

Detailed Program

Element One – Community Leadership Intensive Program

A nine-month program with sessions being held over nine full-day sessions. Participants in this program will be required to attend the sessions, but will also be able to participate in the specific leadership workshops listed in element three if this assists them with developing their leadership skills.

The target group for this development opportunity have a number of the following characteristics:

- Want to contribute to their community through influence either through a change project or community group
- Is a leader even if they are currently unaware or loath to self-identify
- Want to engage with Council to effect change
- Is already a leader and looking for skills development to further their contribution to their local community or organisation, for example, people taking on the role of a CFA brigade captain/tennis club/Rotary branch/Kindergarten committee
- This program might also be of value for people seeking to improve their skills for career development purposes

Objectives and Outcomes

- Understand the role, responsibilities and relationships of being a Board Director /Committee of Management member/Member/Councillor.
- Understanding the crucial role of accepted and implemented shared values have on the operations of an organisation
- Assess current skills that are transferable to the role and identify those requiring further development.
- Identify the reports, questions and information essential for the role.
- Sense of self. Learning the rudimentary of how our brains work, understanding motivation in leaders, recognising individual leadership style, and its impact on culture.
- Purpose and values - helping to articulate a sense of direction and personal values (why I do what I do and what's important to me).

- Emotional intelligence - building the intuitive ability to recognise emotion in self and others and to strategically understand how emotion evolves and so how to manage it in self and others.
- Influence skills - understanding how to rely on a range of influence skills beyond subject expertise, recognising how to identify and work networks.
- Leader as teacher, mentor, communicator - using this communication, understanding how learning styles shape leadership and strategy, clever tools for presenting and influencing that make sense to audiences at all levels and of all abilities.
- Greater knowledge of South Gippsland community and demographics and sub-regions.
- Understanding how the three levels of Government in Victoria interact.

The Draft Program is included on the following page.

Strategy 1- Proposed 9 session program plan

Session Theme	Content	Comment / Activities
Getting to Know South Gippsland	<ul style="list-style-type: none"> • Road trip • Visit a community event that volunteers are running i.e. community in action • Key staff to talk about key issues eg Manager Infrastructure Planning, Strategic Planning Coordinator, Manager Regulatory Services • Stats about the Shire – Social Planner, Manager Economic Development and tourism • Other like LGA issues and solutions 	1 day
Values	<ul style="list-style-type: none"> • Understanding what organisational values are and learning how to develop values with a group/organisation • Understanding the importance of adhering to shared values and the damage that can result from not adhering to these • Understanding your organisation – values / missions / vision / statement of purpose 	1/2 day
Teamwork	<ul style="list-style-type: none"> • Working as a team - decisions and adherence to team agreements • Authentic Leadership and Walking the Talk • Influencing others and building teams • Understanding your community of interest 	½ day
Understanding Self	<ul style="list-style-type: none"> • Self-awareness and personal confidence • Effective Communication 	1 day

Session Theme	Content	Comment / Activities
	<ul style="list-style-type: none"> • Giving and Receiving Feedback • Problem Solving and Adaptive Management • Effective Execution • Goals Setting and Achievement Motivation 	
Board / Committee Governance	<ul style="list-style-type: none"> • Conflict of Interest • Reading Financial Docs • Confidentiality • Understanding reports etc • Meeting procedures 	½ day
Emotional Intelligence	<p>Emotional Intelligence</p> <ul style="list-style-type: none"> • Recognising feelings • How to pause. • Ability to manage your thoughts • Appreciate the benefit of criticism. • Authenticity • Demonstrate empathy • Ability to praise others • Ability to give helpful feedback. • Ability to apologise • Ability to forgive • Keep commitments • Help others 	1 day

Session Theme	Content	Comment / Activities
	<ul style="list-style-type: none"> • Protect from emotional sabotage 	
Going Public	<ul style="list-style-type: none"> • Talking to the Press • Developing & giving public presentations • Promoting a cause • Got a great idea – what do I do with it • Managing conflict in a public setting - eg. stakeholder management 	1 day
Strategic Leadership	<ul style="list-style-type: none"> • Discuss strategic leadership - how to lead strategy through an organisation, • Empowering the people within to operationalise the Board's plan • Staying above the operational • Staying on track / holding the organisational vision & purpose • Understanding delegation advantages and processes 	1 day
Being an effective Committee or board member	<ul style="list-style-type: none"> • Work within the structure of the organisation • Manage competing roles and responsibilities • Follow legal requirements when carrying out key duties • Monitor operations • Receive and act on community and stakeholder feedback 	1 day
Culture	<ul style="list-style-type: none"> • What is culture? <ul style="list-style-type: none"> ○ Determine the impact of development on culture 	1 day

Session Theme	Content	Comment / Activities
	<ul style="list-style-type: none">• Diversity and Inclusivity<ul style="list-style-type: none">○ Respect cultural diversity○ Apply cultural practices to governance processes○ Deal with potential and actual cultural exploitation○ Deal with potential and actual stereotyping and prejudice○ Determine the effects of new legislation and policy on the organisation	
Local Government 101	<ul style="list-style-type: none">• How Australian politics works- 3 levels• Understanding the value of political awareness	½ day

Essential requirements

- A highly experienced external consultant/training organisation engaged to deliver the project content.
- Provision of childcare.
- Good quality venues, varied across the Shire.
- Good catering given the full day nature of sessions.
- Communication including newspaper advertising and media releases and a program specific online presence.
- Consistent co-ordination from a Council officer - 0.3 EFT for this element.

Element Two – Youth Leadership Program***Lead for Impact (L4i) – undertaken in 2020 and then repeated in 2021***

The program will be staged over a six-month period in 2020 and connect the work of the young people involved into the Crazy Ideas Festival that is happening at a national level.

As part of the development of the South Gippsland Youth Strategy young people made it clear that they would value the opportunity to learn about leadership and, more specifically, how to lead change on the issues they care most about.

As a result of staging Lead for Impact, South Gippsland Shire Council (Council) will:

- Extend the pool of talented young people connected to Council.
- Be able to educate more young people about the role of Council, what active citizenship looks like, and leadership positions they can step into (e.g. run for Council).
- Enrich local connections for young people and strengthen their sense of belonging.
- Develop a model showcasing Council's ability to be innovative in engaging young people as active citizens and collaborators in change.
- Provide opportunities for young people to be mentored by community members participating in the Community Leaders program, and by participating in the Community Leaders Network group after graduation from the Youth program. Young people who complete the Youth Leadership Program may wish to nominate for the Community leadership intensive program in 2021.

The benefits for young people include:

- Being equipped with the confidence and skills to lead change on issues that matter to them.
- An increased awareness of the variety of ways they can demonstrate leadership and make a contribution in the community.
- Establishing connections with like-minded peers and influential adults.
- The process will be designed so that it encourages participation from young people from varying life experiences and towns. Interested young

people will be able to sign up directly whilst others will be recruited through community groups (e.g. Community Houses, Freeza).

- L4i will also be delivered through a selection of local schools enabling Council to scale the reach and impact sought. In terms of numbers, it is anticipated that around 20 young people will participate through community delivery whilst another 70-100 will participate through their schools. L4i could be delivered through Terms 2 and 3 of 2020 and 2021.

Proposal for Youth Leadership Program

Crazy Ideas College (CIC) has presented a proposal to stage a 'Lead for Impact' program in South Gippsland. The program would be staged over a six month period in 2020 and connect the work of the young people into the Crazy Ideas Festival that is happening at a national level.

During the development of the South Gippsland Youth Strategy 2019-23 young people made it clear that they would value the opportunity to learn about leadership and more specifically, how to lead change on the issues they care most about.

As a result of staging Lead for Impact, South Gippsland Shire Council (Council) will:

1. Extend the pool of talented young people Council is connected to
2. Be able to educate more young people about the role of Council, what active citizenship looks like, and the leadership positions they can step into (e.g. run for Council)
3. Enrich local connections for young people and strengthen their sense of belonging
4. Develop an exemplar model that showcases Council's ability to be innovative in engaging young people as active citizens and collaborators in change

The benefits for young people include:

1. Being equipped with the confidence and skills to lead change on issues that matter to them
2. An increased awareness of the variety of ways they can demonstrate leadership and make a contribution in community
3. Establishing connections with like-minded peers and influential adults

CIC adopts an action learning approach as it enables them to impart key leadership knowledge, skills and capacities whilst keeping the process lively, engaging and meaningful for young people. More specifically Lead for Impact (L4i) is delivered to young people through a combination of workshops, coaching

sessions, connections to project partners and access to Leadership resources (L4i Playbook). By providing end to end support CIC makes it easier for a broad range of stakeholders to participate and builds confidence that constructive action will be taken.

Learning is anchored around a community project whereby young people will work in teams to develop an innovative response for issues that matter to them. As ideas are developed, teams will be connected to community partners who can support the advancement of promising ideas.

The process will be designed so that it encourages participation from young people from varying life experiences and towns. Interested young people will be able to sign up directly whilst others will be recruited through community groups (e.g. Community Houses, Freeza). L4i will also be delivered through a selection of local schools enabling Council to scale the reach and impact. In terms of numbers, we anticipate that around 20-25 young people will participate through community delivery whilst another 70-100 will participate through their schools. L4i will be delivered through terms 2 and 3 of 2020.

Description
<p>Community Delivery: Monthly evening workshops (3 hours) for six months. Coaching and playbook support learning and idea development. Culminates in pitch event.</p> <p>Schools: 30-40 young people from a selection of primary and secondary schools. Delivered over 5-6 weeks through workshops, coaching and L4i playbook provision.</p> <p>Support for team coaching, troubleshooting, and more targeted connection of young people into the National Crazy Ideas Festival. Support for the Pitch and Partner process would be strengthened to ensure there is a clear pathway for idea implementation. The Pitch and Partner event is a public celebration where teams present their ideas and Smart Start Experiment (SSE) to key community members. This event provides an impetus for the community and interested stakeholders to offer support, resources, expertise and influence to the teams so that they can get their SSEs up and running. CIC will guide attendees through a matchmaking process at the back end of the event so that clear offers of support are made and partnerships developed.</p>
Support features
<ul style="list-style-type: none"> • Facilitation of workshops and key events (Community and school) • Provision of the L4i Playbook (this incorporates all the models, material, resources and planning templates that will be used by participants) • Provision of material to help with recruitment • L4i Journey map: Week by week guide on what needs to happen (for participants and relevant staff) • Access to the Crazy Ideas Festival online platform and resources so that South Gippsland young people can showcase their ideas across Australia • Troubleshooting support for Council staff • Facilitation of matchmaking process at back end of Pitch and Partner event • Provision of coaching session for each teams and their partners (to deliver SSE) • Capacity to bring another 50 students on board for the School delivery model • 1 x zoom coaching for each community team (in idea development phase) • Troubleshooting support for Council staff and teams as required • Development of idea posters for display at key community sites • Basecamp online platform site set up for teams and Council staff to make project coordination easier • Provision of the CIC Our Say online platform for teams to promote their ideas • Production of South Gippsland Ideas Catalogue so that Council and the teams can easily showcase the community projects • Targeted matchmaking of participants and teams with people and organisations involved in the National Crazy Ideas Festival

Element Three**Community Leaders Network**

Community Leaders Network with initial participants coming from the successful 2019 Changemakers program run by Council, and South Gippsland alumni of the Gippsland Community Leadership program, and will incorporate a Volunteer Champions Network. This Network will be convened by Council staff, and will provide ongoing opportunities for individuals who have participated in earlier leadership training programs to share information, provide peer support and assist Council with promotion and evaluation of the new comprehensive range of leadership skills development proposed. This network will include development and maintenance of an online members forum. This network can commence in early 2020.

Key elements of the Champions Network aspect: Many community groups struggle to get particular skill sets on committees e.g. business plan development, finance or food safety supervisor or event planning. These are not skill sets that are necessarily needed 12 months a year and can be brought in on an as needs basis.

Over the past three years the Volunteer Development Officer has trialled the concept of Pop-Up Volunteering. This type of volunteering enables volunteers to contribute to a specific project that has a defined beginning and end. The success of this program confirms that there are members of the community who have these skills that they are willing to share on a short-term basis but who are not interested in joining a committee.

The full outline is included on the following page.

Champions Network

Context

Many community groups struggle to get particular skill sets on committees e.g. business plan development, finance or food safety supervisor or event planning. These are not skill sets that are necessarily needed 12 months a year -they can be 'brought in on an as needs basis'.

Over the past 3 years the Volunteer Development Officer has trialled the concept of Pop-Up Volunteering. This type of volunteering enables volunteers to contribute to a specific project that has a defined beginning and end. The success of this program confirms that there are members of the community who have these skills that they are willing to share on a short term basis but who are not interested in joining a committee.

The key is to allay the fear of the skilled volunteer that they are not required to join a committee or expected to do more than their skill set or available time allows.

The benefit of this program is:

- Community capacity is strengthened through the contribution of skilled volunteers
- Volunteer groups are stronger because of professional input that would otherwise be unavailable
- Volunteers who have the skills but don't want to join a group become engaged in the community in a manner that is attractive to them and does not ask for long term commitment.
- Connections are made that may mean that volunteer champions do join groups on a permanent basis once they have met the group.

Proposed Solution

The concept of Volunteer Champions or Mentors matches volunteers with key skills to groups who have identified a need. It might be to chair a meeting, facilitate a session, offer training in a specific area, facilitate the development a strategic plan or oversee the development of an event plan. They are effectively volunteer consultants. Volunteer Champions are not expected to join the group as part of their volunteer role as champion. The key feature of initiative is that the role has an end date articulated before the volunteer commences.

- Marketing of this opportunity is imperative, with a clear narrative of the why, how and when as well as protection of the 'Champions'

- Develop a pool of skilled volunteers who are willing to offer their services for short periods of time
- List skill areas as well as needs on a shared space e.g. Council's website which would be managed by a Council Officer
- Facilitate the matching of skilled volunteers with volunteer groups
- Provide opportunities for networking e.g. at events such as Grants Night or Community Forums

Element Four***Individual leadership development grants/bursaries***

Provision of 8 x \$2500 grants to assist emerging community leaders to access external leadership development programs eg Gippsland Community Leadership Program, Community Directors training. These grants will require individuals to submit an Expression of Interest and have the formal endorsement from some community organisation that they are part of or hope to join. Successful applicants would also be expected to contribute in some manner to the South Gippsland community sector, for example, participating on a panel at one of the skills development workshops, making a presentation at one the established Networks convened by Council and assisting the FReeZA committee.

Participant Recruitment Opportunities**1. Directly with known local community sector - Connecting with South Gippsland people already in a community leadership role.**

Council works directly with hundreds of community committees in any given year. These include., community hall and recreation reserve committees, sporting organisations, arts groups, Playgroup and Kindergarten committees, Service Clubs, community groups running community events, Scouts, Guides, School Councils, Town development/progress associations, business/commerce networks, Men's Sheds, Community Houses, Section 86 Special committees; and all have elected/appointed leadership groups. Direct promotion of this multi-faceted program of leadership skills opportunities can be promoted through this network. Council has the opportunity to liaise with other agencies that encourage sector specific leadership development to promote the Program such as Gippsport, Regional Arts Victoria.

2. Reaching new people

Connecting with new audiences through Council website and online presence, newspaper advertising, media releases, community newsletters, business community via Economic Development team, direct contact with younger adults via primary school parents' clubs, playgroup and kindergarten committees not already reached by Council's Children and Family Services team. An opportunity also exists to liaise more closely with the West Gippsland Library service for on-site and online promotion