



# Goulburn Murray Community Leadership

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## Our Vision

To see positive change in Goulburn Murray regional communities driven by local community leaders.

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## Our Purpose

Creating a catalyst for positive change by cultivating a willing, ready and able pool of community leaders.

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## Our Why

We believe in the power and necessity of community leadership to more effectively address the complex issues and critical opportunities in our region.

# 2020 – 2023 Strategic Plan

*(Endorsed Board Meeting 18<sup>th</sup> May 2020)*

## Our 2020 -2023 Strategic Objectives and Measures

2020-2023 STRATEGIC OBJECTIVES	OUR ORGANISATION & GOVERNANCE	OUR PROGRAMS FOR DEVELOPING COMMUNITY LEADERS	OUR MARKETING & IDENTITY	OUR STAKEHOLDER ENGAGEMENT (ADVOCACY & ALUMNI)	OUR FINANCIAL SUSTAINABILITY
	The Board and staff of GMCL will strive to ensure functions, structures and cultures are aligned with organisational vision and purpose leading to highly effective Governance.	GMCL will strive to further strengthen regional leadership capacity through the delivery of contemporary programs that will have high impact in our community for the future.	GMCL will have a high profile and identity within the region supported by a Communications and Marketing Plan.	GMCL in partnership with the Alumni and key stakeholders will provide a suite of opportunities to grow and build capacity, ensuring an ongoing positive impact on regional leadership.	GMCL will be future focused, ensuring long term sustainability of the organisation, people and program offerings through development of long-term financial business plan.
	<b>Objective 1.1</b> Board, Governance and organisation structures and operations are aligned with organisational values, purpose and directions	<b>Objective 2.1</b> Deliver a contemporary range of leadership offerings to meet the needs of leaders of differing levels and experience within our community	<b>Objective 3.1</b> Grow the GMCL branding and awareness through a contemporary Marketing Strategy and aligned Communications and Engagement Plan	<b>Objective 4.1</b> Develop and implement an advocacy model based on stakeholder analysis and identify opportunities to align with future partners	<b>Objective 5.1</b> To be a financially sustainable organisation with the capacity to deliver our strategic objectives
	<b>Objective 1.2</b> Board performance evaluated and improvements implemented	<b>Objective 2.2</b> Leadership programs offered are developed with a sound evidence-based design and content	<b>Objective 3.2</b> Raise awareness of alumni, their achievements and positive impacts within the community	<b>Objective 4.2</b> Create and implement an advocacy action plan	<b>Objective 5.2</b> To model the costs of the GMCL program delivery to ensure that program changes are made in consideration of ROI.
	<b>Objective 1.3</b> Board and operational decision-making are supported by best practice policies, processes and frameworks	<b>Objective 2.3</b> Evaluate options for pathway and post-graduation programs that lead into and add value to the Fairley Leadership Program	<b>Objective 3.3</b> Raise brand awareness of Goulburn Murray Community Leadership and the outcomes and value delivered to stakeholders through the suite of leadership offerings	<b>Objective 4.3</b> Ensure alumni are active, engaged and contributing to the community leadership at a range of levels	<b>Objective 5.3</b> Establish a range of sustainable income streams including philanthropic funding, enhanced sponsorship and where appropriate income generating programs and projects
	<b>Objective 1.4</b> Organisation performance including EO is tracked against the 2020-2023 Strategic Plan	<b>Objective 2.4</b> Implement the state-wide Monitoring, Evaluation and Review model to provide better data and benchmarking opportunities for our leadership programs and outcomes			
2023 MEASURES OF SUCCESS	<b>Measure 1.1</b> Board members are appointed with appropriate skills and the gender and cultural diversity reflecting the Goulburn Murray community	<b>Measure 2.1</b> Leaders throughout the region have access to a broader range of leadership development offerings, where the content and delivery is based on the state-wide L&D Framework	<b>Measure 3.1</b> All leadership programs are oversubscribed and attract high calibre applicants representative of the diversity of our community	<b>Measure 4.1</b> Access to bi-partisan political support of the GMCL from appropriate levels of government particularly the Victorian State Government	<b>Measure 5.1</b> A three-year financial plan which includes clear revenue and expenditure targets and identified revenue streams will have been in place and monitored at each Board meeting
	<b>Measure 1.2</b> Annual Board and organisation health evaluation processes undertaken and recommendations implemented	<b>Measure 2.2</b> Alumni of the leadership programs are well equipped to deal with the major contemporary issues affecting the community and are visible and represented in community leadership roles	<b>Measure 3.2</b> Stakeholders and general public are aware of the suite of leadership programs available and view them positively	<b>Measure 4.2</b> Relationships with stakeholders are strengthened through implementation of the Advocacy Action Plan	<b>Measure 5.2</b> Financial resilience achieved (not reliant on external funding from a majority or single funding source)
	<b>Measure 1.3</b> Cyclically review of policies, procedures and systems to ensure they are fit for purpose and promote excellence	<b>Measure 2.3</b> The GMCL offers a suite of targeted leadership programs and options for the purpose of a pathways to FLP and value adding for existing FLP alumni	<b>Measure 3.3</b> Alumni stories are known, and alumni are recognised as community leaders	<b>Measure 4.3</b> Alumni are actively engaged in community issues and undertaking leadership roles in the region	<b>Measure 5.3</b> The Flagship program is delivered within financial constraints with no impact on perceived value and ROI
	<b>Measure 1.4</b> Fully implemented annual tracking and reporting process of EO and organisation performance against the 2020-2023 Strategic Plan	<b>Measure 2.4</b> Social Suite and the MER Framework will be fully implemented and informing decision making, marketing and communications	<b>Measure 3.4</b> The Communications and Marketing plan is implemented and monitored for success		