

**LEADERSHIP FOR THE WEST
Framework for a 300-Day Business Plan**

This business plan framework presents an action plan or 'to do' list for the first 300 days of the new regional development organisation. It encompasses two phases: Phase 1: Establishment; and Phase 2: Operation. While this Plan presents an overview of key tasks, there may well be other specific actions or responsibilities required. The Plan should also seek specific legal and financial advice where appropriate.

Phase 1: Establishment

1. Governance

Issue	Outline Requirements	Responsibility/Timeframe
<ul style="list-style-type: none"> • Name of the Body 	<ul style="list-style-type: none"> ♦ The name of the new regional organisation is important as it will symbolize the objectives of the body and differentiate it from other agencies. The name needs to be short, descriptive and evocative. ♦ The provisional name used in this project has been "<u>LeadWest</u>". ♦ There are several ways to develop the name including internal brainstorming at the Western Region Councillors Forum, seeking ideas from the wider body of stakeholders, organising a regional competition & employing marketing consultants. ♦ In line with the spirit of collaboration with regional stakeholders, the views of a wide range of interests should be invited. ♦ Once established, the name should be registered with Consumer Affairs Victoria, <i>Business Name Registration</i>. ♦ The name should also be formally recognised through the organisation's constitution. 	<p>⇒ Mayors and CEO Forum. Immediate</p>
<ul style="list-style-type: none"> • Role 	<ul style="list-style-type: none"> ♦ The agreed role of the new regional organisation should be established by the membership, formally embodied in the constitution and enacted through the organisation's Vision, Mission and Values. ♦ The core roles and functions of <u>LeadWest</u> are set out in Chapter 15 and Chapter 13. 	<p>⇒ Mayors and CEO Forum. Immediate</p>

**LEADERSHIP FOR THE WEST
Framework for a 300-Day Business Plan**

<ul style="list-style-type: none"> • Incorporation. • Articles of Association and/or Constitution 	<ul style="list-style-type: none"> ♦ There are four potential options for the legal structure of the organisation. These are: <ul style="list-style-type: none"> ⇒ An incorporated association; ⇒ A committee established under Section 86 of the Local Govt Act; ⇒ A charitable trust; and ⇒ A company limited by guarantee. ♦ It is recommended that legal advice be sought prior to selecting the most appropriate structure. This advice should also cover requirements for ASIC registration, taxation status, liability, scope of power, borrowing capacity, trading limitations etc. ♦ The Articles of Association and/or a Constitution should be drafted by a legal practitioner. The provisions of this document should reflect the role, ownership, structure, funding, and operations as defined by the Governance report and the particular Option selected. 	<p>⇒ Mayors and CEO Forum. Immediate</p>
<ul style="list-style-type: none"> • Appointment of Members <ul style="list-style-type: none"> ↔ LG ↔ Non LG • Appointment of Chairman and Deputy <ul style="list-style-type: none"> ↔ Eligibility ↔ Role 	<ul style="list-style-type: none"> ♦ The Mayors and CEO Forum needs to determine if the six LG members (one per Council) are to be Mayor or Councillor delegates, or a blend of both. It is understood current thinking is that the delegate could be either the Mayor or another Councillor, depending on the individual circumstances. ♦ The CEOs Group has suggested that, in addition to the six elected Councillors, two of the six CEOs be chosen to sit as non-voting members of the Board. ♦ Because the relatively frequent turnover of Council representatives was identified as one of the problems with the previous regional structure, it would be desirable for Council representatives to have a three-year tenure. This would mean that the representatives may not necessarily be the Mayor. A sunset clause should operate to ensure “new blood” and renewal. ♦ The non-local government or sector-based representatives on the Board should be of the highest calibre and highest profile. Refer to the selection process outlined in Chapter 15. 	<p>⇒ Mayors and CEO Forum. Immediate</p>

LEADERSHIP FOR THE WEST
Framework for a 300-Day Business Plan

	<ul style="list-style-type: none">◆ CEOs have expressed a preference for the non-local government board members to be appointed approximately 9-12 months after the initial formation of the organisation, to allow time for the body to settle into place and to carefully select the best people.◆ Tenure of non-local government or sector-based Board members should be three years. A sunset clause should operate to ensure “new blood” and renewal.◆ The Constitution should state: the Composition of the Board; Eligibility; Selection of local government representatives; Selection of sector representatives; Retirement of Board members; Vacancies to be filled; Eligibility for Chairman and Deputy Chairman; Appointment of Chairman and Deputy Chairman.◆ The Chair should be selected from the local government representatives.◆ The Deputy Chair to be selected from non-local government sector representatives.◆ Board members should be constitutionally required to attend a minimum of 75% of meetings to ensure a serious commitment to the task.	
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**LEADERSHIP FOR THE WEST
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2. Finance and Management

Issue	Outline Requirements	Responsibility/Timeframe														
<ul style="list-style-type: none"> • Sources of operational funding <ul style="list-style-type: none"> ↔ LG funding ↔ Non LG funding 	<ul style="list-style-type: none"> ♦ Core funding for the operation of the organisation will come from the six Councils. ♦ A suggested outline budget is as follows: <table style="margin-left: 40px; border-collapse: collapse;"> <tr> <td style="padding: 2px 10px;">▪ Chief Executive Officer/Executive Director</td> <td style="text-align: right; padding: 2px 10px;">\$180,000</td> </tr> <tr> <td style="padding: 2px 10px;">▪ Administration Officer/PA</td> <td style="text-align: right; padding: 2px 10px;">\$45,000</td> </tr> <tr> <td style="padding: 2px 10px;">▪ Campaign Adviser/Lobbyist/Marketing (consultant role)</td> <td style="text-align: right; padding: 2px 10px;">\$70,000</td> </tr> <tr> <td style="padding: 2px 10px;">▪ Regional Tourism Officer (existing WRTB)</td> <td style="text-align: right; padding: 2px 10px;">\$70,000</td> </tr> <tr> <td style="padding: 2px 10px;">▪ Projects Manager - general</td> <td style="text-align: right; padding: 2px 10px;">\$70,000</td> </tr> <tr> <td style="padding: 2px 10px;">▪ Operational costs: say...</td> <td style="text-align: right; padding: 2px 10px;">\$145,000</td> </tr> <tr> <td style="padding: 2px 10px;">▪ TOTAL</td> <td style="text-align: right; padding: 2px 10px;">\$580,000</td> </tr> </table> ♦ Specific levels of contribution are to be determined. As a benchmark, the above budget would require a contribution of \$95,000 pa from each of the six LGAs, which is slightly higher but within the range of current and previous LGA contributions to regional initiatives (WREDO \$45K each; WMRT \$12K each; Mayors and CEOs Forum project funds \$18K each, plus various others.) ♦ The joint funding commitment of Councils should be for three years. ♦ Substantial opportunities exist to leverage project funding from State and Federal Government, business and sector interests and trusts and other philanthropic agencies (Refer Phase 2: Operation - Project funding). ♦ The Mayors and CEOs Forum is still likely to operate as an information sharing, discussion and positioning group, though on a less frequent basis. However, is it envisaged that all specific project requiring funding will be run through the regional body, so no additional funding will be required to support the Mayors and CEOs Forum. 	▪ Chief Executive Officer/Executive Director	\$180,000	▪ Administration Officer/PA	\$45,000	▪ Campaign Adviser/Lobbyist/Marketing (consultant role)	\$70,000	▪ Regional Tourism Officer (existing WRTB)	\$70,000	▪ Projects Manager - general	\$70,000	▪ Operational costs: say...	\$145,000	▪ TOTAL	\$580,000	<p>⇒ Mayors and CEO Forum. Immediate</p>
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LEADERSHIP FOR THE WEST
Framework for a 300-Day Business Plan

<ul style="list-style-type: none">• Appointment of Executive Director and staff<ul style="list-style-type: none">↳ Staff structure	<ul style="list-style-type: none">♦ Determine staff contingent for the first 12 months (see budget above).♦ Proceed on the appointment process.	⇒ Mayors and CEO Forum. Immediate
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**LEADERSHIP FOR THE WEST
Framework for a 300-Day Business Plan**

Phase 2: Operation

1. Governance

Issue	Outline Requirements	Responsibility/Timeframe
<ul style="list-style-type: none"> • Monitoring, review and reporting 	<ul style="list-style-type: none"> ♦ There is a need to establish financial and non-financial performance indicators and monitoring, auditing and reporting systems (eg Strategic and project performance indicators; Operational performance indicators; Board reporting; Stakeholder reporting; Annual accounts; Reporting to the AGM). (Refer also Finance and Management). ♦ Project performance indicators should be included in each specific project plan (Refer 3. Strategic Priorities). ♦ Operational performance indicators will be established through financial and non-financial KPIs to be determined by the Board and Executive Director. ♦ Board operating performance will be monitored through an external Board Performance Review each two years. This would be undertaken to ensure effective Board operations, minimize parochialism, and ensure transparency of financial operations. ♦ Refer Marketing and Communications. 	<p>⇒ Regional Organisation Executive Director. High priority in operating phase</p>
<ul style="list-style-type: none"> • Advisory Structures and Network Groups <ul style="list-style-type: none"> ↔ Eligibility ↔ Role ↔ Reporting 	<ul style="list-style-type: none"> ♦ The Board should determine the rules governing the eligibility, roles, relationship and reporting mechanism between the Board and Advisory Groups & Networks. ♦ A suggested initial advisory structure is shown in the Option 4 diagram in Chapter 14 page 46. The details of this structure will need to be fleshed out in more depth. ♦ The G21 (Geelong regional development body) “pillars” system would be a useful source of ideas in this regard, although the right structure for the western region is likely to be different. 	<p>⇒ Regional Organisation Executive Director. High priority in operating phase</p>

**LEADERSHIP FOR THE WEST
Framework for a 300-Day Business Plan**

	<ul style="list-style-type: none"> ♦ The regional stakeholder database in Appendix E and the Stakeholders list in Chapter 11 should form the basis of selecting membership of advisory groups. ♦ It would be beneficial for each of the six elected Councillor board members to sit on one of the advisory committees or network groups, to improve communication processes and understanding of issues. ♦ The existing Mayors and CEO Forum could continue in an informal fashion if desired, meeting two or three times each year. 	
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2. Finance and Management

Issue	Outline Requirements	Responsibility/Timeframe
<ul style="list-style-type: none"> • Sources of project <ul style="list-style-type: none"> ⇒ Non LG funding ⇒ LG funding 	<ul style="list-style-type: none"> ♦ Substantial opportunities exist to leverage project funding from State and Federal Government, business and sector interests and trusts and other philanthropic agencies ♦ Discussions regarding specific project funding should be held with DIIRD; DSE; DoI; DEAT, DHS and DVC. ♦ Project funding should align to agreed priorities and strategies in the 300-day prioritized strategy and action plans. 	⇒ Regional Organisation Executive Director
<ul style="list-style-type: none"> • Financial Controls 	<ul style="list-style-type: none"> ♦ There is a requirement to establish financial management and controls immediately upon entering operational phase. (eg Banking; Financial management systems; Reporting systems; Auditing). 	⇒ Regional Organisation Executive Director. High priority in operating phase
<ul style="list-style-type: none"> • Accommodation and logistics 	<ul style="list-style-type: none"> ♦ The Board and Executive Director need to consider options for appropriate accommodation. ♦ It is suggested that this be non-Council based. 	⇒ Regional Organisation Executive Director. High priority in operating phase

**LEADERSHIP FOR THE WEST
Framework for a 300-Day Business Plan**

	<ul style="list-style-type: none"> ♦ There is potential to pursue the possibility of co-location within the redeveloped Whitten Oval complex. This could generate both strategic and practical advantages. Discussions should take place with Campbell Rose CEO Western Bulldogs. ♦ The Executive Director should prepare and implement an <u>operations and development plan</u> (eg Computer systems; furniture and equipment; Motor vehicle leases; Office systems). 	
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3. Strategic Priorities

Issue	Outline Requirements	Responsibility/Timeframe
<ul style="list-style-type: none"> • 300 day prioritised strategy and action plans for: <ul style="list-style-type: none"> ↙ Infrastructure and Transport priorities ↙ Education and Skills priorities ↙ Employment and Jobs Growth priorities ↙ Urban Growth priorities ↙ ...and other as appropriate 	<ul style="list-style-type: none"> ♦ The strategic priorities for action should be generally based on the strategic issues and priorities identified in this study and set out in Part 2 of this Report. ♦ For each priority area identified, the Board should prepare a more detailed strategy and action plan for the first 300 days. ♦ This plan will include specific targets and performance indicators, including both short-term deliverables and medium to longer-term aspirations. ♦ The organisation should limit the number of strategic priorities to around three or four in the first year, to ensure some solid achievements can be made. ♦ The 300-day strategy and action plans will be used to leverage project funds from government and other agencies. 	<ul style="list-style-type: none"> ⇒ Regional Organisation Executive Director. High priority in operating phase. ⇒ In collaboration with Mayors and CEOs Forum.

**LEADERSHIP FOR THE WEST
Framework for a 300-Day Business Plan**

<ul style="list-style-type: none"> • Regional Development Strategy 2006-2010 	<ul style="list-style-type: none"> ♦ In conjunction with the specific plans above there is also a need to prepare a <u>more detailed five-year regional development strategy</u>. ♦ This will include all of the strategic priorities identified through this project and will provide the basis for year 2 and year 3 strategy and action plans. ♦ An additional budget for consultants to prepare this plan will be necessary. 	<ul style="list-style-type: none"> ⇒ Regional Organisation Executive Director. High priority in operating phase. ⇒ In collaboration with Mayors and CEOs Forum.
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4. Marketing and Communications

Issue	Outline Requirements	Responsibility/Timeframe
<ul style="list-style-type: none"> • Networking and Communications Plan (including political leverage) <ul style="list-style-type: none"> ↳ Market research (including 'image' issues) ↳ Marketing Plan 	<ul style="list-style-type: none"> ♦ <u>Advocacy Plan</u>: An immediate priority, following the completion of the 300 day strategy and action plans, should be the preparation of an <u>Advocacy Plan</u>, to align regional priorities with State and Federal policies and to promote a 'partnerships for priorities' approach to regional development. An external consultant is likely to be the most effective way of undertaking this Advocacy Plan. ♦ <u>Monthly and Quarterly Reporting</u>: For ongoing reporting, <u>LeadWest</u> should report monthly to member Councils and quarterly to all other key stakeholders, possibly via a newsletter. ♦ <u>Government Agencies Forum</u>: Each six months the <u>LeadWest</u> Board should host a forum with representatives of all relevant State and Federal Government Departments to discuss issues, progress, shared objectives and priorities. This can be used as the impetus to update the Advocacy Plan. ♦ <u>Annual Delegation to Ministers</u>: An annual delegation of <u>LeadWest</u> representatives should be undertaken, to meet with State and Federal Ministers to lobby and advocate key regional issues. ♦ <u>Annual Regional Summit and AGM</u>: Every year <u>LeadWest</u> should hold a regional forum or summit at which all regional stakeholders would be invited. Regional 	<ul style="list-style-type: none"> ⇒ Regional Organisation Executive Director. High priority in operating phase.

LEADERSHIP FOR THE WEST
Framework for a 300-Day Business Plan

	<p>priorities would be debated and confirmed. The event should be combined with the LeadWest AGM. Working groups and advisory committees would report on progress. This annual event would deliver benefits in regional networking, communications, accountability and engagement.</p>	
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