

Strategic Plan 2017-2019



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Introduction

The purpose of the Northern Mallee Leaders Inc. (NML INC.) Strategic Plan is to describe the strategic imperatives that will support NML Inc. in achievement of the corporate vision. The Strategic Plan is a key component of the NML Inc. Business Plan and will be executed through the Business Operational Plan which outlines in detail the tactics to ensure the successful implementation of this Strategic Plan.

An important aspect of any strategic plan is to consider any external and/or internal changes which may impact on our operations through the Environmental Scan. Change impacting within the regions may stem from internal factors such as organisational resources (human, physical and financial), existing NML INC. strategies, organisational structure, corporate culture and history. Change impacting from external sources on NML INC. may stem from factors such as current and future economics, labour market changes, political and legal changes, social, demographic, industry trends and/or cultural and international factors. These factors were considered as part of the strategic planning process through an Environmental Scan phase.

The strategic planning process of the NML INC. Strategic Plan includes:

- Consultation and communication with NML INC. board to ensure the strategy aligns with the key objectives of the organisation and in line with the internal and external environment;
- Determination of an adaptable strategy to meet the changing business requirements and is aligned with Government strategies;

- Identification of key opportunities within the scope of NML INC., 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;

- Prioritisation, and co-ordination of action areas to address opportunities, to ensure the strategic plan is feasible;

- Identification of resources (financial, human, time and materials), to ensure the strategic plan is sustainable;

- Identification of risks and controls to support the NML INC. strategic plan;

- Alignment and development of key operational plans to implement the strategy; and

- Monitoring and reporting of progress and review and evaluation of the strategic plan, to ensure accountability, utilising the “Balanced Scorecard” methodology for determinants of success for strategy implementation.

Bi-annually the NML INC. board reviews the strategic plan and agrees key deliverables for the EO to implement that are in line with the strategic imperatives.

A suite of key operational plans aligned to the Strategic Plan inform the implementation activity and include: Marketing & Communications, Stakeholder Engagement, NMLP Recruitment, alumni, Risk Management and Fundraising.

Background

Northern Mallee Leaders Inc. (NML Inc.) is one of ten regional community leadership organisations operating across Victoria to develop leaders for vibrant and sustainable communities. NML Inc. became an Incorporated Association in January 2016.

Servicing north-west Victoria, NML Inc. includes the communities of the Mildura region, Wentworth Shire, Robinvale, Ouyen and the Mallee Track.

The Northern Mallee Leaders Program (NMLP) is the flagship program of NML Inc. and is tailored to meet the specific needs of the Northern Mallee region with participants being exposed to an experiential learning program that reflects the needs of the region. NMLP first began in 2008, with a second program intake in 2009 before going into recess at the start of 2010. In August 2012, the Victorian Government announced funding to re-establish the NMLP starting in 2013.

NMLP is an annual program delivered from February to November and aims to develop the skills, knowledge, confidence and networks of participants to prepare and support them in active community and industry leadership roles.

The program involves structured workshops, speakers, tours and events over a 9-month period, during which time participants will be exposed to the nature and needs of their rural communities. There will be training in public speaking, media skills, effective communication, working in groups and governance. Learning styles will vary and participants will be encouraged to explore their own learning and leadership styles in a supportive environment.

The total NMLP graduate numbers to date is 141. These graduates have achieved a greater understanding of the region, developed their personal leadership skills and have strengthened their networks.



Our Vision...

Transformational leadership across the Northern Mallee

Our Mission...

Developing people in active business and community leadership roles

Our Values

Leadership
Integrity
Respect
Collaboration
Diversity and Inclusion
Excellence
Dynamic Enterprise
Realising Potential

The Environmental Scan

S.W.O.T. Analysis

Strengths

Great flagship program

- Well priced
- Unique
- Competitive advantage

Competent and capable staff and team

Good culture

\$\$ four years funding secured

Community support

Brand is recognised locally

Freshness of alumni – established

VRCLP – network and involvement

Independent entity – NML Inc. - local

Good established relationship with four key orgs; MRCC, RDV, MADEC and MDC

On the way to being financially well managed

Regional network to draw on

Community impact through projects

Graduates – demonstrating leadership outcomes – leverage this

Weaknesses

Reliance on Govt. Funding

No strong 'elevator pitch' or unique value proposition

Control of the brand

Governance (skills based board and commitment)

Regional presence/brand (we are well known in Mildura)

Range/diversity of stakeholders

Alumni as a resource/known presence

Collection of data (impact, case studies)

Policies and procedures

Technology

- Data collection
- Shared files

Succession planning

- Board
- Staff

Pricing of program (for income)

Reliant on one LGA

Opportunities

Diversification = sustainable and relevant

- Beyond flagship program
- E.g. Educational intense one week program
- Youth
- CALD
- Other offerings to leverage from e.g. LV
- New Emerging communities
- Think tanks e.g. B2B

Commercial

- Partners
- Advocates
- Investors
- Champions

\$\$ funding streams

- FRRR
- Corporates
- Fundraising
- Membership fees

Leverage VRCLP Member benefits

Alumni

- Engagement
- Masterclasses
- Fees

Govt Network

- All tiers
- Across govt agencies

Community Projects

Stretching to include global connections (leveraging this)

Data information

- Sharing stories
- Teaching people how to tell their stories
- Infographics
- New IMS dashboards

Technology

- Diverse Speakers/presenters
- Engage rural remote communities and businesses
- Video conferencing
- Webinars

Marketing

- Brand
- Alumni
- Ambassadors
- GROW (equiv for NML Inc.)

Organisation

- Staff
- Board
- Governance
- Succession planning
- Risk management

Threats

Funding post 2019

Not being self sufficient
Competition (LV, Govt, Private)

Lack of Relevance

- Demographics/Millennials
- Regional Issues
- Methodology/Design

No Advantage over competitors

Business/Community disengaged

- \$\$ support (incl in-kind)
- Interest
- Relevance
- Support through participation

Management/Staff – knowledge transfer/loss

Changing workforce

- Freelancers
- Part time
- Corporate

Geographical spread

Population base

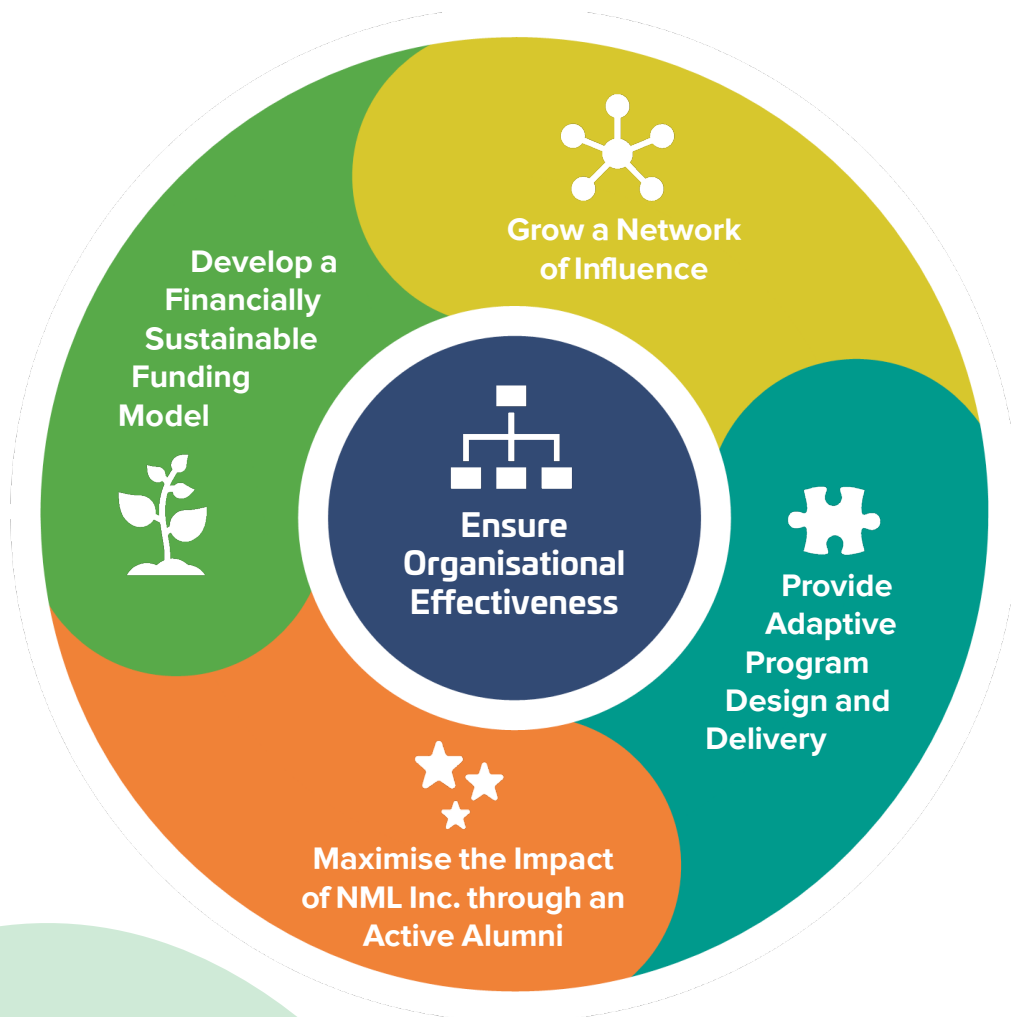
Technology – not updating/relevance

Confidentiality

Reputation

Alumni disengaged

Our Strategic Imperatives



The priority strategic imperatives are:

- Developing a Financially Sustainable Funding Model
- Grow a Network of Influence

It is recognised that the other three imperatives are occurring and will continue to have a focus but the immediate priorities are aligned with those above especially at the Committee of Management and Executive Officer level.

GOAL #1 We develop leaders

Objective One

- To provide an adaptive program design and delivery

KPI

- 25 NMLP participants recruited annually
- 90% completion rate annually
- 80% attendance rate annually
- 90% satisfaction rate in end-of-program participant survey
- 1 x new NML Inc. initiative annually

Strategy

- 1.1 Effectively running and continuously improving the NMLP as the flagship program
- 1.2 Developing and implementing the post-program survey Action Plan for continuous improvement of NMLP
- 1.3 Assessing community, business and stakeholder need for leadership development
- 1.4 Creating new products and methods to develop leadership and to complement the flagship program

GOAL #2 We are sustainable

Objective Two

- To develop a financially sustainable funding model

KPI

- Increase revenue (non-government) by 10% annually
- Maintain RDV (government) funding 2017-2020

Strategy

- 2.1 Developing, implementing and reviewing the effectiveness of sponsorship options
- 2.2 Investigating and adopting innovative funding options to diversify revenue streams
- 2.3 Hosting and partnering key leadership initiatives in the region
- 2.4 Creating new service delivery options with a funding stream

GOAL #3 We grow networks

Objective Three

- To grow network of influence

KPI

- 90% repeat organisational representation in NMLP
- 10 new businesses as supporters or sponsors
- Increase social media activity by 10% over the year

Strategy

- 3.1 Facilitating key strategic stakeholder relations
- 3.2 Participating in state-wide and national leadership networks
- 3.3 Leading a regional dialogue of key issues to enhance the profile of NML Inc. and stimulate new *voices* in determining solutions to opportunities and challenges across the community
- 3.4 Participating in community activities and programs that enhance our network of influence

GOAL # 4 We develop our graduates

Objective Four

- To maximise the impact of NML Inc. through an active Alumni

KPI

- 40% Alumni actively involved/engaged with NML Inc.
- 95% Alumni contacts maintained
- 40% Alumni attended events
- 3 case studies – graduate achievements, community project outcomes and impact including social and economic contribution
- 90% Alumni represented on Community/government organisations
- Benchmark community project dollar value

Strategy

- 4.1 Enhancing the structure and support model for Alumni
- 4.2 Engaging Alumni through effective communications and interaction
- 4.3 Supporting, tracking and reporting on community projects initiated by program participants and continued post-program
- 4.4 Measuring and evaluating the impact of NMLP and graduate outcomes

GOAL # 5 We are a well-controlled organisation

Objective Five

- To ensure organisational effectiveness

KPI

- 6 x Committee of Management meetings per year which consistently have quorums
- 0 breaches in agreements
- All key governance documentation established, maintained and communicated
- Unqualified financial statements
- All staff with established KPIs and annual performance review
- Operate within the annual budget framework

Strategy

- 5.1 Developing, implementing a suite of strong governance documentation
- 5.2 Effectively managing contractual arrangements and ensuring all contractual milestones are met
- 5.3 Building the capacity and effectiveness of our people to innovate, expand on and capture and share our knowledge
- 5.4 Maintaining appropriate financial controls, auditing and reporting processes and implementing the Risk Management Framework, policies and systems

Monitoring and Review

The strategic plan has a number of both financial and non-financial Key Performance Indicators. These KPI's will be reported with a "traffic light" indicator to highlight whether performance is on or better than target (green); a little less than target, but not major concern (amber) or below target and of some concern (red). A brief description of the reason and actions being taken for amber and red items will be included. In this way, the Board is constantly having its attention drawn to the outcomes expected under the strategic plan.

Bi-annually the NML Inc. board reviews the strategic plan and agrees key deliverables for the Executive Officer to implement that are in line with the strategic imperatives.



Get with the Program!
Learn more at **nml.org.au**

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