

BOARD OF DIRECTORS
Planning (Strategy) Meeting
Minutes

Meeting:	<u>Board of Directors</u>	Date:	<u>Wednesday, 1 May 2024</u>
Meeting No.:	<u>n/a</u>	Time:	<u>5.30pm</u>
Chair:	<u>Jenny Holliday</u>	Venue:	<u>Boardroom, Morwell office</u>

Members In Attendance:

Phil Drummond	Board Director/Chairperson
Leisa Harper	Board Director/Secretary
Edwin Vandenberg	Board Director
Emma Vandenberg	Board Director
Gary Dore	Board Director

Others In Attendance:

Jenny Holliday	Non Profit Training
Jenelle Henry	Chief Executive Officer
Lora Moulton	Executive Assistant (& Minute Taker)

Apologies:

Marianne Fontaine	Board Director
Robyn George	Board Director/Treasurer

Agenda No.	Subject
1.	<p>Acknowledgement</p> <p>I acknowledge the traditional custodians of the land we are meeting on today, the Gunnai Kurnai people, and pay my respects to their Elders, past present and emerging.</p>
2.	<p>Appointment Of Positions</p> <p>Time Keeper: Jenelle Henry Minute Taker: Lora Moulton</p>

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<p>3.</p>	<p>The strategy session commenced with Jenny from Non Profit Training sharing a Strategy Workshop document on the TV screen to facilitate group discussion and engagement.</p> <p>Appendix A</p> <p>Jenny emphasised that the focus of the session was on strategy rather than planning, aiming to narrow down the pathway for future planning initiatives and gain clarity on strategic directions.</p> <p>DISC Profiles</p> <p>The concept of DISC profiles was introduced and attendees were invited to briefly share where they perceived themselves within this framework.</p> <p>Acceptable Risk</p> <p>The group engaged in a discussion to define acceptable risk specific to our organisation, laying the foundation for strategic decision-making.</p> <p>Homework</p> <p>Prior to this meeting, each attendee was asked to select an organisation in our industry and briefly research. Attendees shared insights on various organisations they selected, highlighting key services, notable features, and observations.</p> <p>What & Why?</p> <p>Jenny initiated a thought-provoking discussion by posing questions about the potential impact of our organisation's absence. Participants contemplated the consequences and speculated on the perceptions of our members in such a scenario. Jenny visualised these questions on the whiteboard (Appendix A), capturing the essence of the discussion.</p> <p>Appendix B</p> <p>Exploring Options & Priorities</p> <p>Jenny emphasised the dual goal of our organisation - to do good while ensuring financial sustainability. She elaborated on the strategic options outlined in the document shared earlier.</p> <p><u>Financial Resilience</u></p> <p>The organisation's financial resilience was highlighted, with the ability to sustain operations for 6 to 12 months without income.</p>
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Diversifying Revenue Streams

Strategies were discussed to diversify revenue streams, aiming for sustainability and risk mitigation. The draft 2024/25 budget forecasts a \$100k surplus.

Exploring Expansion & Collaboration

- **Merging:** Local merger options deemed unattractive due to our organization's strong performance.
- **Expanding Objectives:** Exploration of new objectives, including aged care, housing, "Head Away with Headway" initiative (evaluating disability-friendly holiday accommodations), office rental, and specialising in Acquired Brain Injury (ABI) services.
- **Consulting Business:** Consideration of a consulting business model involving paid volunteer work, leading to potential conflicts of interest and networking challenges.

Merger Considerations

The group deliberated on conditions under which a merger would be considered. Consensus was reached that actively seeking out mergers was unnecessary; potential partners should approach us. The suggestion of creating a due diligence list for potential partners was well-received.

Timeline for Decision-Making on Expanded Objectives

Attendees considered the timeline for deciding on expanded objective opportunities. Discussion revolved around aligning decisions with the upcoming AGM (scheduled for October this year) or within the next 12 months. While specifics were not finalised, it was proposed to include the Strategic Plan in the AGM booklet, possibly supplemented with an Easy English roadmap.

Session with Staff (Executive Team)

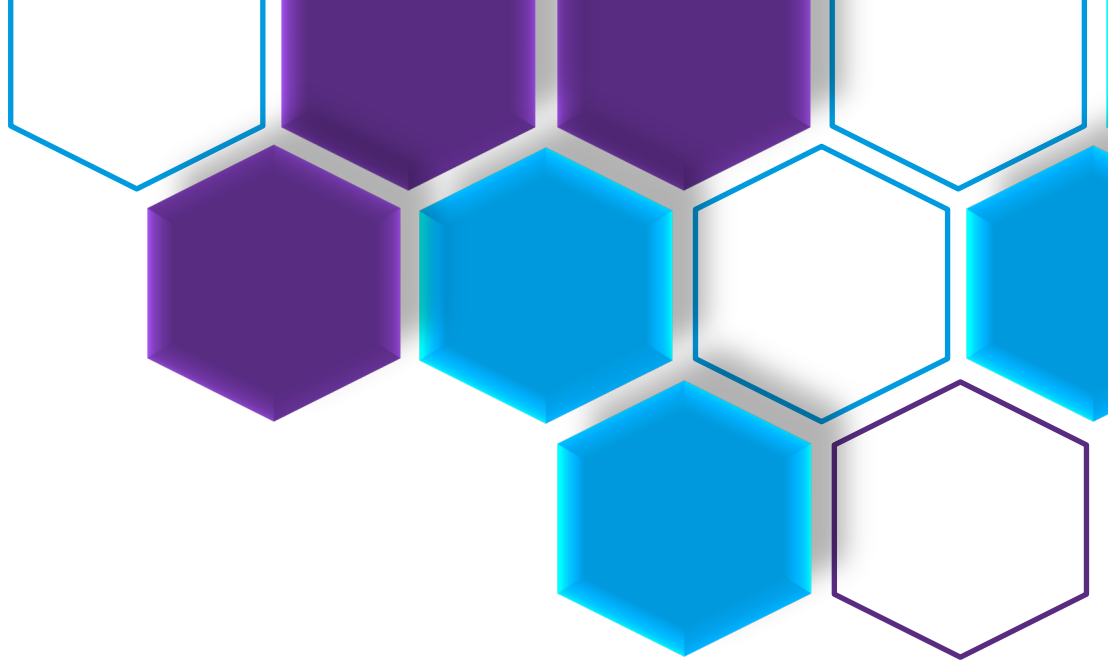
Discussion regarding potential challenges they may face with staff, particularly the uncertainty surrounding their roles amidst ongoing changes. It was agreed that communication regarding organisational updates should primarily come from Jenelle and possibly Phil. Currently Jenelle is responsible for conveying information to the Executive team, who will then filter this down to their respective teams as needed. Jenelle believes staff will be eager to gain clarity on future plans, suggesting the development of a visual journey or map to illustrate ongoing discussions and initiatives.

Risk Assessment for Expanded Objectives

The level of financial risk acceptable to pursue expanded objectives was discussed briefly. While the organisation is in a favourable financial position to establish a profitable arm or secure a loan, decisions regarding resource allocation and require further exploration.

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Agenda No.	Subject
	<p>Resource Allocation & Responsibility</p> <p>Discussions centered on identifying individuals responsible for driving new initiatives forward. The question of whether Jenelle should spearhead these efforts or delegate to another team member was raised, considering her existing workload.</p> <p>Meeting Wrap-Up</p> <p>The meeting concluded with reflections on progress made. Focus to shift to ABI initiatives, with an emphasis on reframing and refocusing efforts. All agreed they now have increased clarity and reduced confusion regarding the organisation's direction.</p>
4.	<p>Next Strategy Meeting</p> <p>Date: Click here to enter a date.tba</p> <p>Time: 5.30pm</p> <p>Venue: Boardroom, Morwell office</p>



Proposal for:

Headway Gippsland Inc.

Strategic Planning Program



Non Profit Training

educating and empowering those with purpose

25 March 2024

Attention:

Jenelle Henry

CEO

Headway Gippsland Inc

j.henry@headwaygippsland.org.au

03 5127 7166

Submitted by:

Debbie Innes

Director

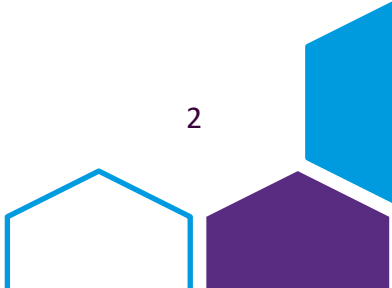
Non Profit Training

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1300 144 113

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1. Introduction

Non Profit Training (NPT) is pleased to provide Headway Gippsland Inc. (HG) with a quote for a **Facilitated strategic options discussion** to be delivered in May, 2024.

HG is a not-for-profit, community-based organisation, that provides services across Victoria while remaining strongly committed to the local Gippsland community. Through provision of plan management and support coordination, HG supports people with disabilities to live independent, meaningful and enriched lives.

With changes to the NDIS announced late last year, the Board is now considering the future direction for HG and has been working with Jenny Holliday to navigate the options for the journey. The Board members would like a facilitated workshop to discuss some of the strategic options to then position the Board to be able to develop a plan to align with the strategy.

Having worked previously with HG and with many non-profit organisations supporting the development of their strategy, NPT is well placed to lead this program and assist the HG Board.

The following outlines details and costs for the facilitated strategic options discussion based on the workshop being delivered onsite for the Board in Gippsland, Victoria.

2. Proposed strategic planning program

The NPT team has been designing, developing and delivering training to non-profit organisations since our inception nearly nine years ago. Our team have been leading, working, volunteering, guiding and supporting the not-for-profit sector for many years and provides programs to educate on a wide range of topics.

The strategic options discussion for HG will establish the framework for the next steps in the planning for the next 3 years.

Stage 1 – Pre-discussion meeting

The workshop will commence with a discussion, where we will plan and confirm the parameters of the workshop we would provide for HG. The date for this is set with the CEO and Chair for 23 April.

Stage 2 – Facilitated workshop

The facilitated workshop will review what's happening in the context of HG and its operating environment. It's intended this is a big-picture discussion about the options available to HG based on what is currently known about changes to the NDIS, what is not yet known and how HG would like to position itself for the future.

Stage 3 – To be confirmed

Based on the outcome of stage 2, the next steps will be discussed with the CEO and Chair or as part of the workshop with the Board.

3. Workshop fees

Below provides costs based on Stage 1 and 2 above for HG, with a 2-hour onsite interactive workshop delivered for the Board in Gippsland (location to be determined).

Activities	Costs (GST Excl.)
Pre-discussion meeting including workshop planning and preparation	\$600
Facilitated strategic planning workshop (on-site - 2 hours)	\$1,650
Write up of session	\$300
Costs for travel time, overnight accommodation, and allowances (1 night).	\$670*
	\$3,220

**Costs based on workshop delivered in May, allowing for savings based on existing travel to the region shared with other clients.*

Please note:

The above program costs are based on:

- » Group sizes up to 18 participants for the strategic planning workshop.
- » The strategic planning program being delivered before the end of June 2024.
- » HG being responsible for booking the Board members into the planning workshop. If NPT was to manage this process, additional costs would be incurred.
- » Costs which include any workshop materials being provided electronically to HG for distribution to the Board members prior to the session.
- » The workshop being delivered on either a weekday or evening in May.
- » The workshop being delivered based on the content outlined in this proposal with the allocated pre and post program preparation and content tailoring.
- » HG being responsible for venue booking for the workshop(s) and any costs associated for delivery including catering, a screen, projector and speakers, internet access, whiteboard and/or flipchart.
- » HG being responsible for booking and payment of any interpreters or accessible support requirement for their Board members (if required).

4. Non Profit Training

ABOUT US

NPT is a business supported with education and training professionals who have been managing and providing training services for Australian non-profit organisations for over 25



years. Our tailored training and volunteering support services will challenge and motivate management, community members and boards to rethink their strategies and improve their organisational performance.

OUR APPROACH

Our goal is to educate, empower and build the capability of non-profit organisations so they can focus on their purpose. We believe in working with boards to maximise and build their strengths and knowledge. Similarly, we work with staff and the volunteering team who deliver community services, as an enabler to support their passion and ensure the future success of their organisations and the communities they support.

OUR SERVICES

While NPT specialises in providing public and in-house training for non-profit organisations, we also provide extended services alongside this which help to educate and empower Australian not for profit organisations. These services include:

Public and in-house workshops

- » Board training
- » Grant writing training
- » Governance training
- » Strategic planning training
- » Financial training
- » Leadership training
- » Marketing training

Non profit services

- » Board review
- » Project work
- » Video learning bytes
- » Strategic planning
- » E-learning
- » Operational plan development

Board and executive Coaching / mentoring

- » Board coaching
- » Board mentoring
- » Meeting / planning day facilitation
- » Leadership team coaching
- » Community leader mentoring

5. Non Profit Training facilitating team

We collaborate with our clients to ensure their experience is seamless from the initial consultation about the project, through to the final feedback and evaluation.

Our success in achieving this comes from the depth, reliability and effectiveness of our team from our project coordination team collaborating in preparation for delivery, through to the facilitator delivering the sessions.

Below are details for Jenny Holliday who is booked in to prepare and deliver the strategic planning workshop for Headway Gippsland.

Jenny Holliday AM

Jenny's qualifications: B.Ed, Cert IV T&A, GAICD

Jenny is a Director and Senior Facilitator / Consultant for Non Profit Training with over twenty-five years' experience working in senior leadership roles and on Boards in the not-for-profit sector. Her NFP board appointments have been in the disability, sporting, education and environmental sectors and has a wealth of experience in mentoring Boards and CEO's as well as delivering training and organisational solutions through her roles with charities and non-profits. Her experience also includes roles on advisory committees at international, state and local council levels.



Jenny has facilitated a range of capability building and strategic sessions to peak bodies, councils and organisations, as well as in-house projects across the sector. Coming from a long history with teams, Jenny has a focus on creating robust, sustainable team cultures as a precursor to achieving success through strategy and structure. Her passion is to develop strong collaboration between leaders and their teams, so they can achieve success together.

6. Terms and conditions

FEE PAYMENT TERMS

Payment for sessions must be received by NPT fourteen (14) days from the presentation of each invoice unless otherwise agreed in writing with NPT.

CUSTOMER CANCELLATION POLICY

NPT must receive cancellation and/or reschedule requests in writing seven days prior to the scheduled event or a cancellation fee may be charged. Any cancellations less than seven days will incur the following fees corresponding to the table below:

<i>Time frame</i>	<i>Fees</i>
Less than 60 days, more than 14	Any program preparation fees
Less than 14 days, more than 7	10% of workshop and preparation fees will be charged
Less than 7 days, more than 3	50% of workshop and preparation fees will be charged
Less than 3 days	Full fees workshop and preparation fees will be charged

CANCELLATION BY NON PROFIT TRAINING

Non Profit Training reserves the right to cancel or reschedule a session at any time if unforeseen circumstances prevent a facilitator delivering a session and a suitable substitute is not available.

Where a facilitator is prevented from attending on-site at short notice due to illness, we will endeavour to provide a replacement facilitator to deliver the session on-site, or provide an online solution with the existing NPT facilitator, or another NPT facilitator will deliver the session via Zoom to the group onsite. This will require the client having on hand a screen, laptop, speakers, access to the internet, and a representative on-site to assist management of technology with the attendees. Notification of any changes or cancellations will be provided as early as possible. In the event of a cancellation the client will not be charged any fees.

CONFIDENTIALITY

NPT will ensure any confidential material provided to us for training delivery purposes will remain confidential and used only for the client's training purposes.

INTELLECTUAL PROPERTY

NPT owns all intellectual property used in their training sessions including course structure, content, role-plays etc as delivered in all our programs with the exception of content specifically provided by the client.

EMERGENCY CONTACT

NPT will provide the mobile number of the facilitator to the client in order that they need to contact the facilitator on the day or if plans change. Likewise, for sessions commencing after 5.00pm, we require the mobile number of the contact in the case of emergency.

\$100k

Disappeared?

- Unrest / anxiety - -Ve response, worry concern.
- Clients fall through
- ABI clients & Carers with network / displaced.
- loss of knowledge
dispersed
- loss for and within community.

Members say?

- cranky
- loud / vocal
- loss / anxiety
- lack respect for Board

Alternative revenue streams

- sustainability
- risk spread
- Cost recovery + profit.

Mergers

Reinvesting in being the
ABI head.

Enduring contribution to Community

- Supporting those who may otherwise fall through cracks
- People with ABI, ^{in Gippsland} can live meaningful lives
- Collectively, staff have knowledge base that will be difficult to replace.
- Advocacy: we are the voice of people living with an ABI.
- living in a community that has an advocate for those who need it.

expanded objectives

- Aged care
- Housing
- Head away: website evaluation
holiday accommodation
- office rental