



STRATEGIC PLAN

2007 - 2009

**Australian Foundation for Australian
Agricultural Women**

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EXECUTIVE SUMMARY

FAAW has 4 external and 3 internal strategic objectives and they fall under the headings Women's Employment, Women's Education, Women's Leadership, Women's Health, FAAW Governance, FAAW Growth, and FAAW Promotion. All the projects and activities we engage in advance one or more of these objectives.

FAAW is increasingly gaining a reputation for delivering high quality and professional programs. As the board of directors are the face and engine of the organisation the reputation, skills and dedication of these women are important to the continued success of FAAW.

The strategic selection of directors to ensure a high standard of complementary skills and experiences as well as locations is key to accessing the various needs of rural women around Australia. The added flexibility provided to FAAW as a non-member based organisation means we respond quickly to needs identified in the community. Therefore, FAAW is able to deliver practical and powerful programs that meet the needs and expectations of its audience.

FAAW continues to run on a tight budget with much of its funding sourced from governments grants and some from industry sponsorships. With continued efforts in establishing a Philanthropic trust within the next 12-24 months will allow the directors of FAAW to dedicate more of their time to delivering meaningful programs rather than fundraising. It will also provide for the administration of the organisation. This will not mean that partnerships and sponsorships will not be sought from corporates and industry. This will continue to be an important facet of building relationships with these elements of the Australian community.

For the foreseeable future the board will remain a voluntary unpaid responsibility. As FAAW becomes more financially stable the payment of nominal directors fees could be considered which will take the organisation into its next phase of growth beyond 2009.

1. Vision Statement

The Foundation for Australian Agricultural Women (FAAW) is an independent non-profit organisation whose mission is to resource, empower, research, influence and partner for the benefit of rural women. FAAW consults widely and partners government and non-government organisations on projects that seek to inform, and build the capacity of, rural women to participate in decision-making at all levels.

The objects for which the Company is established are:

- (i) to promote:
 - (A) recognition of Rural Women by government, business and the community;
 - (B) agricultural and business networking;
- (ii) to resource programs to empower, influence and partner for the benefit of Rural Women;

- (iii) to fund research that will benefit Rural Women;
- (iv) to facilitate continuous improvement in skills and talents of Rural Women;
- (v) to manage the Company's assets and invest its reserves in a prudent manner.

FAAW has subscribers rather than formal members as its objective is to be open and inclusive of all rural women. For this reason, FAAW does not, and cannot, speak on behalf of rural women or take a position on political or any other issues. Any views expressed are those of the individual Board member, except when specifically stated to be the views of FAAW.

2. Brand message

The Foundation for Australian Agricultural Women (FAAW) is a national, independent, non-profit organisation assisting rural women. This brand message should be included in all media statements to enhance visibility.

It is an action-orientated organisation and seeks to be a key choice for funding by government and corporate entities, which want to contribute financially to assist rural women.

FAAW works closely with government but has no political affiliations and is not bound by bureaucracy. FAAW seeks to encourage all levels of government, the corporate sector, industry and others to seek and acknowledge its advice on issues and policies relating to rural women.

It is the aim of FAAW to ensure all rural, agricultural and interested urban women are aware of FAAW and to make the projects and workshops run by FAAW the preferred option for rural women seeking development opportunities.

3. Key Strategic Priorities

External

3.1 Women's Education

To build on the skills and make use of the diversity of women in constructively addressing contentious issues in rural and remote areas

3.2 Women's Employment

To facilitate increased employment opportunities for rural and remote women and contribute to addressing the national skill shortage

3.3 Women's Health

To enhance the skill level of rural and remote workers and volunteers resulting expanding the availability of trained and capable human resources

3.4 Women's Leadership

To build and promote the leadership skills of women in the agricultural and rural sectors resulting in placement into key decision making roles in their communities, industries and organisations nationally

Internal

3.5 FAAW Promotion

To brand FAAW as a organisation of choice in addressing rural women's issues through strategic communication efforts and leveraging our alumni network

3.6 FAAW Governance

Continuously improve the management and governance of the Foundation which inturn enhances the skills of those involved in the organisation

3.7 FAAW Growth

Continue to develop self-funding capacity for operational costs

4. Internal Analysis

4.1 Strengths

(a) Benefits of FAAW

- (vi) Committed Board members that are prepared to dedicate the necessary time to project delivery
- (vii) Commitment to continual improvement in good governance practices
- (viii) Skilled board in the areas of philanthropy, communications and marketing fundraising, health and education, governance and finance
- (ix) Well networked board members with access to high levels of government and some private enterprise
- (x) A good reputation with government as an organisation that delivers
- (xi) Government often seeks opinion on rural women's issues
- (xii) Reasonably resourced financially
- (xiii) Have been in existence since 1998 with formal constitutional objects, processes and structures

(b) Features of FAAW

- (xiv) Not bound by a large member base which lends itself to dynamism and flexibility in the delivery of projects
- (xv) Size and composition of the board allows it to readily identify issues and action them in a short space of time

- (xvi) Virtual nature of organisation allows the organisation to have a national presence
- (xvii) Able to readily draw on external contacts for the design, implementation and review of projects
- (c) FAAW Approach
 - (xviii) Consensus based policy making
 - (xix) Autonomous project committees
 - (xx) Safe environment in which to express concerns or views
 - (xxi) Confidentiality and privacy is upheld
 - (xxii) Professionalism and cohesiveness in all that we do
 - (xxiii) Consistency of message and brand is key

4.2 Weaknesses

- (a) Directors becoming increasingly time short, it is therefore imperative our projects do not place excessive demands on director's.
- (b) Much time is taken in applying for grants and seeking sponsorship, which are short term in nature. The philanthropy fund, in which interest will be used to deliver annual FAAW projects, would result in time being dedicated to project delivery rather than short term fund raising
- (c) Internal policy decisions need continual improvement and consistency in application. It is imperative that all directors are familiar with these when fulfilling their obligations as a FAAW director.
- (d) Whole of committee commitment to a project with regular and complete reports at Board meetings
- (e) Reputation and awareness in the corporate and public arena is still limited

5. External Analysis

5.1 Political

- (a) Australian Government Minister for Transport and Regional Services, Warren Truss, recently announced members of the third Regional Women's Advisory Council (RWAC).
- (b) Federal government policy changes to allow over 65 to stay in the workforce.
- (c) Federal government policy on encouraging women into senior executive and board positions in Australia

- (d) Changes in political party at state level could have implications for services provision to regional areas such as health and education, environmental legislation including clearing and water management.
- (e) New Federal IR legislation which came in earlier this year (2006) may have implications for stability and conditions of employment in rural and regional areas
- (f) There will be public sector pressures (ballooning) on resources as the population ages (aged benefits/pensions) and the labour force (source of taxes) moves.

5.2 Economic

- (a) There is a national skills shortage especially in the trades (cabinet makers, carpenters, electricians), doctors and nurses.
- (b) Interest rates are forecast to increase over the next three years putting pressures on inflation if productivity is not maintained. Businesses could continue to seek overseas manufacturing alternatives in order to address the productivity issue.
- (c) We could see wages stabilise as the economy cools and pressures on skill shortages ease.
- (d) A tightening of consumer spending due to the slowdown in the property boom.
- (e) In the UK traffic jams cost the UK economy 20 billion English pounds. People working from home cost employers less in wasted time, fuel costs, and save the environment in reduced greenhouse gas emissions from cars¹.
- (f) The high oil price has almost doubled in recent years. This can equate to a reduction in net profit of 8 percentage points for many small to medium transport companies which puts them well into the red considering the industry average for net profit prior to the oil spike was 4%. This will impact on the delivery of products and services to the bush.²
- (g) The number of companies being placed in receivership, administration and liquidation was up by 9% in 2005. This is a significant increase considering that the number of insolvencies in 2004 actually declined by 2%.
- (h) Recent ABS statistics on GDP growth indicates that many sectors of the economy ground to a halt in the latter part of 2005³.
- (i) Communities, not individuals become responsible for innovation⁴. It is therefore paramount that companies leverage their organic knowledge and adopt new and innovative ways of retaining that knowledge.

¹ Weekly Times, 27 April 2006

² www.vantageperformance.com.au "Alarming statistics", March 2006

³ *ibid.*

⁴ Davis, I and Stephenson, E.; 30/03/2006, *McKinsey Quarterly*, The Online Journal, "Ten trends to watch in 2006".

5.3 Demographic

- (a) Australia is a sparsely populated country particularly in rural areas, which impacts on the profitability of delivering basic services such as health, education, electricity, communications and technology, employment, trades.
- (b) Income levels are as high as they have ever been in the cities.
- (c) Federal funding has seen more University places open up recently but will be a lag to when those people will be available into the workforce. 33 million university graduates in developing countries more than double that of developed. Businesses must learn how to incorporate this valuable resource into their businesses.
- (d) The population is aging. The baby boomers are also healthier due to improved medical practices and lifestyle awareness, which means they will live longer.

5.4 Social

- (a) People are acquiescent in the city and the country at the moment so not many people are getting too worked up about anything. The recent IR laws, and water shortages is something that has got some motivated to act
- (b) The city people tend to romanticise the bush not taking it as a seriously. The people in the bush then feel a sense of powerlessness as a result of this lack of understanding⁵
- (c) More people are leaving their employment to go and set up their own businesses and a majority of these are women⁶. UK Government's Office for National Statistics the number of teleworkers in the UK doubled from four per cent of all workers in 1997 to eight per cent of all workers in 2005. We could see similar trends here in Australia
- (d) Sea changes and Tree changes choose to move for lifestyle reasons. 70,000 people moved to southeast Queensland in 2004 with most of these moving from regional/rural to coastal areas.
- (e) Technology has allowed distance education to become more popular with Universities such as UNE and Southern Cross specialising in this education format
- (f) Social and environmental responsibility on big business is intensifying. Business leaders need to govern their companies well⁷. Equality of women, environment and animal welfare all impact on rural women and men.

⁵ Landline, 2005, Interview with Hugh McKay, social researcher and author

⁶ Australian Institute of Management, Management, April 2006

⁷ Davis, I and Stephenson, E., 30/03/2006, *McKinsey Quarterly*, The Online Journal, "Ten trends to watch in 2006".

6. Strategic Program and Implementation

The projects aim to leverage our internal strengths account for and address our weaknesses. In addition the external environment in which FAWW operates is taken into account. Where possible it seeks to mitigate any risks and take advantage of the opportunities that are presented.

The first table highlights our strategic priorities and notes what internal and external committees are directly impacted by these priorities.

The following tables outline the Foundation's projects, the objectives, timeframes, responsibilities and milestones for successful implementation.

				Internal Management Committees					
STRATEGIC PROGRAM	KEY PRIORITY	ACTIVITY	RESPONSIBILITY	Alumni	Communications	Finance & Audit	Governance	Selection	Strategy
Womens Education	To build on the skills and diversity of women in addressing contentious issues in rural and remote areas.	Facilitation Skills - Contentious issues	Jane Cleeve/ Jackie Jarvis/ Chrissy Arthur		x			x	x
Womens Employment	To increase employment opportunities for rural and remote women and contribute to addressing the national skill shortage	Teleworking	Chris Capel/ Margaret Alston		x			x	x
Womens Health	To enhance the skill level of rural and remote health workers and volunteers expanding the availability of trained and capable human resources	Mental Health First Aid	Paula Heelan/ Toni Riley		x			x	x
Womens Leadership	To build and promote the leadership skills of women in the agricultural and rural sectors resulting in placement into key decision making roles in their communities, industries and organisations nationally	Ambassadors on Boards Women on Boards	Jane Cleeve/ Karen Heck Claire Braund		x		x	x	x
FAAW Promotion	To brand FAAW as a organisation of choice in addressing rural women's issues through strategic communication efforts and leveraging our alumni network	Marketing Plan Alumni	Chrissy Arthur Chris Capel	x	x		x	x	x
FAAW Governance	Continuously improve the management and governance of the Foundation.	Board Charter & Policies Board Selection NRWC Consultations	Jane Cleeve Jane Cleeve Jackie Jarvis/ Bec Arnott		x	x	x x x	x	
FAAW Growth	Develop self-funding capacity for project and operational costs	Philanthropic Trust Financial Management	Alana Johnson Jackie Jarvis (Tres)		x	x		x	x

STRATEGIC PROGRAM	KEY PRIORITY	ACTIVITY	RESPONSIBILITY	External Project Committees			
				Health & Social Issues	Philanthropic Trust	Ambassadors on Boards	Teleworking
Womens Education	To build on the skills and diversity of women in addressing contentious issues in rural and remote areas.	Facilitation Skills - Contentious issues	Jane Cleeve/ Jackie Jarvis/ Chrissy Arthur	x	x	x	x
Womens Employment	To increase employment opportunities for rural and remote women and contribute to addressing the national skill shortage	Teleworking	Chris Capel/ Margaret Alston		x		x
Womens Health	To enhance the skill level of rural and remote health workers and volunteers expanding the availability of trained and capable human resources	Mental Health First Aid	Paula Heelan/ Toni Riley	x	x		
Womens Leadership	To build and promote the leadership skills of women in the agricultural and rural sectors resulting in placement into key decision making roles in their communities, industries and organisations nationally	Ambassadors on Boards Women on Boards	Jane Cleeve/ Karen Heck Claire Braund		x	x x	
FAAW Promotion	To brand FAAW as a organisation of choice in addressing rural women's issues through strategic communication efforts and leveraging our alumni network	Marketing Plan Alumni	Chrissy Arthur/ Fiona McCredie Chris Capel	x	x	x	x
FAAW Governance	Continuously improve the management and governance of the Foundation.	Board Charter & Policies Board Selection NRWC Consultations	Jane Cleeve Jane Cleeve Jackie Jarvis/ Bec Arnott		x	x	x
FAAW Growth	Develop self-funding capacity for project and operational costs	Philanthropic Trust Financial Management	Alana Johnson Jackie Jarvis (Tres)	x	x	x	x

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STRATEGIC PROGRAM: RURAL WOMEN'S HEALTH
RESPONSIBILITY: Health & Social Committee
KEY PRIORITY: Overseas trained doctors and
Opiates for pain relief in cancer patients

PROJECT DESCRIPTION

Create awareness and facilitate discussion of contentious rural health issues for women

PROJECT OUTCOMES:

- Health and wellbeing of rural women
- Availability of maternity services
- Improved transport facilities and infrastructure that reduces the risks associated with long distances to be travelled to reach health services

PROJECT MILESTONES:

Description	Progress Indicators	Due Date
Conduct a Health Forum of contentious issues including overseas doctors and use of opiates as a pain reliever in cancer patients within a diverse society	High profile invited guests from academia, industry and NFPs join discussion panel	2008 - 2009
To make positive policy recommendations to federal government, via NRWC on contentious issues including overseas trained doctors, tyranny of distance in rural areas and the use of opiates as a pain relief in cancer patients in an increasingly diverse society	At least one policy recommendation from NRWC adopted by federal government each year via the OfW	2007 - 2009

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STRATEGIC PROGRAM: RURAL WOMEN'S EDUCATION

RESPONSIBILITY: Ambassadors on Boards Committee

Facilitation Skills Committee

KEY PRIORITY: Ambassadors on Boards

Facilitation Skills

PROJECT DESCRIPTION:

PROJECT OUTCOMES:

- Rural women with the confidence and self awareness to take on leadership roles within their rural industry, community or area of interest
- Rural women equipped with the skills to facilitate contentious issues within their industry, community or area of interest

PROJECT MILESTONES:

Description	Progress Indicators	Due Date
Roll out up to four (4) Ambassadors on Boards 2 day workshops in Qld, NSW, SA and WA	Feedback positive and reports sent to sponsors after each workshop	Dec 2008
Three "Creating Progress through dialogue" workshops held in Vic, WA and Qld	Feedback positive and reports sent to sponsors after each workshop	Dec 2007
Conduct Issues Forum on: <ul style="list-style-type: none">• Teleworking and how this can positively impact climate change	More companies interested in how teleworking could earn them environmental credits as well as address the skill shortage	2008 - 2009

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STRATEGIC PROGRAM: RURAL WOMEN'S EMPLOYMENT

RESPONSIBILITY: Teleworking Committee

KEY PRIORITY: Teleworking

PROJECT DESCRIPTION:

Have more employers adopting teleworked employment arrangements with rural based women

PROJECT OUTCOMES:

- Increase in number of companies implementing teleworking into their recruitment policies
- Increase in number of women successfully employed in teleworking arrangement

PROJECT MILESTONES:

Description	Progress Indicators	Due Date
Current Government Grants list with names, contacts, purpose, amounts and closing dates	Successfully applying for grants with the objective of improving the skill base of rural women	2007
Conduct analysis of skill gaps and match those skills identified from fist project	Fully funded research and development project completed	2007 - 2008
Identify industries that could benefit from teleworking employment arrangements	Get 2-3 new companies implementing teleworking employment arrangements	2008
Develop an active database of teleworking rural women	Matching rural women with teleworked positions which generates a revenue stream for FAAW	2009
Managers Program	Program that teaches rural employers how to best manage employees	2009

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STRATEGIC PROGRAM: **RURAL WOMEN'S LEADERSHIP**

RESPONSIBILITY: **Ambassadors on Boards Committee**
Facilitation Skills Committee

KEY PRIORITY: **Ambassadors on Boards**
Facilitation Skills

PROJECT DESCRIPTION

Continue to implement Ambassadors on Boards and Facilitation Skills workshops for rural women

PROJECT OUTCOMES:

- FAAW is seen as a leader in providing tangible solutions to issues confronting rural women
- Rural based women are taking on leadership roles at a community, industry, state, federal or corporate level
- FAAW takes a leadership role by playing its part in slowing climate change

PROJECT MILESTONES:

Description	Progress Indicators	Due Date
Environmental Footprint	FAAW (the board) measure their environmental footprint in conducting FAAW business and measure over time	2007
World Women's Day Conference	One director participate in the conference if we can get funding to go	25 April 2007
Creating Progress through Dialogue	2 three day workshops in Vic and WA and 1 one day workshop in Qld	2007
Ambassadors on Boards	4 two day workshops, one each in Qld, NSW, SA and WA with total of 60 attendees Work in with Women on Boards for expanding networking of rural women	2008
Facilitation skills – climate control conference	Modify 'Creating Progress through Dialogue' to be targeted around climate control or facilitate a Conference on this issue	2008

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STRATEGIC PROGRAM: **FAAW PROMOTION**

RESPONSIBILITY: **Communications Committee**

KEY PRIORITY: **Promotion of FAAW**

PROJECT DESCRIPTION:

Communications & Marketing Plan

PROJECT OUTCOMES:

- Agreed communicated strategic direction that is clear and repeatable
- Heightened awareness of FAAW at senior levels of federal government, business and media
- Reputation as an action oriented organisation that delivers on expectations
- Streamlined regular communication with registered users
- Website content is current, professional and user friendly
- All registered users have access to website and are using it

PROJECT MILESTONES:

Description	Progress Indicators	Due Date
Timely updated content on website	<ul style="list-style-type: none">• New item at least once a month.• Website content updated and edited without error	Monthly
Press release on each project	<ul style="list-style-type: none">• FAAW have an article in regional, state or national newspaper at least once a quarter• Centralised media releases using distribution software	Every 2 months
FAAW email newsletter to registered users	One page HTML newsletter sent quarterly via email	Quarterly from 2007
Annual website content review	All staff reviewed and reported back on their content on the website. All legal implications considered.	2007 – 2009

Teleworking	Get teleworking an active database on FAAW website; create discussion groups with a targeted topics relating to teleworking	2007 – 2009
Public presentations/guest speaker roles	Health Forum and other presentations on behalf of FAAW are paid for	2008
Profile all Board members	FAAW have an article in regional, state or national newspaper at least once a quarter	One per Qtr
Board presence in Canberra	Present FAAW to Ministers and Shadow Ministers – Have an updated list of Ministers at all times Employment, Education, DAFF, Parliamentary Secretary of Agriculture, DOTAR Committee, AFFA Committee	2007 -2009

FAAW STRATEGIC PLAN

2006 - 2009

PROGRAM: FAAW GOVERNANCE
RESPONSIBILITY: Governance Committee
KEY PRIORITY: Governance Manual

PROJECT DESCRIPTION:

Effective and well informed Board decision-making that enhance FAAWs reputation as a professional organisation

PROJECT OUTCOMES:

- The Board are in regular agreement on the financial status and the operational issues affecting the organisation, providing confidence in the efficient and effective application of resources.
- Board confidence in the decisions of individuals involved in respective projects and use best practice processes in delivery of their projects
- Reputation that FAAW is a well governed organisation attracting desirable sponsorship partners and highly skilled new directors
- FAAW applies best practice to all Governance issues including administration, law, social responsibility, performance, tax and accounting
- A paid board within 3 years
- The Board supports continual improvement of individual performance and skills

PROJECT MILESTONES:

Description	Progress Indicators	Due Date
Succession Planning policy established	No disruption to the management and delivery of projects and the continuation of FAAW	2007
Governance Manual and Directors Handbook	Document made available to new and existing directors and policies clearly communicated to mitigate misunderstanding	July 2007
Resolutions Register	Resolutions register is current and accurate	2007 - ongoing
Operational Policies	All policies documented and kept in a central location	2008
Remuneration	FAAW is sufficiently financial to support the nominal payment of its board of directors	2009

Board across all issues	<ul style="list-style-type: none"> • Board papers prepared in a timely manner and circulated 10 days prior to meeting • Regular Updates via email 	Ongoing
Corporate Administration	All statutory requirements are complied with including ASIC, without penalty	Ongoing
Selection process designed to attract the best applicants	Skill gaps filled in line with strategic objectives	Ongoing

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PROGRAM: FAAW GROWTH
RESPONSIBILITY: Treasurer/Philanthropy Committee
KEY PRIORITY: Philanthropy Trust

PROJECT DESCRIPTION:

FAAW continues to be a financially viable in the delivery of its projects to rural women growing its profit margin by at least 4% each year in line with CPI increases in costs

PROJECT OUTCOMES:

- To be self funding organisation within 3 years aiming to have 12 months of operational costs in reserve
- Sufficient funds to deliver projects as planned and on time
- To ensure the financial obligations under the FAAW programs and administration are met as and when they fall due
- To be able to comfortably compensate board members for out of pocket expenses associated with being a Director
- To be a paid board within 3 years

PROJECT MILESTONES:

Description	Progress Indicators	Due Date
Tax ruling	Private tax deductibility status	2007
Trust Fund	Fund value of \$1Million	2008
Trustees	Trustees invited and appointed	2008
Trust Administration	All administrative and operational policies and procedures documented and implemented	2008 (subject to tax ruling)
Remuneration of FAAW Directors	FAAW is sufficiently financial to support the nominal payment of its board of directors as well as finance projects from the interest of the Fund	2009