NATIONAL CENTRE OF
INDIGENOUS EXCELLENCE

STRATEGIC PLAN
2018-2020

NATIONAL CENTRE OF
INDIGENOUS EXCELLENCE

National Centre of Indigenous Excellence is on the land of the Gadigal people of the Eora Nation.

180 George St Redfern NSW 2016
ncie.org.au
02 9046 7800
info@ncie.org.au
ABN: 98 133 644 578

Contents

2 Executive Summary
3 NCIE – A Social Enterprise
8 Our Values and Pathways
12 Strategic Plan - At a Glance
14 Our Goals

Executive Summary

The National Centre of Indigenous Excellence (NCIE) is a not-for-profit social enterprise which aims to build capability and create opportunities with and for young Aboriginal and Torres Strait Islander peoples from Sydney and across Australia.

NCIE is a wholly-owned but independent subsidiary of the Indigenous Land Corporation (ILC), an independent Commonwealth statutory corporation established to assist Aboriginal and Torres Strait Islander peoples to acquire and manage land to achieve economic, environmental, social and cultural benefits. The NCIE Board of Directors is appointed by the ILC Board.

NCIE was born out of an idea in 2006 for a National Indigenous Development Centre, The ILC, with the support of the local community, purchased the land where the Redfern Public School had operated for over a hundred years.

The purpose was to provide relief to Aboriginal and Torres Strait Islander peoples suffering disadvantage, in particular young people, by providing them with opportunities to enhance skills through education, training and development.

NCIE fulfills these functions by promoting and delivering economic, social and cultural benefits to Aboriginal and Torres Strait Islander peoples, and by ensuring its programs, services and enterprise are designed with the sole purpose of creating long-term improvements in wellbeing.

Guided by the ILC Board's *Statement of Strategic Intent*, the NCIE's *Strategic Plan 2018-2020* outlines how the NCIE will contribute to the ILC's vision of growing and realising the potential of the Indigenous land estate, by aligning the NCIE's operations with the priorities of the ILC to create value and benefits for Aboriginal and Torres Strait Islander peoples.

In accordance with the ILC Divestment Policy, NCIE remains focussed on building a sustainable business model capable of supporting divestment to enable the property to be handed back to local land holder groups and traditional owners.

NCIE – A Social Enterprise

What does NCIE mean when it describes itself as a social enterprise?

> Social enterprises are businesses that trade to intentionally improve communities, provide access to employment and training, tackle social problems, or help the environment.

Using the power of the marketplace to solve the most pressing societal problems, social enterprises are commercially viable businesses existing to benefit the public and the community, rather than shareholders and owners. In the Australian context, there is no legal structure called social enterprise. They:

- Are driven by a public or community cause, be it social, environmental, cultural or economic
- Derive the majority of their income from trade, not donations or grants
- Use the majority (at least 50%) of their profits to work towards their social mission.

An Aboriginal and Torres Strait Islander social enterprise has a governance structure that ensures control and decision-making is led by Aboriginal and Torres Strait Islander peoples.

WHEN
JENA
AND
GJAI
MET SMOKY...

NCIE Strategic Plan 2018-2020

Framed in our values and supported by our pathways this strategic plan sets priorities and measures to ensure that NCIE operations and services create a place where Aboriginal and Torres Strait Islander peoples can access opportunities to achieve excellence.

> Our approach is strengths-based and holistic as we aim to empower excellence in others and in ourselves. Culture is at the core of everything we do.

We understand multiple interconnected factors contribute to health and wellbeing, but to enable access to exercise and healthy lifestyles creates solid foundations. Building on that we have also set indicators for participation in training and employment opportunities, and in culturally appropriate and sustainable family and community services.

Economic participation is also a key part of Aboriginal and Torres Strait Islander peoples' advancement. This plan shows our commitment to growing business and enterprise development as a result of access to opportunities within our enterprises and operations.

The ultimate benefit to Aboriginal and Torres Strait Islander peoples will be when the site and its operations are fully divested back to community. To this end we have set goals to be a high performing and sustainable business, and a reliable and trusted brand sought out as a provider of services.

Underpinning our success is strong and effective partnerships with Aboriginal and Torres Strait Islander peoples and organisations, and with like-minded government, philanthropic and corporate partners.

This strategic plan sets out our priorities for 2018-2020 and guides our operations, resources, services and partnerships.

OUR VISION

A place where Aboriginal and Torres Strait Islander peoples can access opportunities to achieve excellence.

OUR PURPOSE

We build capability and create life-changing opportunities for young Aboriginal and Torres Strait Islander peoples to positively impact wellbeing.

OUR POINT OF DIFFERENCE

NCIE takes a strengths-based approach – with culture at the core – to deliver outcomes. We start from a place of excellence and build from a foundation of positives. We recognise and celebrate the existing and emerging strengths and assets in Aboriginal and Torres Strait Islander communities.

OUR VALUES

Integrity through honesty and consistency in our actions

Growth through recognising opportunity in challenges and embracing change

Excellence in everything we do and in everything we deliver

Inclusiveness by embracing diversity, fairness, equality and equity

OUR PATHWAYS

Culture

We respect, honour and celebrate the unique and diverse cultures and heritage of Aboriginal and Torres Strait Islander peoples, and recognise the importance of embedding culture in all that we do.

Innovation

We strive to create a strong and robust business model that encourages innovation to deliver sustainable benefits to Aboriginal and Torres Strait Islander peoples.

Wellbeing

We recognise wellbeing encompasses all facets of an individual's life, including social, cultural, economic and environmental factors, and extends beyond the individual to include family and community.

Learning

We acknowledge the importance of education, training and employment in providing the foundation for intergenerational wellbeing.

Collaboration

We value the contribution of others with a shared vision, and we seek to work in partnership to maximise value and impact.

OUR STAKEHOLDERS

STRATEGIC PLAN – AT A GLANCE

OUR VISION

A place where Aboriginal and Torres Strait Islander peoples can access opportunities to achieve excellence.

OUR PURPOSE

We build capability and create life-changing opportunities for young Aboriginal and Torres Strait Islander peoples to positively impact wellbeing.

OUR VALUES

Excellence in everything we do and in everything we deliver

Integrity through honesty and consistency in our actions

Inclusiveness by embracing diversity, fairness, equality and equity

Growth through recognising opportunity in challenges and embracing change

OUR PATHWAYS

Culture

Wellbeing	Learning	Innovation	Collaboration
GOALS & PRIORITIES			
GOAL 1– Strengthen and promote culture and identity Priority 1.1: Design and deliver culturally safe and secure services Priority 1.2: Investigate and identify opportunities to renew and revitalise culture and identity **GOAL 2 – Enable and promote the pursuit of wellbeing and healthy lifestyle choices** Priority 2.1: Design and deliver sustainable services promoting physical development, healthy lifestyle choices and improved wellbeing	**GOAL 3 – Build skills and provide training and employment opportunities** Priority 3.1: Maximise the number of Aboriginal and Torres Strait Islander people employed at all levels of the NCIE Priority 3.2: Design, deliver and facilitate access to culturally appropriate skills development, training and pathways for all staff Priority 3.3: Investigate and identify opportunities to engage young Aboriginal and Torres Strait Islander people in post-school training and employment **GOAL 4 – Provide culturally appropriate family and community services** Priority 4.1: Design, deliver and facilitate access to culturally appropriate family and community services Priority 4.2: Identify opportunities to integrate family support services across the learning pathway Priority 4.3: Investigate and identify options for the development of a sustainable child-care facility on the site	**GOAL 5 – Facilitate opportunities for business and enterprise development** Priority 5.1: Prioritise Aboriginal and Torres Strait Islander businesses in NCIE procurement practices Priority 5.2: Investigate and identify opportunities to facilitate Aboriginal and Torres Strait Islander business and enterprise development **GOAL 6 – Strengthen accountability and demonstrate benefits** Priority 6.1: Ensure compliance with legislation and regulations, and other reporting obligations Priority 6.2: Design, develop and implement a framework to measure benefits and impact **GOAL 7 – Be a high performing and sustainable social enterprise** Priority 7.1: Maximise revenue through delivering social impact from site utilisation Priority 7.2: Review operations, identify areas for improvement, and investigate new opportunities	**GOAL 8 – Build a reliable and trusted brand and strong value proposition** Priority 8.1: Develop and implement strategies to raise awareness of the NCIE, enhance our reputation and engage our stakeholders **GOAL 9 – Leverage impact and maximise benefits through meaningful and strategic partnerships** Priority 9.1: Cultivate existing strategic partnerships Priority 9.2: Identify opportunities for new strategic partnerships which leverage impact **GOAL 10 – Maintain effective relationships with Aboriginal and Torres Strait Islander communities** Priority 10.1: Cultivate existing relationships with communities, locally and nationally Priority 10.2: Identify opportunities to grow new relationships with communities, locally and nationally
MEASURES			
KPI 1: Number of Aboriginal and Torres Strait Islander people or businesses that participate in NCIE services designed to strengthen culture and identity KPI 2: Number of non-Aboriginal and Torres Strait Islander people or business that participate in NCIE services designed to promote culture and identity KPI 3: Number of opportunities identified by NCIE to contribute to the renewal and revitalisation of culture and identity KPI 4: Number and proportion of Aboriginal and Torres Strait Islander people or businesses that participate in NCIE healthy lifestyle services	KPI 5: Number and proportion of Aboriginal and Torres Strait Islander staff (including trainees) and managers employed at NCIE KPI 6: Number of NCIE staff that participate in skills development, training and further employment opportunities, and the proportion of Aboriginal and Torres Strait Islander staff KPI 7: Number of opportunities identified by NCIE to engage young Aboriginal and Torres Strait Islander people in post-school training and employment KPI 8: Number of Aboriginal and Torres Strait Islander people or businesses that participate in NCIE family and community services KPI 9: Number of opportunities identified by NCIE to integrate support services across the learning pathway KPI 10: Identified options for the development of a sustainable childcare facility on the NCIE site	KPI 11: The percentage of NCIE spend on procurement with Aboriginal and Torres Strait Islander businesses KPI 12: Number of opportunities identified by NCIE to facilitate Aboriginal and Torres Strait Islander business and enterprise development KPI 13: Compliance of NCIE with relevant legislation, regulations, and reporting obligations KPI 14: An NCIE benefit and impact framework is developed, measured and reported KPI 15: Existing NCIE site utilisation plan developed and implemented, and NCIE long term site planning is underway KPI 16: Number of business improvements are identified, and a number of new NCIE business opportunities are thoroughly investigated and assessed KPI 17: Increased revenue from NCIE operations, and growing funding streams independent of the ILC	KPI 18: Stakeholders report high levels of satisfaction with NCIE services KPI 19: Increased use and demand of NCIE services, and facilities and number of site activations by stakeholders KPI 20: The percentage of agreed deliverables and outputs for contracts and agreements met with NCIE's partners KPI 21: Number of strategic partnerships across all NCIE business areas KPI 22: Aboriginal and Torres Strait Islander peoples and businesses report high levels of satisfaction with NCIE services KPI 23: Increased use and demand for services by Aboriginal and Torres Strait Islander peoples and communities

OUR IMPACT

Long-term improvements to Aboriginal and Torres Strait Islander wellbeing

Our Goals

This plan sets out our goals and priorities for the two years, 2018-2020, and is the strategy that will guide our operations, resources, programs and services, and partnerships.

The goals and priorities focus our efforts to achieve excellence externally and internally. Our goals are designed to be measurable and enable us to demonstrate how we contribute to delivering outcomes to improve the wellbeing of Aboriginal and Torres Strait islander peoples and to strengthen NCIE for divestment.

GOALS TO EMPOWER EXCELLENCE IN OTHERS

Goal 1: Strengthen and promote culture and identity

Goal 2: Enable and promote the pursuit of wellbeing and healthy lifestyle choices

Goal 3: Build skills and provide training and employment opportunities

Goal 4: Provide culturally appropriate family and community services

Goal 5: Facilitate opportunities for business and enterprise development

GOALS TO BUILD EXCELLENCE IN US

Goal 6: Strengthen accountability and demonstrate benefits

Goal 7: Be a high performing and sustainable social enterprise

Goal 8: Build a reliable and trusted brand and strong value proposition

Goal 9: Leverage impact and maximise benefits through meaningful and strategic partnerships

Goal 10: Maintain effective relationships with Aboriginal and Torres Strait Islander communities

Each goal is explained in detail in the following pages so staff, communities and stakeholders will understand the focus of our work in these two years. Guided by the framework of this plan we will develop operational plans accordingly.

EMPOWER EXCELLENCE IN OTHERS

Goal 1: Strengthen and promote culture and identity

By 2020, NCIE will have contributed to the strengthening of culture and identity of Aboriginal and Torres Strait Islander peoples, as a result of participation in NCIE services

Why?

NCIE pathways are built on culture and we recognise that connection to culture and strong cultural identity is fundamental to achieving improvements in Aboriginal and Torres Strait Islander wellbeing.

NCIE provides access to services that are designed and delivered by and for Aboriginal and Torres Strait Islander peoples. By providing a culturally safe and secure environment, participants can draw strength in their identity, culture and community. We do this by:

- Fostering healthy and respectful relationships in communities, as well as by seeking to engage in and promote activities which provide pathways to renew and revitalise culture, and
- Ensuring our policies, programs and practices are designed to adequately meet the unique cultural needs of Aboriginal and Torres Strait Islander peoples.

NCIE's services intentionally cater to all Australians. We do this to increase engagement with, and build awareness of, Aboriginal and Torres Strait Islander peoples' culture and identity, to effect change.

By strengthening and promoting culture and identity through providing access to a culturally safe and secure environment, NCIE contributes to the improved wellbeing of Aboriginal and Torres Strait Islander peoples.

To achieve this goal, we will:

Priority 1.1: Design and deliver culturally safe and secure services

Priority 1.2: Investigate and identify opportunities to renew and revitalise culture and identity

As a result:

> Aboriginal and Torres Strait Islander people participating in these NCIE services will experience positive outcomes in wellbeing.

Our success will be measured by:

KPI 1: Number of Aboriginal and Torres Strait Islander people or businesses that participate in NCIE services designed to strengthen culture and identity

KPI 2: Number of non-Aboriginal and Torres Strait Islander people or business that participate in NCIE services designed to promote culture and identity

KPI 3: Number of opportunities identified by NCIE to contribute to the renewal and revitalisation of culture and identity

Goal 2: Enable and promote the pursuit of wellbeing and healthy lifestyle choices

By 2020, NCIE will have contributed to improvements in the health and wellbeing of Aboriginal and Torres Strait Islander peoples, as a result of participation in NCIE health and wellbeing initiatives and services.

Why?

NCIE recognises good health enables positive outcomes in education and employment. NCIE is committed to promoting and enabling physical development and healthy lifestyle choices which improve wellbeing.

Closing the gap in health equality between Aboriginal and Torres Strait Islander people and other Australians in this generation is an agreed national priority. While health is improving against some measures, Aboriginal and Torres Strait Islander peoples continue to experience higher than acceptable levels of chronic disease, which accounts for two-thirds of the health gap. There are many areas where further concerted effort is needed to accelerate progress and achieve improvements in health outcomes.

By promoting physical activities and healthy lifestyle choices to improve the health of Aboriginal and Torres Strait Islander peoples, NCIE is enabling the more effective pursuit of education and employment.

To achieve this goal, we will:

Priority 2.1: Design and deliver sustainable services promoting physical development, healthy lifestyle choices and improved wellbeing

As a result:

> Aboriginal and Torres Strait Islander people participating in NCIE healthy lifestyle and wellbeing services will experience positive outcomes in health and wellbeing

Our success will be measured by:

KPI 4: Number and proportion of Aboriginal and Torres Strait Islander people or businesses that participate in NCIE healthy lifestyle services

Goal 3: Build skills and provide training and employment opportunities

By 2020, NCIE will have contributed to improvements in the wellbeing of Aboriginal and Torres Strait Islander peoples, as a result of participating in NCIE skills development, training and employment opportunities.

Why?

NCIE recognises the importance of training and employment in achieving better health, social, emotional and economic outcomes for individuals, families and communities. NCIE is committed to increase the representation of Aboriginal and Torres Strait Islander peoples at all levels of the business, and to support career progression.

NCIE also recognise staff are one of our greatest assets. We are committed to investing in all our people through staff development and career pathways at NCIE, to nurture and grow talent.

NCIE provides Aboriginal and Torres Strait Islander people – with a focus on young people – with opportunities to build and enhance skills through training and employment opportunities. While Year 12 attainment is rising, there is still low engagement in further education, training or employment.

By providing appropriate opportunities for skills development, training and employment, NCIE contributes to the improvement of the wellbeing and economic advancement of Aboriginal and Torres Strait Islander peoples.

To achieve this goal, we will:

Priority 3.1: Maximise the number of Aboriginal and Torres Strait Islander people employed at all levels of the NCIE

Priority 3.2: Design, deliver and facilitate access to culturally appropriate skills development, training and pathways for all staff

Priority 3.3: Investigate and identify opportunities to engage young Aboriginal and Torres Strait Islander people in post-school training and employment

As a result:

> Aboriginal and Torres Strait Islander people participating in skills development, training and employment through NCIE, will experience positive outcomes in wellbeing and expanded opportunities.

Our success will be measured by:

KPI 5: Number and proportion of Aboriginal and Torres Strait Islander staff (including trainees) and managers employed at NCIE

KPI 6: Number of NCIE staff that participate in skills development, training and further employment opportunities, and the proportion of Aboriginal and Torres Strait Islander staff

KPI 7: Number of opportunities identified by NCIE to engage young Aboriginal and Torres Strait Islander people in post-school training and employment

Goal 4: Provide culturally appropriate family and community services

By 2020, NCIE will have contributed to improvements in the wellbeing of Aboriginal and Torres Strait Islander peoples, as a result of participating in NCIE family and community services.

Why?

NCIE recognises investment in early years is one of the best ways to improve lifelong outcomes. We are committed to providing high quality family and community services which deliver positive and sustainable outcomes for Aboriginal and Torres Strait Islander children, families and communities.

Significant evidence supports high quality early intervention and learning programs having positive influences on community safety, school attendance and employment. Such programs work best when they are holistic, culturally safe, community-led and strengths based. Prior to ILC acquiring the property, part of the NCIE site was utilised as an Aboriginal child care facility and is zoned for this use. Today, NCIE provides After School and School Holiday Programs and is committed to investigating sustainable options for the future use of the site to meet community needs.

By providing access to culturally appropriate family and community services which seek to enhance early childhood development and wellbeing for children and young people, NCIE is contributing to positive lifelong outcomes in wellbeing for Aboriginal and Torres Strait Islander people.

To achieve this goal, we will:

Priority 4.1: Design, deliver and facilitate access to culturally appropriate family and community services

Priority 4.2 Identify opportunities to integrate family support services across the learning pathway

Priority 4.3: Investigate and identify options for the development of a sustainable child-care facility on the site

As a result:

> Aboriginal and Torres Strait Islander people participating in NCIE family and community programs and services, will experience positive outcomes in wellbeing.

Our success will be measured by:

KPI 8: Number of Aboriginal and Torres Strait Islander people or businesses that participate in NCIE family and community services

KPI 9: Number of opportunities identified by NCIE to integrate support services across the learning pathway

KPI 10: Identified options for the development of a sustainable childcare facility on the NCIE site

Goal 5: Facilitate opportunities for business and enterprise development

By 2020, NCIE will have contributed to the economic participation of Aboriginal and Torres Strait Islander peoples, as a result of access to NCIE business and enterprise development opportunities.

Why?

NCIE recognises the positive impact of economic participation on the wellbeing of Aboriginal and Torres Strait Islander peoples and is committed to facilitating opportunities for business and enterprise development.

Aboriginal and Torres Strait Islander peoples have always engaged in the economy through trade and the utilisation of land and sea as an economic resource. This was done to support families, sustain communities and to be self-sufficient. Today, Aboriginal and Torres Strait Islander peoples continue to seek opportunities to engage in the economy for the same purpose.

In 2015 the Australian Government introduced the Indigenous Procurement Policy. This has resulted in significant and tangible economic opportunities for Aboriginal and Torres Strait Islander businesses, by leveraging the Commonwealth's multi-billion procurement spend to drive demand for these goods and services, stimulate Aboriginal and Torres Strait Islander peoples' economic development and growing this business sector.

NCIE supports this business and enterprise development through its own procurement processes, and is committed to identifying opportunities to facilitate Aboriginal and Torres Strait Islander business and enterprise development.

To achieve this goal, we will:

Priority 5.1: Prioritise Aboriginal and Torres Strait Islander businesses in NCIE procurement practices

Priority 5.2: Investigate and identify opportunities to facilitate Aboriginal and Torres Strait Islander business and enterprise development

As a result:

> Aboriginal and Torres Strait Islander people participating in NCIE to engage in business and enterprise development, will experience positive outcomes in wellbeing, innovation, collaboration and economic development.

Our success will be measured by:

KPI 11: The percentage of NCIE spend on procurement with Aboriginal and Torres Strait Islander businesses

KPI 12: Number of opportunities identified by NCIE to facilitate Aboriginal and Torres Strait Islander business and enterprise development

BUILD EXCELLENCE IN US

Goal 6: Strengthen accountability and demonstrate benefits

By 2020, NCIE will have robust processes and systems in place which support strong accountability and demonstrate benefits to our stakeholders.

Why?

NCIE is committed to continually improving how we do business to remain effective and to continue to deliver sustainable benefits to Aboriginal and Torres Strait Islander peoples.

NCIE recognises the importance of ensuring it performs in a way that satisfies the expectations of our stakeholders. We view accountability in two ways:

- Clearly defined standards of behaviour, financial transparency, reporting and decision making which are required and legally enforceable, and
- Services, practices and protocols aligned with Aboriginal and Torres Strait Islander cultural perspectives and values.

NCIE strives to achieve a high level of two-way accountability which is practical, effective and innovative. Our accountability can be demonstrated in a number of ways, including:

- Governance policies and procedures,
- Clearly identified roles, responsibilities and delegations,
- Planning and performance monitoring and reporting, and
- Information sharing.

NCIE is committed to demonstrating how our work delivers benefits and contributes to improving the wellbeing of Aboriginal and Torres Strait Islander peoples. By developing and implementing a benefit framework, NCIE will be able to capture, analyse, measure and report on consistent and meaningful data which demonstrates the real impact of our work.

To achieve this goal, we will:

Priority 6.1: Ensure compliance with legislation and regulations, and other reporting obligations

Priority 6.2: Design, develop and implement a framework to measure benefits and impact

As a result:

> NCIE will have robust systems and processes which support strong accountability, and capability to demonstrate the impact and benefit of our work.

Our success will be measured by:

KPI 13: Compliance of NCIE with relevant legislation, regulations, and reporting obligations

KPI 14: An NCIE benefit and impact framework is developed, measured and reported

Goal 7: Be a high performing and sustainable social enterprise

By 2020, NCIE will have identified and developed a sustainable business model capable of supporting divestment.

Why?

In accordance with the Aboriginal and Torres Strait Islander Act 2005, the ILC is committed to the sustainable divestment of the land it acquires to Indigenous land-holding groups and this includes the NCIE site.

To support this, NCIE strives to build a high performing and self-sustainable business. By doing this we provide the land-holder group with the best chance of success to manage the asset in a way which will deliver generational benefits for Aboriginal and Torres Strait Islander peoples.

The NCIE recognises a sustainable model must deliver social impact and financial viability, leveraging the site's assets.

To achieve this goal, we will:

Priority 7.1: Maximise revenue through delivering social impact from site utilisation

Priority 7.2: Review operations, identify areas for improvement, and investigate new opportunities

As a result:

> NCIE will have a robust business model which will provide a clear path to sustainability.

Our success will be measured by:

KPI 15: Existing NCIE site utilisation plan developed and implemented, and NCIE long term site planning is underway

KPI 16: Number of business improvements are identified, and a number of new NCIE business opportunities are thoroughly investigated and assessed

KPI 17: Increased revenue from NCIE operations, and growing funding streams independent of the ILC

Goal 8: Build a reliable and trusted brand and strong value proposition

By 2020, NCIE will be known as a trusted and reliable brand by our stakeholders and will be a preferred provider of services.

Why?

NCIE recognises that in order to achieve our vision, we must continually strive to build and maintain a trusted and reliable brand.

NCIE acknowledges the historical and contemporary issues impacting Aboriginal and Torres Strait Islander peoples and communities. This informs our strengths-based approach, built from positive foundations with solutions designed and delivered by Aboriginal and Torres Strait Islander peoples.

We recognise and celebrate the existing and emerging strengths and assets in Aboriginal and Torres Strait Islander communities, with culture being at the core.

NCIE will continue to show how our work delivers meaningful outcomes to communities, and how our approach sets our business apart. This will assist to maintain and grow confidence with all our existing stakeholders and develop productive and meaningful relationships with new stakeholders.

To achieve this goal, we will:

Priority 8.1: Develop and implement strategies to raise awareness of the NCIE, enhance our reputation and engage our stakeholders

As a result:

> NCIE will have strategies in place which build our reputation with our stakeholders as a trusted and reliable brand.

Our success will be measured by:

KPI 18: Stakeholders report high levels of satisfaction with NCIE services

KPI 19: Increased use and demand of NCIE services, and facilities and number of site activations by stakeholders

Goal 9: Leverage impact and maximise benefits through meaningful and strategic partnerships

By 2020, NCIE will have cultivated strong and mutually beneficial relationships with like-minded partners which maximise benefits for Aboriginal and Torres Strait Islander peoples.

Why?

NCIE recognises we will have the greatest impact on the challenges faced by Aboriginal and Torres Strait Islander peoples and communities with the support of powerful partners. The opportunity and need for government, private sector and philanthropic leadership in this space has never been greater.

NCIE values the vital contributions of our partners toward achieving our purpose and we are committed to building strategic partnerships with those who share our vision, values and goals. We strive to create lasting relationships that are built over time as sustainable change does not happen overnight.

We seek value-driven and multi-faceted partnerships which provide mutual value from the relationship.

To achieve this goal, we will:

Priority 9.1: Cultivate existing strategic partnerships

Priority 9.2: Identify opportunities for new strategic partnerships which leverage impact

As a result:

> NCIE will increase its capability to deliver and grow our business for the benefit of Aboriginal and Torres Strait Islander people.

Our success will be measured by:

KPI 20: The percentage of agreed deliverables and outputs for contracts and agreements met with NCIE's partners

KPI 21: Number of strategic partnerships across all NCIE business areas

Goal 10: Maintain effective relationships with Aboriginal and Torres Strait Islander communities

By 2020, NCIE will have continued to cultivate effective relationships with Aboriginal and Torres Strait Islander communities throughout Australia.

Why?

NCIE recognises and celebrates the diverse and unique cultures which make up the Aboriginal and Torres Strait Islander population. We respect the unique cultural protocols of each community.

Genuine engagement with Aboriginal and Torres Strait Islander peoples and communities is at the core of NCIE's purpose, and we recognise the importance of cultivating relationships built on trust, integrity and respect.

The challenge for NCIE is to balance being both a national and local organisation based in the heart of Redfern, a place with a proud and distinct community with a deep historical connection to our site. NCIE strives to meet this challenge by cultivating effective relationships, valuing contributions, adopting a flexible approach, and working to ensure the work we do with communities is based on the aspirations and priorities of Aboriginal and Torres Strait Islander people and communities.

To achieve this goal, we will:

Priority 10.1: Cultivate existing relationships with communities, locally and nationally

Priority 10.2: Identify opportunities to grow new relationships with communities, locally and nationally

As a result:

> NCIE operations and services will grow to meet the demand of our communities.

Our success will be measured by:

KPI 22: Aboriginal and Torres Strait Islander peoples and businesses report high levels of satisfaction with NCIE services

KPI 23: Increased use and demand for services by Aboriginal and Torres Strait Islander peoples and communities

NATIONAL CENTRE OF INDIGENOUS EXCELLENCE

FITNESS CENTRE

OPENING HOURS

National Centre of Indigenous Excellence
100 George Street, Redfern

Monday - Friday 6:00am - 9:00pm
Saturday 8:00am - 6:00pm
Sunday 10:00am - 6:00pm

The National Centre of Indigenous Excellence is a community facility located in residential Redfern.

In appreciation of our neighbours, we encourage our members and visitors to use the public parking areas located on Renwick Street.

INDIGENOUS DIGITAL EXCELLENCE

WALK DOWN GEORGE ST TO PHILLIP ST

NATIONAL CENTRE OF
INDIGENOUS
EXCELLENCE

www.ncie.org.au