



Australian Indigenous
Leadership Centre

Strategic Plan

2018 – 2022

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Acknowledgment to Country

The AILC would like to acknowledge and pay their respect to the traditional custodians of the land and country from which our participants, trainers, Alumni and supporters come from. We acknowledge their wisdom and learning of our Elders past and present.

Disclaimer – Warning for Aboriginal and/or Torres Strait Islander People

Please be aware that this publication may contain imagery and representation of people that may be deceased. This may cause some distress in the community.



Our vision

Australia's First Peoples leading, connecting and influencing positive change for the benefit of all Australians



Our mission statement

To develop leadership through cultural values, knowledge and wisdom to empower Australia's First Peoples.



Our values

We hold the following values important to our business:

- Cultural Safety & Respect
- Cultural Authenticity & Integrity
- Thought Leadership
- Diversity
- Courage
- Innovation
- Excellence

Our goals

1

To progress and enhance the AILC's competitiveness and attractiveness as the preferred registered Training Organisation to Australians in the Indigenous Leadership space.

2

To ensure the sustainability of the AILC through continuous improvement, research and development and quality internal capabilities.

3

To be leaders at the national level in Indigenous Leadership within a sustainable and community-driven process.

4

To develop a sustainable financial business model that ensures sustainability of the organisation.

5

Improve the organisational resilience including: governance, facilities, infrastructure, CQI framework and the branding of AILC.

6

Increase and enhance the AILC's profile as a leading RTO in Indigenous Leadership through the promotion of course offerings; celebration of our successes; nominations for RTO and organisational awards; strategic media engagement and engagement of Alumni.

Our priorities

1

Priority Area

Enable and empower Australia's First People's leadership

2

Priority Area

Build relationships and strategic alliances

3

Priority Area

Strengthen and sustain our organisation

Our purpose

As the leading and only Registered Training Organisation for Indigenous Leadership nationally, the AILC asserts that their primary purpose of service delivery for 2018 – 2022 is to:

- Be the primary facilitators in building capacity and continual development of Indigenous Leadership
- Promoting and enhancing leadership skills and qualities across our diverse nation and traditional owner groups.
- Ensuring that our students receive quality education through our course offerings.
- Being the "employer of choice" for Indigenous professionals through a diverse workforce development strategy.
- Engage and celebrate our Alumni through the promotion and delivery of cultural and positive development programs.
- Supporting leadership in our youth through a deliberate and structure Youth Leadership Program to build the capacity of our young people across the nation.

SWOT analysis

A SWOT Analysis was conducted to determine the strategic approach AILC should take to increase its financial sustainability and competitiveness in the VET Sector and Indigenous Leadership industry.

The AILC has been operating since 2001 and after 17 years strong, still remains the only RTO in Australia which owns and delivers accredited training in Indigenous Leadership. Success factors of the AILC over this period include the high quality courses, which have been continually improved over the time to maintain relevancy. This quality service is indicative in the continual repeat business from both the private and public sector. Very recently, the AILC utilised the PM&C funding to deliberately focus on expanding our service provision footprint across Australia and industries, thereby increasing our profile. This has resulted in an increase in interest from a diverse range of locations and sectors, with a significant spike in fee-for-service requests.

The most significant weakness and threats to the organisations' viability and future success was the complete financial reliance historically upon government funding and significant decrease in strategic partnerships over the past few years. The organisation has identified to achieve its goal to become a sustainable financially viable organisation, it must seek an alternative business model, as well as raise its profile to attract investments through either fee-for-service, philanthropic support and Corporate Sponsorship.

The organisation however, has opportunities through engaging Corporates and organisations with Reconciliation Action Plans (RAPs), increase in Indigenous business development and government support for leadership development of Indigenous people across Australia.

Strength

- The AILC has a long history and experience in delivering high quality training to Indigenous people, with a high success rate (established 2001)
- Only RTO can deliver accredited training in Indigenous Leadership
- Indigenous owned/operated
- Tested course content and delivery.
- Targeted a niche market with limited competitors (IL)
- There are limited Indigenous specific training in Mentoring available and therefore limited competitors.
- Nominated for RTO Awards and recognised as a high quality provider of accredited training.

Opportunities

- Entrepreneurialism, Intrapreneurialism, Innovation – meeting identified gap.
- Reconciliation Action Plans
- Supply Nation
- Increase scope to meet the needs of other emerging industries requiring leadership, governance and mentoring (such as Ranger programs).
- Expansion of current client base.
- Strategic partnerships (Corporates) to increase the number of training courses delivered.
- Increase in number of courses - decrease in course costs and increase the demand for future services.
- Increase the AILC's footprint across Australia and therefore potential expansion of the organisation.
- Expand org structure to include place-based trainers/staff.
- Online training courses.

Weaknesses

- 98% reliant on funding from one government agency
- No commercial/revenue focus
- Strategic partnerships have significantly decreased.
- High turnover of staff.
- Small organisation makes it difficult for providing career progression (and not cost-efficient to national delivery).
- Inflexibility of course delivery and offerings (only full Certificates and only face-to-face block delivery).
- The AILC is a small organisation and may not have the capacity to expand quickly whilst retaining high quality services.
- The increase in course relevance in the public and private sector will see an increase in competitors.

Threats

- Due to this high level of need, there is potential for an increase in competitors as AILC commences delivery of this training.
- Government focus on Closing the Gap and other priorities which focus on Indigenous employment and economic opportunities decreases, therefore, decreasing the need for Indigenous focused programs, funding and training.
- A downturn in the economy will reduce Corporation's focus on professional development.

Strategic plan

1

To progress and enhance the AILC's competitiveness and attractiveness as the preferred registered Training Organisation to Australians in the Indigenous Leadership space.

Key activities

Milestones

Our course offerings – diversification

• Identify appropriate courses to expand the AILC's course offerings.	October 2018
• Develop a suite of skillsets to be offered as short courses to small businesses, Corporates and government agencies.	December 2018

Our IT capability

• Source, implement and monitor a client management system and student portal which is mobile phone compatible.	December 2018
• Identify an improved IT service provider which is cost efficient and responsive to the needs of the business.	December 2018
• Identify and source offsite IT capability.	December 2018

Our course offerings – existing courses

• Improve our existing course resources, delivery and methodology through analysis of feedback recorded and consultation with current trainers.	January 2019
• Review and renew the Certificate II in Indigenous Leadership and Certificate IV in Indigenous Leadership to meet ASQA timeframes of December 2018 (expiry).	December 2018
• Develop course resources for non-accredited courses to ensure currency and quality.	June 2019/ongoing

2

To ensure the sustainability of the AILC through continuous improvement, research and development and quality internal capabilities.

Key activities

Milestones

Evaluation Framework

• Evaluation framework is implemented and schedule is continually monitored.	September 2018
• Ensure the student management system and learning portal data management supports the Evaluation Framework and other reporting requirements.	September 2018
• Conduct an evaluation process into course content, diversification of services, outcomes in community across targeted communities.	December 2019

Industry Engagement

• Ensure that Industry Engagement activities are embedded into AILC practices including activities under the Evaluation Framework.	September 2018
• Conduct half-yearly workshops or "think tanks" with key Indigenous leaders across a diverse range of industries, specialists and influencers.	Commence September 2018/ongoing

Continuous Improvement Processes

• Implement Continuous Improvement Processes into all AILC activities such as team meetings, facilitator workshops, internal auditing on administrative, HR and other processes.	October 2018
• Facilitate innovation and creative learnings through the Continuous Improvement Processes for course delivery, course coordination, student engagement and administrative processes.	October 2018
• Identify the opportunity for AILC to become an accredited organisation under the ISO to expand its attractiveness to Corporate and International stakeholders.	December 2018

HR Strategy

• Develop and implement a Human Resource Management Strategy which includes attraction, recruitment, induction, training and professional development, remuneration and reward and recognition programs.	October 2018
• Review and update Policies and Procedures, the Employee Handbook, the Student Handbook on an annual basis.	August 2018/ongoing
• Ensure internal audits are conducted on a regular basis to ensure adherence to accountable and transparent processes.	October 2018/January/April/July 2019
• Implement renewed values to support a positive performance culture.	October 2018

Research & Development

• Establish a research and development program into the AILC.	January 2019
• Undertake a comprehensive evaluation of the AILC's Indigenous Leadership course, with clear objectives/outcomes including improved lifestyle, improved professional opportunities and increase in salary.	December 2019
• Identify a partnership with a tertiary institute (University) to conduct research into Indigenous Leadership.	December 2018

Strategic plan continued

3

To be leaders at the national level in Indigenous Leadership within a sustainable and community-driven process.

Key activities

Milestones

Develop, strengthen and maintain strategic partnerships

• Lead national conversations and sponsor events on key Indigenous people's issues.	Ongoing
• Identify and implement strategic partnerships across targeted industries, locations and joint-venture opportunities.	September 2018
• Increase engagement and consultation with relevant local government agencies to develop strong community relationships to further enhance service delivery outcomes within the place-based model.	August 2018/ ongoing
• Identify key strategic partners to jointly hold high profile events, co-host national panels focusing on Indigenous Leadership.	October 2018
• Work with all governments to influence and respond to Indigenous leadership needs.	August 2018/ ongoing

Increase our sponsorships

• Increase program opportunities for sponsorships such as the Youth Program and Diversity Mentoring and increase sponsorship opportunities for potential students, communities and/or ALIC events.	September 2018
• Through consultation with Corporates, Alumni, community and government agencies, identify other programs of interest which would successfully attain sponsorship.	September 2018/ ongoing

Identify a transition model to local community-based "satellite" course delivery model

• Identify key locations for potential satellite services to further deliver courses focused on place-based delivery.	December 2019
• Develop a five-year transitional model for the implementation of satellite services including HR strategy, costings and course scheduling.	June 2020

4

To develop a sustainable financial business model that ensures sustainability of the organisation.

Key activities

Milestones

Strategic Financial Management System

• Develop a strategic financial management approach to the planning, management, reporting and recording of financial systems.	October 2018
• Identify and source an appropriate financial management system or support service which is tailored to suit the needs of the AILC RTO business.	October 2018
• Review and implement the financial management system (Corporate Book – III) to embed an accountable and transparent financial processes.	December 2018

• Implement a monthly budget and reporting system to further support the AILC business, allowing for regular monitoring of revenue and season trends to assist with forecasting and targeted strategic partnerships/sponsorships.	December 2018
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Strategic Financial Business Model

• Develop and implement a business model to realign the AILC's focus on raising revenue through fee for service contracts within a sustainable framework.	July 2018
• Ensure that the business model's implementation is tracked progressively to allow for alterations where necessary.	July 2018
• Identify the break-even analysis for course delivery and strategic financial goals of percentage of revenue raised per year.	October 2018

5

Improve the organisational resilience including: governance, facilities, infrastructure, CQI framework and the branding of AILC.

Key activities

Milestones

Governance

• Continue to embed a sustainable Board through committee engagement, appropriate recruitment processes and knowledge management systems.	October/ongoing
• Reporting processes to Board improve with distinct monthly service delivery, HR report and financial reporting to ensure appropriate analysis of the organisation's health is measured.	October/ongoing
• Review organisational membership and Constitution.	December 2018

Facilities

• Identify and source appropriate facilities for future expansion including the ability to hold training onsite and has appropriate IT capability.	December 2018
• Develop an IT resource plan which supports the IT activities for learning opportunities and delivery (such as webinars etc.).	December 2018

Revenue Raising

• Implement the Marketing Strategy.	July 2018
• Research and identify alternative revenue sources including Government agencies, Supply Nation, IPP and Reconciliation Australia.	August 2018/ ongoing
• Develop strategic partnerships to progress with revenue raising ventures.	Sept. 2018/ongoing
• Develop attractive Corporate Sponsorship packages or Corporate Partnership packages with costings for targeted business-to-business marketing.	September 2018
• Develop and implement a clear fee structure for accredited and non-accredited courses.	October 2018
• Develop and implement a clear fee structure for a webinar service.	October 2018

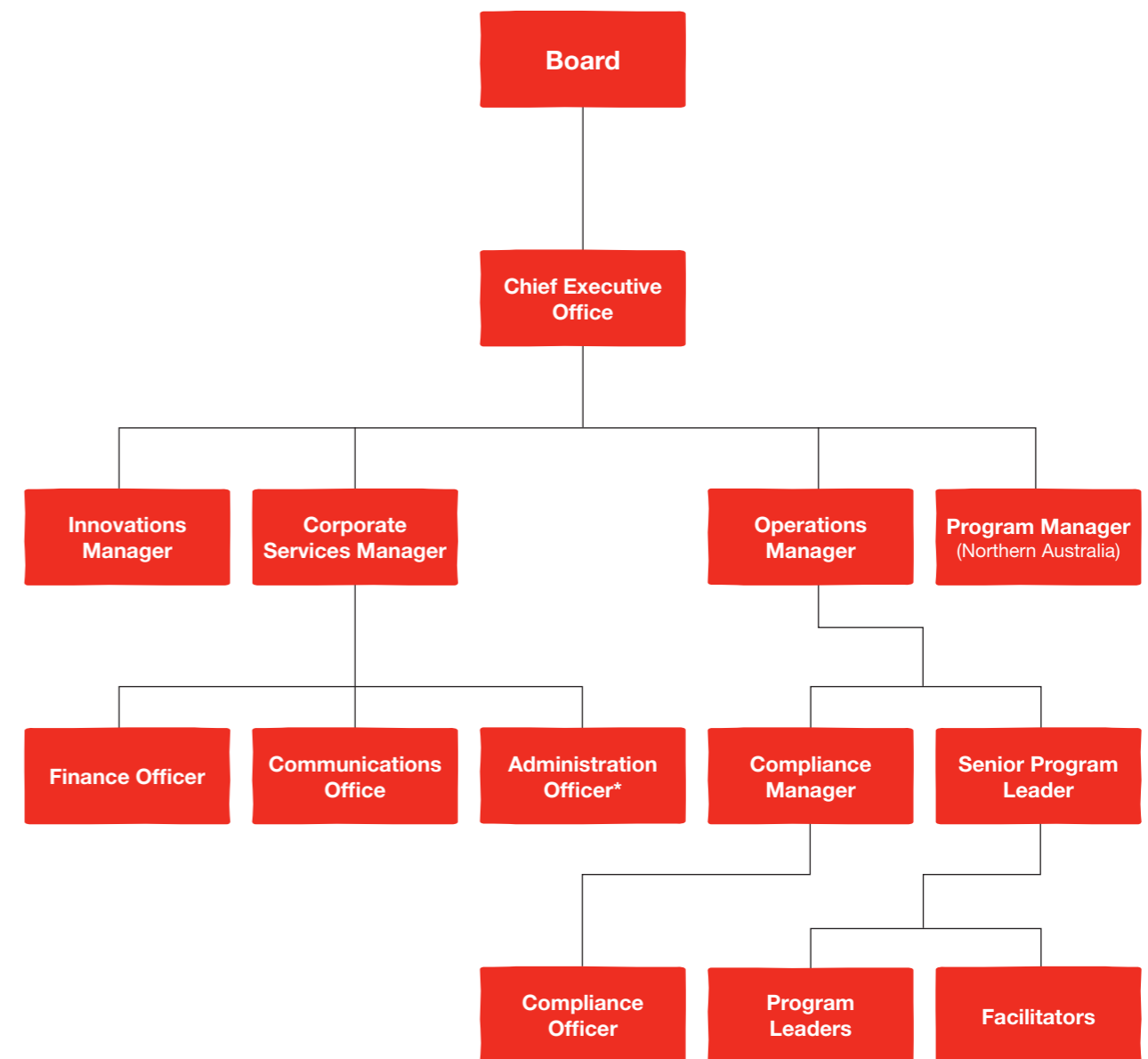
Strategic plan continued

6

Increase and enhance the AILC's profile as a leading RTO in Indigenous Leadership through the promotion of course offerings; celebration of our successes; nominations for RTO and organisational awards; strategic media engagement and engagement of Alumni.

Key activities	Milestones
Marketing Strategy – Prospectus	
<ul style="list-style-type: none"> Develop a Prospectus which captures the course offerings, benefits for Corporates and their employees and sponsorship opportunities. 	August 2018
Marketing Strategy – Enhance Profile	
<ul style="list-style-type: none"> Implement a focused media strategy which targets gaps in service delivery, opportunities for investment, as well as highlighting the positive outcomes of the AILC. 	October 2018
<ul style="list-style-type: none"> Utilise existing AILC events to promote AILC by engaging with local politicians, community and Alumni. 	Ongoing
<ul style="list-style-type: none"> Review the strategy for promoting the charitable status and tax free benefits. 	October 2018
Marketing Strategy – Alumni Engagement	
<ul style="list-style-type: none"> Consult with Alumni as to their preferences for activities and re-engagement and develop an engagement strategy resulting from this. 	October 2018
<ul style="list-style-type: none"> Hold at least one annual Alumni event to highlight Indigenous Leadership and successes. 	December 2019

New organisational structure



*These roles are Aboriginal/Torres Strait Islander designated positions

