![Fitzroy Learning Network logo]

# Fitzroy Learning Network (FLN) Inc.

# Business & Action Plan (January 2019 to December 2021)

**Endorsed: FLN Board March 2019**

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## ORGANISATIONAL BACKGROUND AND STRUCTURE, OPERATING ENVIRONMENT

**Background**

FLN is a Not for Profit (NFP), Community Neighbourhood House Learning Centre & Registered Training Organisation (RTO) a registered charity with the Australian Tax Office (ATO) and Australian Charities and Not for Profit Commission (ACNC), operating in Fitzroy, in the City of Yarra. Since 1984 we've provided primarily programs and services to migrants, refugees and other disadvantaged community members. With individual programs changing to reflect changing community needs, with our core programs focus on skills development which build independence, self-reliance and community participation.

These include:

- A range of nationally accredited certificated courses which teach adults English as an Additional Language.
- Courses which develop employment literacy skills.
- Social programs which allow creative expression and the development of social connections.

FLN also provides:

- Counselling & referral services; and
- A Volunteer Program which supports program delivery & strengthens community involvement.

FLN's purpose is to provide learning, skills development, practical support and advocacy that increase opportunities for social, cultural and economic participation. FLN regularly monitors the needs of the community through consultation with existing students and various community organisations. We then develop and deliver programs and services which allow us to:

- Support people's skills development, community participation, and build independence and self-reliance.
- Remove barriers to participation, inclusion, learning and settlement.
- Promote community engagement and provide opportunities for cultural exchange and the building of bridges across cultures.
- Partner with other like-minded organisations who share our vision and values and whose work complements ours.

The primary sources of ongoing revenue are received through funding from:

*Accredited Training*

- Australian Government Department of Education for Adult Migrant Education Program (AMEP) funding provided through Melbourne AMEP

- Department of Education and Training Victoria - Skills First

*Pre Accredited Training*

- Adult Community and Further Education (ACFE) – Pre Accredited Training
- Department of Health Human Services (DHHS) - Neighbourhood House Funding
- City of Yarra - Neighborhood House Grant

*Other revenue sources received include:*

- Portland House Philanthropic Trust
- Funding applied for on an ongoing basis to develop and deliver innovative programs and services to meet community needs
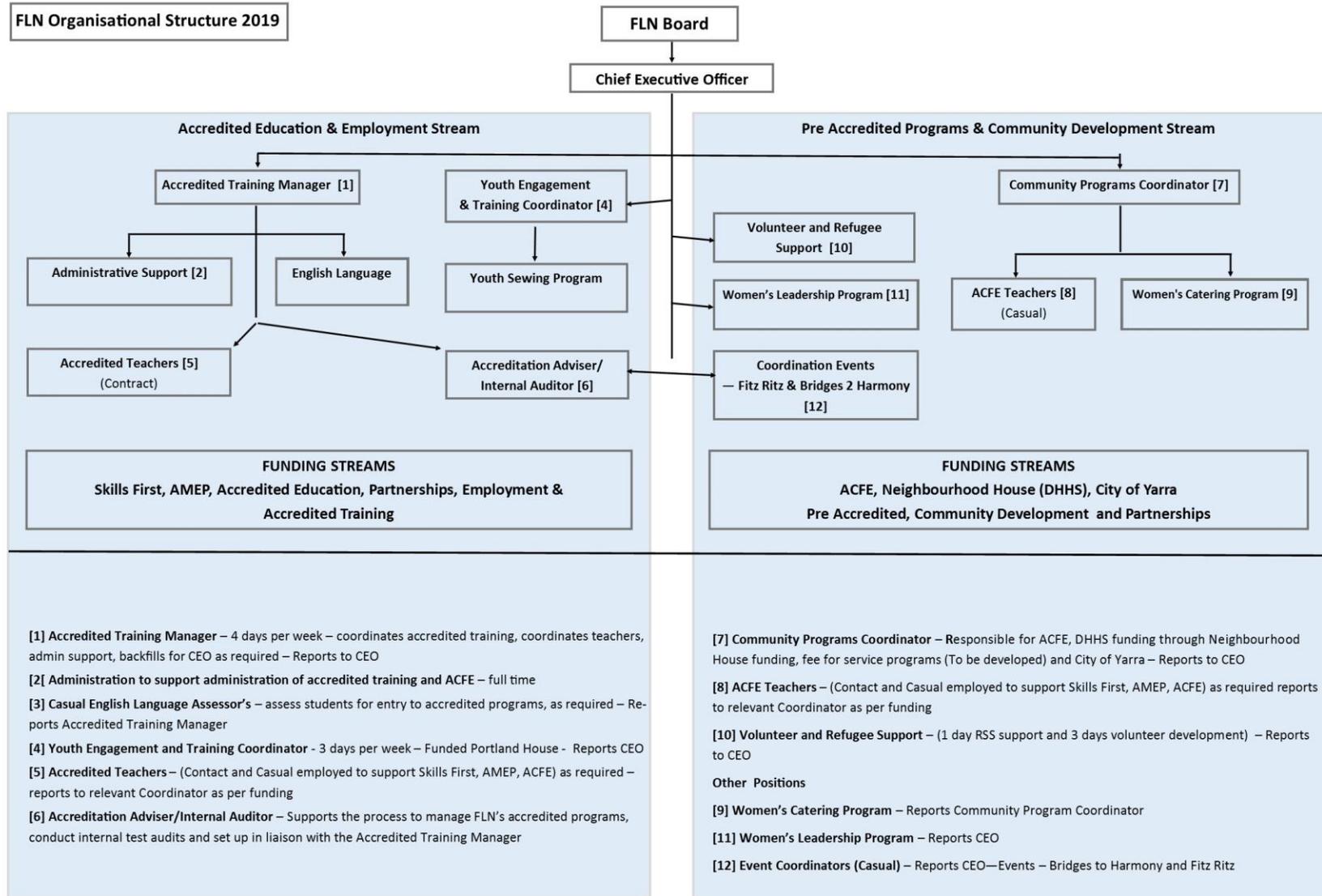
FLN is managed by an elected volunteer Board, which is responsible for the leadership, governance and strategic planning, ensuring compliance with relevant legislative, statutory requirements and funding contracts.

FLN prides itself on the contribution its volunteers make to the community, with over 50 volunteers supporting a range of services provided to students and community at large. Volunteers are recognized as a core success factor in the operation of FLN. Their coordination and recognition is a key to maintaining their retention, enhancing service quality. To achieve this volunteers are managed in accordance with the National Standards of Volunteering.

To deliver and maintain operations FLN has developed a structure to support its educational and training programs and services. The organizational structure is divided into two key areas, accredited and pre-accredited training. The structure provides the resources, positions to ensure the delivery of training and services in accordance with the various requirements of the funding guidelines and to achieve compliance as a registered RTO.

The FLN team is responsible for the implementation of the Business Plan actions in liaison with the Board, FLN'S day-to-day operation, ensuring the reliable delivery and compliance of courses in meeting the accredited and pre-accredited training standards and services in an environment of continuous improvement.

**FLN Organizational Structure**



**FLN Organisational Structure 2019**

**FLN Board**

**Chief Executive Officer**

**Accredited Education & Employment Stream**

- Accredited Training Manager [1]
  - Administrative Support [2]
  - English Language
  - Accredited Teachers [5] (Contract)
- Youth Engagement & Training Coordinator [4]
  - Youth Sewing Program
- Accreditation Adviser/ Internal Auditor [6]

**FUNDING STREAMS**
Skills First, AMEP, Accredited Education, Partnerships, Employment & Accredited Training

**Pre Accredited Programs & Community Development Stream**

- Community Programs Coordinator [7]
  - ACFE Teachers [8] (Casual)
  - Women's Catering Program [9]
- Volunteer and Refugee Support [10]
- Women's Leadership Program [11]
- Coordination Events — Fitz Ritz & Bridges 2 Harmony [12]

**FUNDING STREAMS**
ACFE, Neighbourhood House (DHHS), City of Yarra
Pre Accredited, Community Development and Partnerships

[1] **Accredited Training Manager** – 4 days per week – coordinates accredited training, coordinates teachers, admin support, backfills for CEO as required – Reports to CEO

[2] **Administration to support** administration of accredited training and ACFE – full time

[3] **Casual English Language Assessor's** – assess students for entry to accredited programs, as required – Reports Accredited Training Manager

[4] **Youth Engagement and Training Coordinator** - 3 days per week – Funded Portland House - Reports CEO

[5] **Accredited Teachers** – (Contact and Casual employed to support Skills First, AMEP, ACFE) as required – reports to relevant Coordinator as per funding

[6] **Accreditation Adviser/Internal Auditor** – Supports the process to manage FLN's accredited programs, conduct internal test audits and set up in liaison with the Accredited Training Manager

[7] **Community Programs Coordinator** – Responsible for ACFE, DHHS funding through Neighbourhood House funding, fee for service programs (To be developed) and City of Yarra – Reports to CEO

[8] **ACFE Teachers** – (Contact and Casual employed to support Skills First, AMEP, ACFE) as required reports to relevant Coordinator as per funding

[10] **Volunteer and Refugee Support** – (1 day RSS support and 3 days volunteer development) – Reports to CEO

**Other Positions**

[9] **Women's Catering Program** – Reports Community Program Coordinator

[11] **Women's Leadership Program** – Reports CEO

[12] **Event Coordinators (Casual)** – Reports CEO—Events – Bridges to Harmony and Fitz Ritz

**Operating Environment**

FLN continues to adapt to changes in policy at a national and state level, to its service contracts and in its operational frameworks which has required it to continue to evolve, maintain its accountability and adapt to changes in the local demographic profile.

These can be summarised:

- Increase accountability as an accredited education training provider as a registered RTO.
- Manage changing local demographics as people from Non-English-speaking backgrounds who are newly arrived are moving to outer suburban areas.
- Adapt to the needs of local area as it continues to gentrify, with increasing numbers of residents retiring in the area and growth in rental accommodation pool leading to an older and transient population.
- Renovation and maintenance of its building which needs to be upgraded to meet modern training requirements, community needs and expectations.
- In a changing community, continue to review, evaluate and determine the relevance and suitability of its current training programs and services offered to the community.

To address these changes FLN has undertaken the following:

- Implement the Business and Action Plan addressing various issues as noted.
- Implement the new organizational structure to increase FLN's capacity to more efficiently manage its funding, meet the various requirements as a Not for Profit, registered RTO, accredited training provider and continue to address the changing community needs.
- Implemented the review of its youth services which targeted gaps in service delivery for young people in the local community.
- Commenced the process to develop a marketing plan to attract new groups form the community to attend training and services.
- Developed new courses and services relevant to community needs to attract new groups.
- Continue planning for the renovation of its premises, having appointed an architect and secured a funding agreement with DHHS.

Moving into the future FLN will need to continue to evolve its services, evaluate and recognise the needs of the community. The Business and Action Plan is an important part of maintaining FLN's strategic priorities, capacity to manage change, sustainability and maintaining its relevance moving into the future.

## FLN MISSION

Is of a strong, fair inclusive and engaged community. A community where everyone understands and can exercise their rights and responsibilities and where they are able to access the resources, networks and support they need to realise their aspirations.

## FLN PURPOSE

To achieve its mission, FLN will:

1. Undertake annual planning and evaluation of our activities
2. Advocate on behalf of and consult with our community
3. Provide a range of programs, courses and services relevant to community
4. Ensure we meet our accountability requirements in a transparent and accountable manner
5. Foster an environment of continuous improvement
6. Maintain a collaborative and motivated team environment and
7. Aspire to achieve the highest service delivery standards in what we do

## FLN VALUES

| |
|---|
| **LEADERSHIP -** We are leaders in our community. We support and defend human rights. We work to reduce racism and discrimination. We advocate on behalf of and support our community to shape policies, laws and services. |
| **RESPECT** - We acknowledge that members of our community hold diverse perspectives and beliefs. We respect that diversity as a fundamental part of what makes Fitzroy and FLN special. |
| **COLLABORATION** - We are committed to working as a team, sharing knowledge and understanding, and supporting each other, whatever our roles. We recognise that partnerships are the best way to reach our objectives. |
| **BELONGING** - We are open and welcoming. Fitzroy Learning Network is a safe space, where people feel they belong. |
| **INTEGRITY** - We are committed to acting with honesty, openness and goodwill. We work transparently, meaning what we say and saying what we mean. |

## BUSINESS OBJECTIVES

*1. Make Fitzroy Learning Network Strong and Sustainable*

**We will do this by:-**

· Communicating and embedding our strategic plan and priorities in all we do
· Implementing a funding and fundraising strategy and engaging more directly with stakeholders, funding bodies, and the broader
  community to grow and diversify our funding base
· Promoting FLN and its work to the community, government and business through an effective communication, promotion and marketing
plan that also increases our social media and use of digital channels
· Developing indicators of financial performance aligned with service agreements and budgets, supported by a robust monitoring system
· Offering creative, responsive and meaningful volunteering  opportunities.

**We will have succeeded when:-**

· Our staff, volunteers and supporters are familiar with our strategic plan and priorities and it informs all our decision-making
· We have increased our funding and the diversity of funding sources
· We have a set of indicators that allows us to effectively manage program delivery and administrative costs
· We have increased the number of volunteers and they feel that their contribution is valued and makes a positive difference
· The value and importance of the work of FLN and our reputation as a safe and  welcoming place for people from refugee, migrant,
  asylum seeker backgrounds and the young is well known and highly regarded by the community, our supporters and funding partners.

*2. Improve our Facilities, Infrastructure and Systems*

**We will do this by:-**

· Creating a contemporary workplace that provides a supportive learning environment and promotes program growth, quality service
  delivery as well as community and cultural engagement
· Reviewing and improving our management, administrative and data-gathering systems and processes to minimise administrative
  burden and better capture stakeholder interactions and outcomes.
· Providing IT infrastructure that supports organisational needs and outcomes and efficient work practices

**We will have succeeded when:-**

· We have significantly improved the physical amenities and layout of our premises
· Our IT system is fit for purpose and supports the more efficient delivery of our work
· We have more efficient systems and processes in place for the various activities which underpin day to day management such as
  enrolment, child protection, program management and program development

· We have more efficient systems and processes in place for filing, tracking and sharing documents, policies and other organisational written materials

· Our information management and data capture processes allows us to progressively monitor and easily demonstrate the delivery of our contractual, legal and program requirements.

3. *Continue to Provide High-Quality Integrated Programs and Services that Respond to Community Need*

**We will do this by:-**

· Delivering integrated services and collaborating with others to deliver complementary programs, services and events

· Allocating appropriate resources to review and evaluate our programs

· Implementing a review and evaluation framework to ensure we are making a positive difference

· Advocating on behalf of and supporting our community to shape policies, laws and services

· Recruiting and retaining quality staff through competitive pay and  conditions, modern facilities and a supportive environment

· Investing in our staff and providing opportunities to develop the skills and knowledge needed to deliver the best programs and services possible

· Improving internal communication and meeting structures to support teamwork

· Reflecting our community in the make-up of our Board, volunteers and staff

**We will have succeeded when:-**

· We have an strong evidence-base to inform and measure our  impact, improve services, shape policy and attract ongoing funding

· Our program offerings are improved, updated or added to following reviews and evaluations and feedback from the community

· We have created a network of organisations that share our vision and offer a range of complementary programs and services

· More are participating in our programs and accessing our services

· We attract and retain high-quality staff

· Staff are engaged by the new internal communications and meeting structure

· Our Board, staffing and volunteer profile represent the diversity of our community.

## KEY SUCCESS MEASURES – ACTION PLAN SUMMARY (JANUARY TO DECEMBER 2019)

| *Key Success Measures: January to December 2019* | *Measures as noted in action plan* |
|---|---|
| **Priority 1 - Make Fitzroy Learning Network strong and sustainable.** | |
| *Consolidate administration processes for accredited programs* | |
| *Complete the restructure of FLN and improve organisational performance* | |
| *Develop short term marketing  campaign to increase student participation and develop a long term marketing plan* | |
| *Maintain accountable and viable financial management* | |
| *Further develop fundraising and submission writing opportunities* | |
| **Priority 2 -** Improve our facilities, infrastructure and systems | |
| *FLN Renovation – Continue to progress and commence the project* | |
| *Assess FLN IT needs and complete an upgrade* | |
| *Policy – Review, develop and implement policy.* | |
| *Risk - Complete risk management review, implement treatments to reduce risk* | |
| **Priority 3 - Continue to provide high-quality integrated program and services respond to community need** | |
| *Implement  and monitor FLN youth programs review* | |