

Strategic Plan Facilitation Information Booklet



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Contents



01 Introduction

02 Strategic Planning Process

04 Demonstrated Expertise

06 Curriculum Vitae of Facilitators

1. Introduction

Our Strategic Planning Process encapsulates the robust, time-efficient planning techniques. It provides a focused, vision-driven strategic plan that embeds the strategic plan into the Governance and operational framework of the organisation. Powerful success measures, a unique ethics filter, strategic reporting frameworks and strategic thinking processes are end results of our Strategic Planning process.

Steven Bowman and Jodie Willmer are two of the most experienced strategic plan facilitators available, with extensive knowledge and expertise that provides unique and powerful strategic plans that work. They have worked with some of the world's most experienced strategic planners, and have facilitated and taught strategic planning to many hundreds of organizations, continually updating methodology to encompass the best and most efficient strategic planning methods.

Our process has been created to encapsulate the four key components of a successful strategic plan:



Well Informed

The strategy process is continuously updated through a deliberate search for new, alternative and early information (weak signals of change).



Well Constructed

The strategy is written in such a way that ensures clear directions are set, operational prerogatives are defined, responsibility areas assigned and flexibility is catered for.



Well Considered

The strategy has considered a myriad of potential options and outcomes likely to emanate from those outcomes, including risks, ethical implications, and unexpected events.



Well Implemented

The strategy is implemented to the best of the organisation's ability, barriers to implementation are removed and the organisation actively seeks to learn from its results to improve further next time around.

2. The Strategic Planning Process

2.1 Process

The following is the proposed process for the Strategic Plan facilitation session:

- 01.** Collection and analysis of key documents by facilitator (constitution, annual report, financials, last three Board minutes, strategic documents as agreed)
- 02.** Agree who should be on the planning team. We recommend that the Board/senior staff be invited, plus key stakeholders who understand the environment in which you work eg key staff, key members, your major funding body etc. A team of between 15 to 20 people works very well.
- 03.** Develop and circulate strategy survey to selected individuals including the planning team and key staff, collect survey returns and summarise relevant issues in readiness for planning team facilitation day.
- 04.** The strategic plan document will be written by the facilitator and will be available within three days of the strategic plan facilitation. This document will also include recommendations for implementation at Board and staff levels.

“I found [Conscious Governance’s] facilitation excellent and better than I have witnessed in the last 25 years... [They] not only reviewed the Vision Statement but completed a SWOR analysis leading to four key strategic domains with actions, delivery, risk assessment and success measures for each domain...At all times, participants were engaged and involved throughout the planning process.”



— Ted Rayment, CEO, Swan Hill District Health

2.2 Proposed Content

(9:00am-2:30pm)

1. Developing or reaffirming the Vision/Mission of your organisation
2. Using your Vision/Mission statement as a strategic filter to develop and assess new and existing programs
3. Developing Alternative Future scenarios for plausible futures facing your organisation and impact on business processes-Backcasting process
4. Developing measures of success for your organisation
5. A Strengths, Weaknesses, Opportunities and Risks (SWOR) environmental filter analysis.
6. Analysis of survey returns and SWOR results
7. The impact of identified risks on your risk management plan
8. Developing the alternative key strategies for your organisation
9. Agreeing and prioritising key strategies
10. Developing Action Plans to achieve the identified Strategies
11. Impact analysis between the SWOR, Vision and Strategies.
12. Establish the Strategic Action plans for all agreed strategies. This will include a description of the project, the project scope, the resources necessary for implementation, a start date, finish date, project manager, success measures, ethical considerations and risk identification. There are likely to be between three and five Strategic Action plans per strategy.
13. Strategies for ensuring that the strategic plan is carried out at the various levels, including reviewing the strategic plan regularly, and strategic thinking processes.
14. Strategies for embedding the strategic plan into performance measures and job descriptions at all levels of the organisation
15. Show how to develop gaant chart to review timelines

A smaller group (CEO, Chair and facilitator) will be required that evening for around 3 hrs to finalise the strategic plan and ensure that timelines are reasonable. Sample strategic plan reporting formats will be provided.

2.3 Facilitation Fee

Upon Request

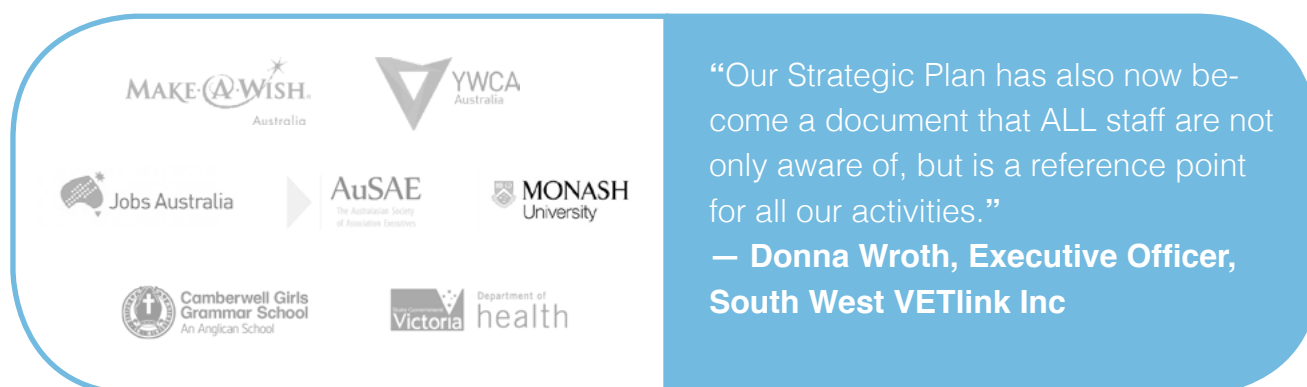
2.4 Program Schedule

This program will be scheduled for a date that suits. It is understood the 10th February is the preferred date. We are not aware of any potential or actual conflict of interest in relation to conducting this project.

3. Demonstrated Expertise

3.1 Similar Commissions

Our personnel have provided high quality Strategic Planning facilitation services for Not for Profit and community based organisations for over twenty years. These services have included full organisational reviews, strategic planning facilitation, project management of full operational implementation of strategic plan outcomes, and Board/Committee of Management Advisory services. Other organisations that Steven Bowman has facilitated the Strategic Planning process recently include:



Dianella Community Health
 Yarrowonga Health
 Kyabram District Health
 St Vincents College Potts Point
 Camberwell Girls Grammar School
 Chisholm Institute of TAFE
 Lowther Hall Anglican Grammar School
 Southern Cross University
 Adult, Community and Further Education, Department of Education & Training, Government of Victoria
 Swan Hill District Health
 Cobram District health
 Bass Coast Health
 Nillumbik Health
 Timboon & District Health Service
 Wimmera Health Care Group
 Common Equity Housing Ltd
 Arthritis & Osteoporosis Victoria
 EBL Disability Services Inc
 Housing Plus
 Kurrajong Waratah
 ADACAS
 St Laurence
 Sunraysia Rural Counselling Service Inc.

Tenpin Bowling Australia
 Westvic Staffing Solutions
 Regional Development Australia Pilbara
 Common Equity Housing Ltd
 Yarra Community Housing
 Prahran/Malvern Community Housing
 Kooyong Lawn Tennis Club
 Australasian Society of Association Executives
 Planning Institute of Australia
 Taxi Council of Queensland
 Master Electricians
 Queensland Aged and Disability Advocacy Ltd
 ASPIRE (on behalf of Department of Health Victoria)
 New Horizons
 Job Centre Australia
 Hutt Street Centre
 Consult Australia
 Australian Self-Medication Industry
 WentWest Ltd
 General Practice NSW
 The Australian Lung Foundation
 Eastern Ranges GP Association
 NSW Central West Division of General Practice
 Riverina Division of General

Practice & Primary Health
 Association of Building Sustainability Assessors
 Communicare Inc
 Mayflower Group (Aged Care)
 PGA of Australia
 The Queensland Alliance (Peak Body for Mental Health)
 Therapeutic Guidelines Ltd
 Tinonee Gardens (Aged Care)
 Catholic Social Services Australia
 Water Quality Research Australia
 Association of Building Sustainability Assessors
 Communicare Inc
 Mayflower Group (Aged Care)
 PGA of Australia
 The Queensland Alliance (Peak Body for Mental Health)
 Therapeutic Guidelines Ltd
 Tinonee Gardens (Aged Care)
 Catholic Social Services Australia
 Association of Building Sustainability Assessors
 Communicare Inc
 Mayflower Group (Aged Care)
 PGA of Australia
 The Queensland Alliance (Peak Body for Mental Health)
 Therapeutic Guidelines Ltd
 Tinonee Gardens (Aged Care)

3.1 Similar Commissions cont.

Catholic Social Services Australia	Association	Inner West Sydney Medicare Local
Water Quality Research Australia	St Johns Youth Services	Australian Water Association
Australian Self-Medication Industry (ASMI)	SIDS and Kids	Chiropractors Association of Australia
Kooyonga Golf Club	BEST Inc	National Employment Services Association
Gippsland Local Government Network	Diving Australia Mary Godden	Master Locksmiths Association of Australia
Wellington Shire Council	Law Institute of Victoria	Migration Institute of Australia
Feros Care	New Horizons	Goulburn Valley Division of General Practice
Multicultural Aged Care Services	Australian College of Mental Health Nurses	Murrumbidgee Medicare Local
Make A Wish Foundation	Murdi Paaki Regional Enterprise Corporation Ltd	Grampians Medicare Local
Children's Book Council of Australia	SouthWest Healthcare	Gippsland Women's Health Service
Australian Public Health Association	Goulburn Valley Health	South East Sydney Medicare Local
Communications Alliance	Yea Hospital	Victorian Healthcare Association
Landscape Contractors	Ballarat Community Health Services	

More recent Strategic Planning/Governance/Risk clients

ACFE Board	Association	Association
Aged and Community Services Association	Divisions of General Practice	Outdoor Education Group
Association of Regional Councils	Feros Care for Aged	Osborne General Practice Network
Australian Centre for Philanthropy and Nonprofit Studies	Gippsland Accommodation and Rehabilitation Services	Pinarc Support Services
Australian Institute of Credit Union Managers	Gippsland Southern Health Services	ReachOut Southern Mental Health
Australian Water Association	GippsTAFE	Screen Australia
Arts Management Advisory Group	Gippsland Southern Health Services	Seymour Goulburn VET Partnership
Anuha Disability Services	Greening Australia	Sids and Kids
Association of Motoring Clubs	Group Training Association of Victoria	Supported Accommodation Assistance Program (SAAP) Advisory Group
Australian Rugby League	HomeGround Services	Swimming Victoria
Australian Sports Commission	Inverell Council	The Center Inc
Ballarat Community Health Centre	Institute of Public Works Engineers	The Centre for Continuing Education
BEST Employment	Kooyonga Golf Club	The Factory Pty Ltd
Bogong Regional Training Network	LaTrobe City Council	Uniting Church in Australia
Carinya Society	Law Institute of Victoria	WorkCo Ltd
Chiropractors Association-NSW	Lowther Hall Anglican Grammar School	ACFE Board
Chiropractors Association-SA	Macarthur Division of General Practice	Aged and Community Services
Chiropractors Association-Vic	Make a Wish Australia	Kooyonga Golf Club
Centre for Continuing Education	Master Locksmiths Association of Australia	LaTrobe City Council
The CEO Institute	Migration Institute of Australia	Law Institute of Victoria
City of Whittlesea	Multicultural Aged Care Services	Lowther Hall Anglican Grammar School
Communicare	Moe Life Skills	Macarthur Division of General Practice
Communications Alliance	Monash University	Make a Wish Australia
Cootharinga Society	Moore College	Master Locksmiths Association of Australia
CPA Australia	Melbourne School of Sports and Recreation Management	Migration Institute of Australia
CRLLEN	National Employment Services	
Department of Human Services		
Disability Professionals Victoria		
Diving Australia		
Electrical and Communications		

Curriculum Vitae of facilitators

Steven Bowman



Experience

Steven is one of Australia's leading Governance and Senior Executive Team specialists, having previously held positions as National Executive Director of the Australasian Institute of Banking and Finance, Australian Society of Corporate Treasurers, General Manager of ExpoHire (Australia) Pty Ltd, Assistant Director of the Australian Society of CPAs, Director of the American College of Health Care Administrators, and Managing Director of Enterprise Care Not for Profit Services.

He is a past President of the Australian Society of Association Executives, and has held numerous other Board positions. He has consulted to a wide range of commercial, professional, trade, welfare, philanthropic and charitable or-

ganisations, and has authored or co-authored over 14 books on Governance and Executive Leadership. He was the founder and Associate Program Director of the Certificate and Advanced Certificate in Association Management at Monash Mt Eliza Business School for 11 years. He currently works with over 1,000 Not for Profit and corporate organisations each year in Australia, New Zealand and Asia in Governance, Executive Leadership and Consciousness at work.

Qualifications

Bachelor of Applied Science (Speech Pathology) La Trobe Uni. Melbourne
Graduate Diploma of Communication Disorders La Trobe Uni. Melbourne
Master of Arts (Speech Pathology) George Washington

Uni Washington DC Master of Association Management
George Washington Uni Washington DC
Certificate in Association Management Mt Eliza Business School
Advanced Certificate in Association Management Mt Eliza Business School

Professional Memberships

Fellow-Australian Institute of Company Directors
Fellow- Corporate Law and Accountability Research Group Monash University
Honorary Life Member: Australasian Society of Association Executives

Curriculum Vitae of facilitators

Jodie Willmer



Experience

For the past 15 years Jodie has been facilitating Boards and CEO's of Not for Profit organisations to be strategic, and achieve their vision, in a vastly changing world. She works with Boards and CEO's to help them devise and define their strategic direction; assisting them to conceive and develop short and long term strategies that achieve organisational agendas and goals. She also assists them to redefine and redirect culture, change management and organisational identity to focus on their mission, and operate from a place of strategic awareness and insight.

Jodie is passionate about governance practices, robust financial and risk management frameworks. She has vast

experience in delivering risk management and governance workshops for the Not For Profit sector, community services organisations, volunteer led boards, incorporated associations, children's, disability and homelessness services, peak bodies and industry associations.

Jodie joined Travellers Aid Australia as their Chief Executive Officer in 2006. She was appointed to the Victorian Council on Social Service (VCOSS) Board and is a member of Destination Melbourne's Visitability Taskforce, Victorian Tourism Industry Council's Transport and Tourism Policy committee, and the Public Transport Ombudsman's Stakeholder Consultative Committee. She previously worked for COTA (Council on the Ageing Victoria) and peak body, Tourism

Alliance Victoria. Jodie is President of peak body for ER (Emergency Relief) Victoria.

Qualifications

Cert IV Governance
Cert IV Training and Assessment

Professional Memberships

Australian Institute of Company Directors - Member
Australasian Society of Association Executives (AuSAE)
Skal Tourism Melbourne
Victorian Council of Social Services (VCOSS)

Work with us!



For more information on a bespoke strategic planning facilitation, contact Steven Bowman:

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