



Committee for
Geelong

CORPORATE SKILLS BANK

CORPORATE SKILLS BANK BUSINESS PLAN

1. PURPOSE

To broker skills of the Leaders for Geelong Alumni and the Committee for Geelong members for the benefit of not for profit organisations within the G21 region, and as a result strengthen the capacities and capabilities of the organisations by providing skills not readily available to them.

2. EXECUTIVE SUMMARY

The Corporate Skills Bank will initially offer assistance to organisations to undertake short fixed term projects, the outcomes of which will contribute to the sustainability and development of the organisations. The assistance offered by the Corporate Skills Bank will be expanded as participant numbers are increased.

Participants in the Corporate Skills Bank will be drawn from the Alumni of the Leaders for Geelong program and Committee for Geelong members. Co-ordination of the Corporate Skills Bank will be undertaken by a committee consisting of past and current participants in the Leaders for Geelong program. This committee will be a sub-committee of the Committee for Geelong.

3. CONTEXT

3.1 History

The Corporate Skills Bank is one of the foundational research projects for the inaugural participants in the Leaders for Geelong program. This project was identified as a key component for the establishment of the 'Leaders' program and is funded through the *Department of Community Development and Planning*.

3.2 Internal Situation

It is proposed that a committee will administer the Corporate Skills Bank, initially comprised of members of the project group. This committee will be a subcommittee of the Committee for Geelong. Membership of the subcommittee will change annually with participants of each years Leader for Geelong program holding half of the positions. This ensures succession and seamless continuity of the project.

The number of participants on the Corporate Skills Bank will initially be limited. It is proposed that the membership criteria be as follows:

- Participant in the Leaders for Geelong program
- Member of the Committee for Geelong
- Graduate of a 'Board Orientation" type course.

Due to the small number of participants expected in the 'start-up' phase of the project it is anticipated that the administration of the project can be managed by the committee with the support of an administrative assistant 0.5 to 1 day per week.

The limited number of participants also results in the number of projects that can be supported by the Corporate Skills Bank in its 'start-up' phase being restricted.

3.3 External Situation

Input was sought from the established volunteering organisations in Geelong, namely Geelong Volunteer Resource Centre, BacLinks and United Way in relation to the community needs for specialised skills that could be brokered by the Corporate Skills Bank. The top 4 areas of need were identified by these organisations as follows:

- Strategic and business planning
- Risk management
- Governance
- Fundraising and grants

On the basis of the above analysis of the areas of need it is considered that the most efficient use of Corporate Skills Bank in its start-up phase will be to provide specialist skills for short-term projects, with some board placements subject to the availability of participants.

Some pressure has been encountered to coordinate the development of the Corporate Skills Bank with the existing volunteering organisations in Geelong. The project team have been conscious to avoid this level of involvement at this stage due to the funding received by the Committee for Geelong to develop the Corporate Skills Bank

3.4 Markets

The broad market identified for the Corporate Skills Bank is the non-for-profit organisations in the G21 region. In its start-up phase the Corporate Skills Bank will not have the population to offer assistance to all organisations in this market. Therefore selection of the projects and placements may become a significant activity of the committee.

To ensure that the organisations in the market do not become dissatisfied with the level of assistance or the availability of the services whilst the Corporate Skills Bank is in its start-up phase the marketing program will be selectively restricted. This is discussed further in item 5 relating to strategies.

3.5 Competitors

Competitors offering the same services as the Corporate Skills Bank in the G21 region have not been identified. Volunteering services are co-ordinated by the Geelong Volunteer Resource Centre and corporate volunteering is promoted by BacLinks.

The existence of competitors in the area of operation of the Corporate Skills Bank is not perceived as a threat, but instead will provide support to the Corporate Skills Bank to enable it to provide assistance to its market. Part of the role of the committee when considering requests for assistance will be to broker services offered by other volunteering organisations.

4. GOALS

The broad goal of the Corporate Skills Bank is to provide a platform for the application of skills available in the corporate sector to non-profit organisations in the G21 region efficiently, effectively and on a pro-bono basis. The result will be the promotion of

corporate citizenship in the corporate sector and the supported progression of non-for-profit organisations by utilising skills that would otherwise be difficult to access due to funding priorities or time limitations.

5. STRATEGIES

The following strategies will be employed during the start-up phase. The focus will be on building a durable foundation and structure that will enable the Corporate Skills Bank to be an enduring initiative of the Committee for Geelong:

- 5.1 Focus on projects that involve participants for a short fixed term (eg. 6 weeks). This is necessary due to the limited number of initial participants and will ensure that resources can be applied as efficiently and effectively as possible.
- 5.2 Develop a selection criteria to provide a framework and guidelines for the assessment of project applications. Appendix 2 provides a sample of the application form.
- 5.3 Encourage the inclusion of a “Board Orientation Series” in future Leaders for Geelong programs. This will produce participants that have the skills necessary to accept board placements in the future.
- 5.4 Encourage the Corporate Skills Bank to be a “compulsory” research project for each Leaders for Geelong program with the aim that the Corporate Skills Bank continues to develop by each program year focussing on the development of another aspect of the Corporate Skills Bank.

6. MARKETING PLAN

It is anticipated that marketing will be strategic and limited due to the small number of participants expected in the start-up phase of the Corporate Skills Bank.

The preliminary concepts for marketing of the Corporate Skills Bank have involved:

- Establishing a web page on the Committee for Geelong website that provides information and application forms.
- Incorporating a small section in newsletters produced by the Committee for Geelong and United Way in relation to the Corporate Skills Bank and reporting on progress.
- Marketing to the corporate sector through the Committee for Geelong membership to recruit further participants with the focus on corporate citizenship within organisations.
- Obtaining exposure in local media for the launch of the Corporate Skills Bank.

7. FINANCIAL PLAN

In the start-up phase of the project it is anticipated that the cost to administer the Corporate Skills Bank will be up to \$10,000.00 per annum. This could be funded by, for example, a naming rights sponsor or the Committee for Geelong.

In the start-up phase the financial requirements of the Corporate Skills Bank will be limited to the funding of 0.5-1.0 day of administrative support. It is anticipated that the marketing initiatives such as web pages will be provided by the Committee for Geelong.

The initial promotion of the Corporate Skills Bank will utilise publications distributed by United Way and the Committee for Geelong, with minimal or no financial cost.

A review will be undertaken of insurance requirements and the coverage of existing policies will affect the financial cost of obtaining insurance for participants.

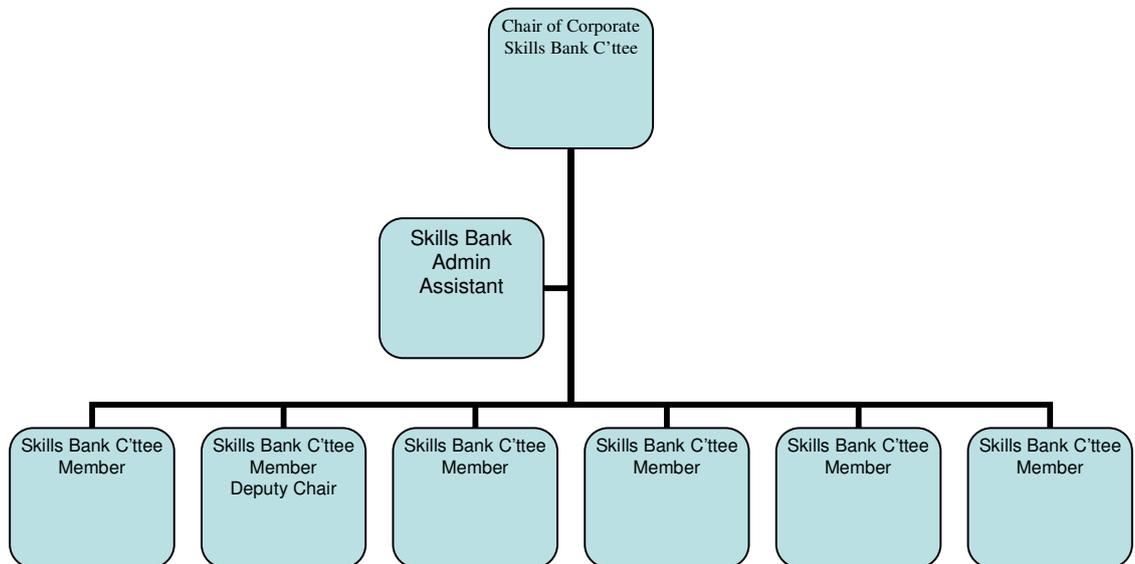
The long-term prospect of the Corporate Skills Bank becoming self-funding may be achieved through the establishment of a Board Orientation Series in Geelong.

8. MANAGEMENT

8.1 Organisational Structure

A committee will be established to administer the Corporate Skills Bank. This will be a sub-committee of the Committee for Geelong.

Organisational Chart



Roles & Responsibilities

- **Administrative Assistant**
This role will administer the overall process of Corporate Skills Bank. This involves:
 - Co-ordination of the application process;
 - Reviewing applications for adherence to the guidelines developed by the Corporate Skills Bank Committee;
 - Monitoring and updating the Corporate Skills Bank database for application status;
 - Keeping the information on Corporate Skills Bank members up to date; and
 - Providing a bi-monthly report to the Corporate Skills Bank Committee.
- **Chair of Corporate Skills Bank**
This position will involve chairing the Corporate Skills Bank Committee and reporting to the Committee for Geelong.

- **Committee Members**

The committee members will select and allocate resources to approved applications for Corporate Skills Bank assistance and develop a succession plan for next wave of Leaders for Geelong participants to take over Corporate Skills Bank Committee positions

8.2 Role of the Committee and Governance

8.2.1 Committee composition

The inaugural committee is to be comprised of at least five members of the Corporate Skills Bank project group, and these members will remain on the committee until the completion of the second Leaders for Geelong program ("second program").

At the completion of the second program, two members of the inaugural committee are to retire and two graduates of the second program are to be elected onto the committee. This rotation will continue each year.

The maximum term for a committee member is five years.

All members of the inaugural committee and graduates of the second and subsequent Leaders for Geelong programs are to be members of the Alumni of the Leaders for Geelong.

Other committee members may be added at the discretion of the committee from members of:

- the Leaders for Geelong Alumni
- Committee for Geelong
- other partners in the Corporate Skills Bank project

The committee members are appointed by the committee.

The committee shall comprise at all times of at least five members, with a maximum of nine members, and made up of at least five members of the Leaders for Geelong Alumni.

The committee shall have strong levels of the following skills and experience:

- finance
- marketing
- legal
- government and community relations
- up to date knowledge of the G21 non-profit community sector

The Chair and Vice-Chair of the committee shall be elected on an annual basis by the committee. Specific roles will be allocated to committee members at the same meeting each year.

8.2.2 Meetings

The committee will meet as required, but at least six times per year.

At least 50% of the committee members shall constitute a quorum at a committee meeting.

In the event the Chair is not present, the Vice-Chair will act as Chair for that meeting.

In the event that a committee member is not present for three consecutive committee meetings, the membership of the committee shall be reviewed.

Minutes of meetings shall be taken by an appointee and signed by the Chair of that meeting once approved by the committee.

A timetable of reporting to the Committee for Geelong will be developed by the committee, taking into account the requirements of the Committee for Geelong.

A vote will be taken on decisions where consensus has not been achieved, and a majority (50% plus one) shall carry a resolution.

8.2.3 Committee operations and governance

The committee must uphold the values and principles of the Essential Corporate Governance Principles as summarized by the Australian Stock Exchange Corporate Governance Council, to the fullest extent possible and practical given the nature of the business of the Corporate Skills Bank. The committee must also uphold the values and principles of the Committee for Geelong.

The committee must have a clearly stated charter outlining the scope of their responsibility and accountability, and adopt proper rules of structuring and operation. The committee shall review and reassess the charter on an annual basis.

8.2.4 Relations with Committee for Geelong and Corporate Skills Bank Committee

The committee shall maintain free and open communication with the Committee for Geelong, and undertake an annual review of the timeliness and appropriateness of information flows from management to the committee and vice versa, and from the committee to the Committee for Geelong and vice versa.

8.2.5 Innovation & continuous improvement

The committee will always be mindful of identifying ways to foster innovation and continuous improvement in the Corporate Skills Bank operations, and to both originate and foster such initiatives that will be to benefit of the Corporate Skills Bank.

8.2.6 Committee performance

The committee shall perform an evaluation of its performance on an annual basis to determine whether it is functioning effectively.

8.3 Succession Plan

Succession of committee members will be provided through the graduates of the Leaders for Geelong program taking positions. It is expected that half of the committee positions would be replaced each year.

8.4 Risk Management Strategy

The Corporate Skills Bank Risk Management Strategy is attached as appendix 1.

**CORPORATE SKILLS BANK-
RISK MANAGEMENT STRATEGY**

1.0 Introduction

Risk management is critical to the Corporate Skills Bank Committee in order to achieve the strategic objectives of the Corporate Skills Bank. Prudent decision making in relation to the use of the Corporate Skills Bank's limited human, financial and physical resources is critical to the achievement of the objectives of the Corporate Skills Bank.

To this end, all stakeholders participating at any level in the Corporate Skills Bank program will have an obligation to identify and minimise threats to the program's resources. By fostering a vibrant risk management culture that encourages all stakeholders to systematically apply the principles and procedures outlined in this strategy, the Committee seeks to minimise waste and ensure that all Corporate Skills Bank events, activities and projects are undertaken with minimal risk to all stakeholders, contractors and the general public.

2.0 Statement of Commitment

The Corporate Skills Bank Committee is committed to logically and systematically identifying, analysing, evaluating, treating, monitoring and communicating all risks that directly or indirectly impact on the programs ability to achieve the vision and strategic objectives of the Corporate Skills Bank.

This Strategy demonstrates the Committee's commitment by detailing the risk management framework to be employed by all stakeholders, members, contractors, committees and volunteers engaged in the program and defining the responsibilities of individuals and organisations involved in the risk management process.

The Committee believes that good risk management is essential for the successful implementation of the Corporate Skills Bank Program, as it:

- Facilitates innovation, cooperation and the sharing of resources.
- Enhances the development and delivery of the program.
- Supports the Committee's key values and ethics.
- Encourages a closer working partnership between the Corporate Skills Bank Committee and administrators and the community.
- Ensures consultation with all stakeholders on key issues.
- Encourages a proactive approach to problem solving.

3.0 Policy Statement

The Committee is actively committed to:

- a) applying sound risk management principles and practices.
- b) protecting the program, the program stakeholders and the community, against reasonable loss and injury.
- c) preventing and minimising exposure to risk and adverse impact on program operations.

The Committee recognises that risk management is essential for sound, strategic and financial planning and for the ongoing physical operations of the organisation.

4.0 Scope

This Risk Management Strategy will be implemented by all stakeholders involved with the program.

All stakeholders, employees, contractors, partner organisations and volunteers engaged in the conduct of the Corporate Skills Bank Program are to apply consistent, proactive and systematic risk management practices in the employment of Program resources and the delivery of the Corporate Skills Bank Program.

Successful risk management relies on input from all stakeholders and ownership of identified risks by responsible participants.

5.0 Definitions and Abbreviations

Risk:	<p>“The chance of something happening that will have an impact upon objectives.”</p> <ul style="list-style-type: none"> • A risk is often specified in terms of an event or circumstance and the consequences that flow from it. • A risk is measured in terms of a combination of the consequences of an event and their likelihood. • Risk may have a positive or a negative impact.
Consequence:	<p>“The outcome or impact of an event.”</p> <ul style="list-style-type: none"> • There can be more than one consequence from one event. • Consequences can range from positive to negative. • Consequences can be expressed qualitatively or quantitatively. • Consequences are considered in relation to the achievement of objectives.
Likelihood:	<p>“Used as a general description of probability or frequency.”</p> <ul style="list-style-type: none"> • Can be expressed qualitatively or quantitatively.
Risk Management:	<p>Can be defined as: the culture, processes and organisation that helps a business to evaluate risk, assess its potential impact and plan the appropriate action in order to avoid or control risk by the most economical means. It is not possible or desirable to eliminate all risks. The objective is to implement cost effective processes that reduce risks to an acceptable level, reject unacceptable risks, and transfer other risks through insurance and other means.</p>
SafetyMap:	<p>SafetyMap (Safety Management Achievement Program) is a safety management system enabling organisations to assess the scope and effectiveness of their health and safety policies and operational activities. Organisations are then able to plan continuous improvement activities, identify benchmark standards and gain industry recognition for achieving accreditation.</p>
Risk Profile	A summary of significant organisational risks.
WorkSafe	Victorian WorkCover Authority's prevention arm

6.0 Risk Management Steps

1. **Identify risk.** Identify what, why and how things can arise as the basis for further analysis. This can be achieved through internal or external audits, hazard identification and notification, training and internal promotion to raise awareness of risk management generally.
2. **Analyse risks.** Determine the existing controls and analyse risks in terms of likelihood and consequence in the context of those controls. The analysis should consider:
 - (i) how likely is an event to happen, and
 - (ii) what are the potential consequences and their magnitude.

Combine these elements to produce an estimated level of risk.
3. **Assess and Prioritise risks.** Compare estimated levels of risk against pre-established criteria. Risks are then ranked to identify management priorities. If risk levels are low, then risks may fall into an acceptable category and treatment may not be required.
4. **Treat risks.** Accept and monitor low priority risks. For other risks, develop and implement a specific management plan that includes consideration of funding.
5. **Monitor and review.** Monitor and review the performance of the Risk Management system.

7.0 Strategic Principles

The principles of the Strategy are to:

- Identify, evaluate and rank the program's risk with a view to reducing, mitigating, transferring or eliminating risks.
- Promote and support risk management processes throughout the program.
- Recognise that successful risk management relies on input from all employees and stakeholders.
- Allow for more effective allocation and use of resources.
- Provide a basis for higher standards of accountability.
- Protect the program's corporate image as a professional, responsible and ethical entity.

8.0 Risk Management Requirements

Risk management principles shall be a consideration in all Committee decision making processes. The Committee will work to will ensure that appropriate resources are allocated to:

- Minimise the program's exposure to loss and litigation.
- Protect and enhance the program's reputation.
- Protect the program's financial and physical assets.
- Maintain stakeholder health and safety whilst participating in the program.

9.0 Responsibilities

All program participants, employees, contractors and volunteers are to be familiar with, and competent in, the application of the Corporate Skills Bank Risk Management Strategy. All stakeholders are accountable for adherence to this Strategy within their areas of responsibility. Detailed responsibilities are listed in the Appendix.

10.0 Risk Management Priorities and Resources

The Corporate Skills Bank Committee accepts that it does not have the resources to immediately address all of the risks the program faces. The Committee will annually review all of the risks identified, determine those that must be afforded the highest priority and assess the resources required to manage those risks. High priority risks will be considered during budget deliberations. All stakeholders should note that the absence of a risk from this Strategy does not preclude its management from within program resources. Nor is the annual review process inflexible: extreme and high priority risks identified at any time will be assessed and treated in accordance with the procedure described in this Strategy.

11.0 Risk Register

A Risk register will be established based on assessment of operational financial and compliance exposures of the program's key results areas. The identification of significant or potential threats forms the basis of a program Risk Profile e.g. strategic exposures, asset management and human resources.

12.0 Performance Review

This Strategy takes effect immediately upon adoption by the Corporate Skills Bank Committee. It is to be reviewed annually to ensure its continued suitability and effectiveness.

13.0 Risk Management Strategy

Strategic risks create the biggest threat to the ability of the program to achieve its mission and objectives e.g. operational disruption, financial exposure and reputation.

Continuous Improvement Activities developed through:

- Key Performance Indicators
- Risk Profile
- Risk Assessments
- Internal audits

ACTIONS – 2008-12		2008/09	2009/10	2010/11	2011/12
1	Implement Occupational Health & Safety Plan	✓	✓	✓	✓
2	Risk identification	✓	✓	✓	✓
	• Develop and maintain a risk register	✓	✓	✓	✓
	• Develop and maintain a risk profile to identify potential risks.	✓	✓	✓	✓
3	Develop and implement key performance indicators.		✓	✓	✓
4	Communicate risk management practice through training & education.			✓	✓
	Business Continuity				
10	Develop a Corporate Skills Bank Continuity Plan for the ongoing development of the Corporate Skills Bank Program		✓		
ACTIONS – 2008-12		2008/09	2009/10	2010/11	2011/12
	Public Liability				
13	Train program participants and other stakeholders in the use of risk assessment tools.		✓	✓	✓
14	Risk assessments of relevant site locations.	✓	✓	✓	✓
	Asset Security				
15	Conduct risk assessments to support budget recommendations.		✓	✓	✓
	Effective Management of the Skills Bank Program				
21	Develop and Implement Resource Manual for Section program participants and stakeholders <ul style="list-style-type: none"> • Risk Management • Statement of Expectations 		✓		

Appendix: Risk Management Responsibilities

Corporate Skills Bank Committee

The Committee will:

- Adopt a Risk Management Strategy.
- Promote risk management as a vital principle.
- Provide a safe and healthy work environment.
- Ensure that the program meets its duty of care to all staff, stakeholders and the general public and protects its assets and operations through:
 - Education;
 - Appropriate risk processes; and
 - Adequate loss control programs and measures.
- Monitor and evaluate the performance of all stakeholders against their risk management responsibilities.
- Contribute to the analysis of all potential and actual high loss incidents.
- Lead the development of the Corporate Skills Bank Continuity Plan.
- Assist stakeholders in the identification, evaluation and mitigation of risks.
- Lead the development and implementation of Risk Action Plans for all risks assessed as extreme.

Committee for Geelong & Corporate Skills Bank Committee

The Committee for Geelong and the Corporate Skills Bank Committee will jointly:

- Ensure that appropriate funding is made available to reasonably manage the risks identified in the programs Risk Register.
- Ensure that risk management is a regular item on meeting agendas.
- Monitor the implementation of the Risk Management Strategy throughout the program by listing it as an agenda item at all relevant meetings
- Approve or modify all entries in the program's Risk Register.
- Approve or modify the program's risk management training program.
- Approve or modify the annual review of the program's Risk Management Strategy.
- Direct annual risk management audit reports.
- Develop and oversee the program's Continuity Plan.
- Develop and implement Risk Action Plans for all risks assessed as extreme.
- Set the timeframe for the development of Risk Action Plans for all risks assessed as high. Approve and monitor plans once developed.

All Stakeholders

All stakeholders are to:

- Understand and observe the Risk Management Strategy and related procedures.
- Assist the Committee in the identification and management of risks to be entered into the program's Risk Register.
- Contribute to the development and implementation of Risk Action Plans and strategies where necessary.
- Identify, evaluate and mitigate risks relevant to their involvement.
- Provide timely assistance and requested information in relation to any insurance claim or risk management issue.
- Make loss control/prevention a priority whilst undertaking daily tasks in the program's operations.
- Perform their duties in a manner that does not represent an unacceptable level of risk to the health and safety of:

- Themselves.
 - Other participants.
 - Broader stakeholders.
 - Contractors.
 - The wider community.
-
- Report any illness, injury, hazard, near miss or incidents and losses as soon as they are detected to the relevant Board member or administrative staff.
 - Encourage the public to respect the program's property.

Events and Special Projects

In addition to their generic responsibilities under this Strategy, stakeholders with responsibility for events and special projects are to undertake and document a formal risk assessment for all proposed events/projects, prior to being submitted for funding or approval. This assessment must:

- Consider known risks identified for similar events/projects.
- Identify unique risks associated with a particular event/project.
- Where possible, modify the design of the event/project to eliminate or at least minimise these known risks.
- Where risks cannot be eliminated through redesign or re-engineering, establish plans to mitigate the risk to an acceptable level during an event or after completion/implementation of a project.

Internal Audit

Internal Audit is essential to the management of financial risk. The Committee will allocate the responsibility for overseeing this function

Appendix 2

Corporate Skills Bank – Application Form

About the Corporate Skills Bank

The Corporate Skills Bank is provided by graduates of the Leaders for Geelong program and is proudly supported by the Committee for Geelong.

The Corporate Skills Bank connects business volunteers with the G21 regions not for profit organisations to work on specific projects. A committee comprised of Leaders for Geelong graduates runs the program, arranges introductions, provides support and monitors the outcomes.

The Corporate Skills Bank matches people with people. While the skills match is important, the crucial element of a successful placement is making sure the best available business volunteer is matched with the project.

Applications

Applications for assistance will be considered in April and October each year. Completed applications can be lodged at the following address by 31st March or 30th September in any year:

Corporate Skills Bank
C/- The Committee for Geelong
PO Box 3092
GEELONG VIC 3220

Or Email: skillsbank@committeeforgeelong.com.au (note need to create)

Contact for further information: **Insert contact details**

Eligibility for Assistance

Projects can cover business and strategic planning, marketing, human resources, information technology, legal issues and many other areas. The objective is to transfer skills from the volunteer to the not for profit organisation, leading to long-term benefits. the projects are:

- Matched, monitored and supported by the Leaders for Geelong
- Individually negotiated
- Short-term, ranging from two hours/fortnight for up to six months to as little as one or two meetings
- Flexible, with meetings often scheduled outside work hours
- Reviewed to include measurable outcomes

To be eligible for a Corporate Skills Bank placement, project applications need to address the following eligibility criteria:

The project must:

- Address identified needs.
- Fit within the organisations strategic plan.
- Seek to produce tangible outcomes that benefit the community.
- Build the capacity of the organization.
- If applicable, have carefully prepared and realistic budgets.

The Corporate Skills Bank will favorably consider applications from organisations that:

- Focus on their clients and the benefits they can achieve for them.
- Have appropriate management and governance structures in place.

Organisations need to be legally constituted as a not for profit entity or are seeking to obtain not for profit status in Victoria and operate in the G21 region (Comprising City of Greater Geelong, Borough of Queenscliffe, Golden Plains Shire, Colac Otway Shire and Surf Coast Shire).

The Corporate Skills Bank

Part A: Application Cover Sheet

Name of Organisation:	
ABN Number:	
Postal address:	
Street address:	
Telephone Number:	
Facsimile Number:	
Project Contact Person Details: Name and title: Telephone number: Email address:	
Name of the project for which you are seeking expertise:	
Brief description of project:	
Total budget for your organization: (current year):	
Applicants declaration: I, (insert full name) _____ am authorised by the organization to make this application on its behalf and say that all the information provided is true and correct. I have read the terms and conditions relating to this application for the provision of skills by the Corporate Skills Bank and agree to those terms and conditions.	
Date:	
Applicants Signature:	

Part B: About your organization

Type of Organisation (place ✓ in appropriate box)

- Incorporated Association
- Registered Company
- Community Group
- Local Government Authority
- State Government Authority
- Other please specify _____

Taxation Status - This helps us establish if yours is a not for profit organisation

Does your organisation have:

- Exemption from Income Tax on Original Revenue?
- Deductible Gift Recipient Status?

Further documentation

Please provide a copy of your most recent Annual Report and any additional documents which may be required to cover the topics listed below:

- Mission statement
- Objectives
- Membership details
- Outline of main activities
- Organisational structure
- Board members with brief biographies
- Staff/management structure
- Latest financial report
- Affiliations (if any) with other organisations

Strategic Plan

Do you have a current Strategic Plan? (This will be treated as 'Confidential')

- No
- Yes – when was the plan prepared >> Please Attach

Previous Assistance

Have you sought assistance from the Corporate Skills Bank before?

- No
- Yes

How did you hear about the Corporate Skills Bank?

- Word of Mouth
- Media Publicity
- Advertisement in my peak organisation's newsletter
- Committee for Geelong Publication (information kit, yearbook, magazine)
- Leaders for Geelong Alumni - Who? >> _____
- Other>> _____

Part C: About the assistance sought

1. Briefly describe the assistance your organisation seeks. If this includes more than one area of activity, which is your priority?

2. Describe the issues or problems that gave rise to this request.

3. What organisations or individuals have you approached for advice or help in this area?

4. To whom within your organisation will the Corporate Skills Bank team report?
 - CEO – Please enter CEO's name >>
 - Board – Please enter Representative's name >>
 - Other – Please give details >>

5. Where will the project be located?

6. What resources will the organisation contribute to the project? Please include or attach a description of the projects budget.

7. Has your Board / Council formally agreed to seek the Corporate Skills Bank assistance?
 - No
 - Yes

8. How will this project produce tangible outcomes that benefit the community?

9. How will this project build the capacity of your organisation?

10. What skills or background would be most relevant in the person(s) assigned to your project?

11. Will any consultants be involved in this project?
 - No
 - Yes (if so please state number and roles)

12. Is there a particular timeframe, deadline or key target date(s)?
 - No
 - Yes – Please give details >>

13. Please estimate the amount of time (in hours) you anticipate the project will take.

14. How will you measure the success of your project, and the role played by the Corporate Skills Bank?