Community Leaders.

Our Mission...

Developing leaders capable of tackling regional Victoria's biggest challenges.

Our Values...

Leadership: Lead from the front to shape a better future

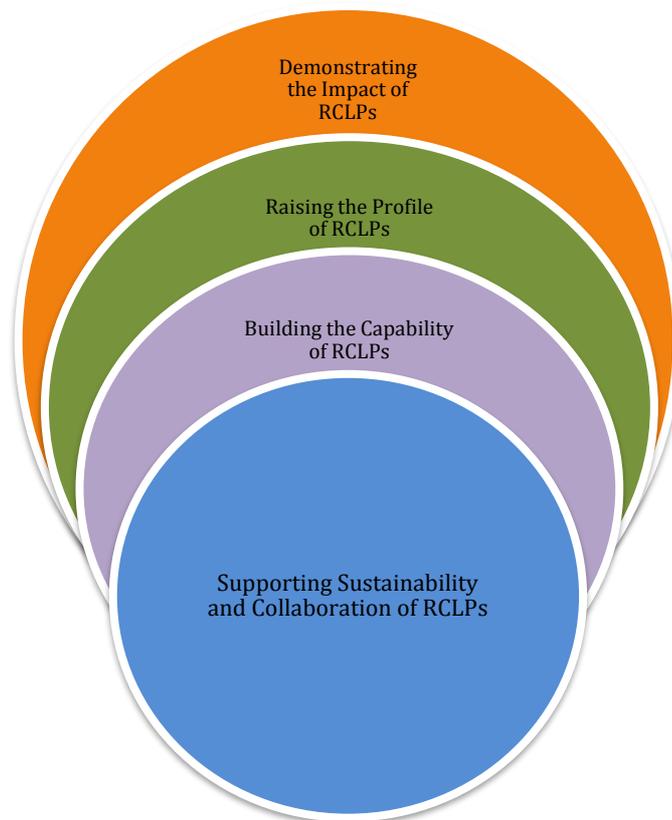
Collaboration: Leverage our collective impact and value diversity

Community: Embody collective responsibility and actively contribute to society

Innovation: Fostering creative ideas

Our Strategic Imperatives...

VRCLP will focus on four strategic imperatives as depicted below.



The strategic imperatives will ensure VRCLP continues to represent the member organisations at a State and National level, each level of engagement ultimately ensures VRCLP and the RCLPs are recognised as the peak organisations for leadership development of rural and regional community leaders.

Supporting Sustainability and Collaboration of RCLPs

Central to the success of VRCLP and RCLPs is our ability to be sustainable and grow our collaboration and leadership influence through and across multiple leadership avenues.

Critically, we need to ensure the economic and social sustainability of VRCLP and RCLPs to provide for a long-term competitive advantage that is not easily duplicable or exceeded by others.

Our ability to maintain or support VRCLP and RCLPs activity, processes and collaboration over the long term is achieved by:

1. Employing existing resources (people, physical, financial) optimally so that a responsible and beneficial balance can be achieved over the longer term, using the assorted assets of VRCLP and RCLPs efficiently to allow programs to continue to meet the diverse needs of the regions.
2. Developing processes and structures which not only meet the needs of current members but also support the ability of future generations to maintain a vibrant and sustainable community.
3. Harnessing the power of collaboration across the RCLPs.
4. Ensuring key deliverables will be assessed on a value add basis and delivered according to agreed annual budgets.

Strengthening the networking and collaboration of Regional Community Leadership Programs at a state and national level by thinking in terms of:

- Secretariat
- Individual programs
- Building trust
- Increasing partnerships (working with others to improve community outcomes)
- Need to invest for the future
- Looking for opportunities to finance within the region

Key Deliverables:

- Foster further collaboration of programs by expanding Combined Program day;
- Implement fee for service Regional Leadership Symposiums/Events to foster learning across multiple Leadership Networks;

- Form strong regional, state and national alliances with key partners to diversify income streams;
- Scope the implementation of a state-wide Integrated Management System (IMS)
 - allowing for greater clarity of and efficiency of data collection and evaluation
 - providing stronger connection of leadership networks beyond individual programs;
- Develop and implement a business model for VRCLP to be financially sustainable beyond 2019. To diversify income streams including from Corporates, Philanthropic, Government and other revenue (e.g. fee for service);
- Facilitate opportunities for RCLPs to share best practice program modelling and evaluation;
- Explore opportunities to identify, discuss, evaluate, approve and implement state-wide efficiencies that can be gained through innovation;
- Consider options for expansion of (paid) member organisations to join VRCLP beyond regional Victoria; and
- Explore opportunity for VRCLP to apply for Tax Concession Charity (TCC) status.

Building the Capability of RCLPs

VRCLP will build the capability and capacity of RCLPs through the provision of support, advice, information and professional development of staff/board/committee members. This will ensure RCLPs continue to be solid, respected, valued locally and regionally and seen as the Leadership Capacity Building Program of choice.

Key areas of focus will include:

1. Professional Development opportunities:
Plan and implement professional development programs for the ongoing development of staff, board and committee members.
2. Support contemporary program practice and methodology by:
 - a. Researching best practice new / enhanced program delivery models
 - b. Researching best practice leadership methodology
 - c. Investigating opportunities for program efficiencies through state-wide supply agreements
 - d. Facilitate and support RCLPs to review, evaluate and evolve program design.
3. Scope the implementation of a state-wide Integrated Management System (IMS) for best practice collection and sharing of information.
4. Strategic networking: - develop and strengthen key stakeholder relationships in order to foster strategic networking opportunities that may be used to leverage greater outcomes for RCLPs.

Key deliverables:

- Professional Development opportunities:
 - The VRCLP annual conference will be expanded to connect staff/boards/committees to achieve a greater level of engagement and collaboration with current and future member organisations
 - VRCLP will be the conduit for sharing or providing opportunities for rural and regional people to attend professional development on new trends/ideas on leadership, collective impact, peer to peer learning, think tanks, etc.;
- Build and foster strong long term partnerships with key organisations to ensure capacity building across rural and regional communities is maintained beyond program reach;
- Facilitate the collaboration of Leadership Networks beyond programs
- Provide opportunities to develop program staff/boards/committees with social media and other collaboration tools;

- Provide opportunities to share delivery models and methodologies across member organisations;
- Evaluate and assess innovative leadership capacity building methodologies adopted by RCLPs; and
- VRCLP will scope a social and economic state-wide outcomes evaluation framework.

Raising the Profile of RCLPs

VRCLP will monitor and implement stakeholder engagement and communication programs raising the profiles of leadership programs across rural and regional Victoria with a view to:

1. Be the leading voice in Community Leadership
2. Increase funding and sponsorship arrangement at a state level to enable the ongoing sustainability and growth of existing programs and new program offers.
3. Increasing participation rates and diversity of candidates.

Key Deliverables:

- Grow the capacity and influence of community leaders beyond their own regions;
- Facilitate, through the development and implementation of a state-wide engagement strategy, capacity building of state-wide alumni beyond program year;
- Develop and implement a state-wide communication strategy including social media campaign to raise the collective profiling of programs; and
- Establish and implement state-wide Ambassador Program to promote value of programs across rural and regional communities (Ambassadors can come from within or external to programs).

Demonstrating the Impact of RCLPs

Continue to build awareness and understanding of the impact of our programs through robust research (new trends, program design, etc.), program and VRCLP evaluations and evidence regarding best practice and innovation in order to ascertain the financial, social and environmental impact and benefits to our communities.

Using and applying the information to demonstrate the impact of RCLPs we are:

1. Building the narrative (capture peoples imagination)
2. Building partnerships (providing value for money, linkages and leveraging)
3. Improving content (sharing practices, never relax about your programs)
4. Understanding our Economic and Social impact
5. Facilitating opportunities to get more people involved locally, regionally and a State or National level.

Key Deliverables:

VRCLP will facilitate and grow the collection, analysis and evaluation of data across member organisations to measure and assess the RoI to funders by measuring social and economic impact. This will be achieved through:

- State-wide stakeholder data collection, analysis and evaluation of information through the lens of participant, organisations and community;
- Storytelling – produce publications on community projects, alumni reflections; and
- Analysing collective impact and evaluation beyond regional Victoria.