



**Michael Long Foundation Strategic Plan
2018 – 2021**

Michael Long Foundation

VISION: "Enable indigenous programs to provide education and leadership opportunities, focusing on cultural connections, health and wellbeing and leadership development, utilizing football as a key driver."



Keys to Success

Best practice Governance

Continuous Development and Quality of Programs

AFLNT Remote Development Network

Children and community at the forefront of all decision making

Established Networks with Business and Community

Governance/Financial Management

Best practice governance and financial management processes and practices

Key Priorities

- Full compliance with all authority's requirements
- Establish strategic plan for foundation fundraising
- Develop, agree and honor service agreement with AFLNT
- Attract philanthropic funding to fulfil program requirements

MLLC Education Programs

Promote engagement via AFLNT with formal education and vocational skills training, promoting further study & employment.

Key Priorities

- Develop student leaders, improve school attendance and increase student engagement in education through an AFL focused, 'best practice' curriculum.
- Continue to build partnerships with organizations to deliver leadership, healthy lifestyle and personal development messaging to remote & regional students
- Provide opportunities to connect students to education and employment pathways.

MLLC Remote Football Programs

Deliver programs via AFLNT that promote knowledge, understanding & skills in whole of life healthy living, personal development & leadership.

Key Priorities

- Establish funding partnerships with government and corporate organizations to support AFLNT's remote football programs.
- Deliver strong football programs for Men, Women and Juniors in remote communities
- Continue to build partnerships with community organizations to deliver training and employment opportunities and healthy lifestyle messaging for remote community members.
- Provide and support talent pathways for junior and senior players, coaches and umpires

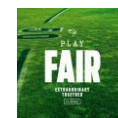
Leadership Ventures

Providing leadership opportunities to create powerful change and be the hub of AFL indigenous programs

Key Priorities

- Establish MLLC future leaders group providing opportunities for leaders to grow experience and develop
- Develop community based Michael Long Foundation initiatives
- Drive indigenous coaching, talent and player development and woman's football.
- Auspice programs to provide support to indigenous organizations/businesses or initiatives that support key elements of the MLF vision.

Foundation Values



OUR AFL VALUES IN ACTION		VALUES IN ACTION – (ROLE MODELS)
	We do what we say we will do – we own the outcome	Takes personal ownership of decisions and actions – makes things happen. Learns from experiences and allows others to do the same – no blame
	We push the boundaries beyond what we have done before	Takes initiative and brings fresh, creative and innovative thinking to achieve improved outcomes for our programs
	We achieve the extraordinary for our recipients	Engages with stakeholders to understand their needs to consistently deliver quality outcomes
	We love what we do	Is positive and enthusiastic about their work, and actively seeks challenges and opportunities to learn and develop
	We work with passion and energy and have fun	Has a positive influence on others and contributes to creating a fun, energetic and productive working environment
	We persevere	Always sees things through to the finish, demonstrating it's the last 3% that counts – the extra phone call, the extra meeting, the drive to achieve
	We show respect and empathy for each other	Actively listens to and values the views and opinions of others. Seeks to understand where others are coming from
	We work with integrity and honesty	Has open and honest discussions, even the tough ones. Is trustworthy and ethical and if they see something inappropriate, they say something
	We have a great work ethic	Is highly reliable, consistently delivering the best possible outcome for our programs
	We work as one team	Proactively collaborates with all stakeholders by sharing ideas and resources to collectively deliver on individual and common goals. Acts in the best interest of the whole organisation
	We embrace our diverse range of cultures, skills and backgrounds	Is inclusive, actively seeking and valuing a wide range of ideas, skills and backgrounds to achieve better outcomes
	We celebrate our wins	Takes the time to acknowledge the great work and successes of others within the foundation, across all stakeholders and the achievement of participants
	We respect culture, connection to country and uniqueness of communities	Achieving the best possible outcomes for our recipients through respecting culture and valuing and celebrating differences.

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Governance/Financial Management

Key Priorities

1. Full compliance with all authority’s requirements
2. Establish strategic plan for foundation fundraising
3. Develop, agree and honor service agreement with AFLNT
4. Attract philanthropic funding to fulfil program requirements

Actions	Key Priority	Measurable	Resources	Who	When
Remain compliant with Australian Charities and Not—for-profits Commission (ACNC) requirements	1	Charities must submit an Annual Information Statement (and, for medium and large charities, a financial report) every year.	- Internal and KPMG	Dwayne Wathen	Within 6 months of the end of MLF’s reporting period
Remain complaint with ASIC requirements	1	Annual reporting obligations	- Internal and KPMG	Dwayne Wathen	Annual reporting
Register for fundraising in relevant states and remain compliant with any fundraising conditions	1	Initial registration process in Victoria and monitoring compliance with any Consumer Affairs Victoria registration requirements.	•Internal	Lauren McInnes	Ad hoc
Notify ASIC and ACNC of any changes to directors	2	Report any changes to directors and company sectary (ASIC only for the latter) to ASIC and ACNC.	- Internal	Lauren McInnes, Dwayne Wathen	Within 28 days of any change

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Governance/Financial Management

Key Priorities

1. Full compliance with all authority’s requirements
2. Establish strategic plan for foundation fundraising

Actions	Key Priority	Measurable	Resources	Who	When
Work to finalise Target list for Friends of Foundation – Letters issued	1	Minimum 4 (. Target 8) FoF partners – utilising relationships across AFL and Individual networks	MLLLC support to finalise letters and collateral/website	MS/ML	October 1, 2018
Workshop held with FoF – target lists developed for potential contributors	2	Develop target lists and develop an approach to market	FoF, MLLLC , AFL	MS/ML	December, 2018
Develop target lists of associates from FoF and AFL for MS/ML to approach regarding contributions	2	Minimum contribution of \$500K year 1, \$1m year 2, \$2m year 3	\$ and MLLLC support	MS/ML	June 30, 2019-21
Build MLF website with Board and FoF Bios, PBI status, Payment Gateways	1	Develop appropriate website for marketing of foundation	\$15K and source provider	RV	Immediate

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Actions	Key Priority	Measurable	Resources	Who	When
Develop agree and finalise licence agreement with AFLNT	3	Agreement completed	-MLF board AFLNT CEO MLLC Ops Manager	Kye Brown	March 2019
All people in the foundation to look to promote and attract philanthropic funding	4	Funds raised – annual report	MLF board Friends of the foundation	ALL	Ongoing

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Governance/Financial Management

Best practice governance and financial management processes and practices

Actions	When
Build MLF website with Board and FoF Bios, PBI status, Payment Gateways	immediate
Remain compliant with Australian Charities and Not—for-profits Commission (ACNC) requirements	Within 6 months of the end of MLF's reporting period
Remain complaint with ASIC requirements	Annual reporting
Register for fundraising in relevant states and remain compliant with any fundraising conditions	Ad hoc
Notify ASIC and ACNC of any changes to directors	Within 28 days of any change
Work to finalise Target list for Friends of Foundation – Letters issued	October 1, 2018
Workshop held with FoF – target lists developed for potential contributors	December, 2018
Develop target lists of associates from FoF and AFL for MS/ML to approach regarding contributions	June 30, 2019-21
Develop agree and finalise licence agreement with AFLNT	March 2019
All people in the foundation to look to promote and attract philanthropic funding	Ongoing

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MLLLC Education Programs

Key Priorities

1. Develop student leaders, improve school attendance and increase student engagement in education through the delivery of an AFL focused leadership program
2. Continue to build partnerships with organizations to help deliver leadership, healthy lifestyle and personal development messaging to remote & regional students
3. Provide opportunities to connect students to education and employment pathways

Actions	Key Priority	Measurable	Resources	Who	When
Engage 213 students in MLLLC education program annually	1	Student participation	- Internal	- MMLLLC - EC MLLLC	Annual data collection
Ensure schools engage in the lead in and lead out elements of the program	1	Data collection from school	- Internal	- EC MLLLC	Annual data collection
Collect data from school relating to the impact of the program on school attendance and engagement	1	Attendance tables School feedback	- Internal	EC MLLLC	Annual data collection
Increase number of students participating in the MLLLC programs	1	Participation numbers	- Internal	MMLLLC - EC MLLLC	Annual report numbers
Continually improve program based on school, community and expert feedback	1	Curriculum development	- internal	MMLLLC - EC MLLLC	Bi annual review and changes

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3. Provide opportunities to connect students to education and employment pathways

Actions	Key Priority	Measurable	Resources	Who	When
Employ second teaching resource to enable growth of the project	1	Second teacher appointed	MLF contribution	M MLLLC MO MLLLC	Jan 2019
Open a MLLLC in Alice Springs	1	MLLLC opened	MLF contribution	M MLLLC MO MLLLC CEO	Jan 2021
Service and maintain current stakeholders	2	Sponsorship renewal	Internal	MO MLLLC M MLLLC EC MLLLC	On going
Collect data from community/schools and stakeholders on the success of the program	2	Data presentation available	Deloittes	MO MLLLC M MLLLC EC MLLLC	June 2019
Attract new partnerships for the program	2	New agreements and partnerships	-internal	MO MLLLC M MLLLC EC MLLLC	Ongoing

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Actions	Key Priority	Measurable	Resources	Who	When
Attract philanthropic funding through MLF promotion/launch	2	Friends of the foundations referrals Actual donations made	MLF events Internal/comm ops Friends of the foundation	MO MLLLC M MLLLC EC MLLLC BDM MLF board	MLF Launch 2019 Ongoing
Develop MLLLC Employment Pathways school program	3	Pilot program implementation	Internal program dev MLF contribution	M MLLLC	August 2018
Engage a number of schools in the Employment Pathways program	3	Engage 5 schools in 2019	MLLLC teacher MLF contribution	M MLLLC EC MLLLC	Dec 2019
Survey schools, employment agencies and potential stakeholders to further develop an Employment Pathways engagement model	3	Plan developed/ stakeholders identified	Internal	M MLLLC	June 2019
Develop options for MLLLC to support Cert 1 and 2 certificates	3	Program implementation	Internal program dev MLF contribution School engagement	M MLLLC MO MLLLC EC MLLLC	Jan 2020

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MLLLC Education Programs

Improve students’ leadership and education through an AFL focused curriculum

Actions	When
Engage 213 students in MLLLC education program annually	Ongoing
Ensure schools engage in the lead in and lead out elements of the program	Ongoing
Collect data from school relating to the impact of the program on school attendance and engagement	Ongoing
Increase number of students participating in the MLLLC programs	Ongoing
Continually improve program based on school, community and expert feedback	Bi annual
Service and maintain current stakeholders	Ongoing
Attract new partnerships for the program	Ongoing
Develop MLLLC Employment Pathways school program	August 2018
Employ second teaching resource to enable growth of the project	Jan 2019
Engage a number of schools in the Employment Pathways program	Dec 2019
Attract philanthropic funding through MLF promotion/ launch	June 2019
Collect data from community/schools and stakeholders on the success of the program	June 2019
Survey schools, employment agencies and potential stakeholders to further develop an Employment Pathways engagement model	June 2019
Develop options for MLLLC to support Cert 1 and 2 certificates	Jan 2020
Open a MLLLC in Alice Springs	Jan 2021

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MLLC Remote Football Programs

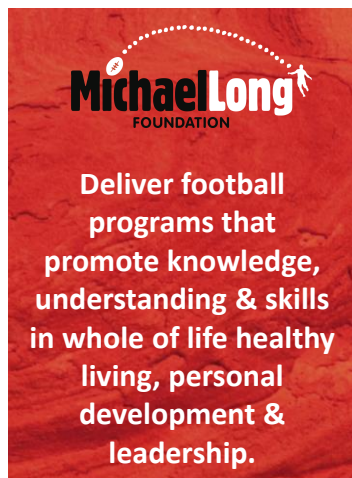
Key Priorities

1. Establish funding partnerships with government and corporate organizations to support AFLNT’s remote football programs
2. Deliver strong football programs and competitions for Men, Women and juniors in remote communities
3. Continue to build partnerships and stakeholder relationships to deliver education, training and employment opportunities to achieve healthy lifestyle outcomes
4. Provide and support development and talent pathways for junior and senior players, coaches and umpires in remote communities

Actions	Key Priority	Measurable	Resources	Who	When
Establish funding partnerships with government and corporate organizations to support AFLNT’s remote football programs.	1		AFLNT RPM MLLC Operations manager	RPM MO MLLC	Ongoing
Provide the opportunities for men’s women’s and junior competitions in community	2	Participation numbers verses population	Travel Internal	RPM RDM	Ongoing
Support and develop community driven competition governance and program design.	2	Participation of community members in local football committees Implementation of community created bi laws.	Internal Community	RPM RDM	Ongoing
Increase delivery of coaching, umpiring and football administration training and accreditation for local community people	2	Increase in participation, numbers, volunteer numbers	Internal MLF contribution	RPM RDM MCFF	October 2018
Conduct analysis of community regions for and develop a plan for growth and how to service more regions	2	Plan complete	Internal	RPM MO MLLC	June 2019

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Actions	Key Priority	Measurable	Resources	Who	When
Establish new AFLNT remote projects in select regions	2	Staff appointed	Internal	RPM MO MLLLC	Dec 2019
Establish funding partnerships/sponsorships and community support in all communities	3	Partnership agreements in place	Internal Travel	RPM MO MLLLC RDM	June 2019
Create opportunities for employment outcomes through CDP hosted agreements, AFL trainees and casual employment	4	Number of paid community members engaged in program.	Internal External	RPM MO MLLLC	October 2018
Facilitate health and education messaging/promotions for partner organisations	5	Partnership agreements in place	Internal Travel	RPM RDM MMLLC MO MLLLC	Dec 2018
Identify and outline clear pathways for remote footballers to engage in talent pathways	4	Program developed and delivered	Internal	MHP MCFF RPM	Dec 2018

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MLLLC Remote Football Programs Summary of Priorities

Inspiring communities to engage in education through the power of football

Actions	When
Establish funding partnerships with government and corporate organizations to support AFLNT's remote football programs	Ongoing
Provide the opportunities for men's women's and junior competitions in community	Ongoing
Support and develop community driven competition governance and program design.	Ongoing
Increase delivery of coaching, umpiring and football administration training and accreditation for local community people	October 2018
Create opportunities for employment outcomes through CDP hosted agreements, AFL trainees and casual employment	October 2018
Facilitate health and education messaging/promotions for partner organisations	December 2018
Identify and outline clear pathways for remote footballers to engage in talent pathways	December 2018
Establish funding partnerships/sponsorships and community support in all communities	June 2019
Conduct analysis of community regions for and develop a plan for growth and how to service more regions	June 2019
Establish new AFLNT remote projects in select regions	Jan 2020

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Leadership Ventures

Key Priorities

1. Establish MLLLC future leaders group providing opportunities for leaders to grow experience and develop
2. Develop community based Michael Long Foundation initiatives
3. Drive indigenous coaching, talent and player development and woman's football
4. Auspice programs to provide support to indigenous organizations/businesses or initiatives that support key elements of the MLLLC vision.

Actions	Key Priority	Measurable	Resources	Who	When
Establish National Leaders program	1	Purpose and strategy identified	MLLLC	MLLLC M MLLLC ED C	TBC
Engage in National Leaders program initiative	1	Program developed and 10 students engaged in chosen activities	MLLLC staff MLF contributions	MLLLC staff	TBC
Establish International Leadership Program	1	International leadership program conducted	MLF contributions	TBC	TBC
Align Leadership programs with NT sporting events	1	Engage with Sporting Role Models (AFL, Super Car Racing and others in future)		MLLLC	TBC
Establish relationship with key NT festivals	1	Partnerships established and plan developed	MLLLC	MLLLC	TBC

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Actions	Key Priority	Measurable	Resources	Who	When
Engage student leaders in programs aligned to key festivals	1	MLLLC Leadership programs are conducted in conjunction with 3 key NT festivals	MLF contributions	MLLLC staff	TBC
Form affiliation with national indigenous leadership bodies	1	Partnerships developed	MLLLC	TBC	TBC
Engage students in programs connected to national indigenous leadership bodies	1	Participation numbers	MLF contribution	TBC	TBC
Establish plan to celebrate MLF in conjunction with AFL game in Alice Springs	2	Plan developed and approved by AFL Melbourne, football clubs and media	MLLLC staff	MLLLC staff	TBC
Engage in MLF initiative in Alice Springs alongside AFL game	2	Participation numbers Fundraising totals	MLF	MLLLC staff	TBC

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Actions	Key Priority	Measurable	Resources	Who	When
MLLLC Student Representation at National Michael Long walk (in conjunction with MLLLC future leaders program)	2	Number or participants	MLF contributions	MLLLC staff	TBC
Michael Long Foundation Initiative in MLLLC communities	2	Number of participants	MLF contributions	RPM RDM MLLLC staff	TBC
Michael Long Foundation Initiatives Media highlights package	2	Package completed	AFL Melbourne media connections	AFL Media MLLLC staff RPM RDM	TBC
Develop and ensure implementation of indigenous talent pathways	3	Increased indigenous engagement at a national level	MLLLC AFLNT ALF clubs	RPM, RDM AFLNT	TBC
Programs identified that meet program auspice requirements	4	Contributions made	MLF contributions	MLF staff	TBC

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Leadership Ventures

Providing leadership opportunities to create powerful change and be the hub of AFL indigenous programs

Actions	When
Establish National Leaders program	March 2019
Engage in National Leaders program initiative	June 2019
MLLLC Student Representation at National Michael Long walk (in conjunction with MLLLC future leaders program)	June 2019
Michael Long Foundation Initiative in MLLLC communities	June 2019
Align Leadership programs with NT sporting events	June 2019
Establish plan to celebrate MLF in conjunction with AFL game in Alice Springs	June 2019
Establish relationship with key NT festivals	Jan 2020
Form affiliation with national indigenous leadership bodies	Jan 2020
Engage student leaders in programs aligned to key festivals	June 2020
Engage students in programs connected to national indigenous leadership bodies	June 2020
Run MLF event in conjunction with AFL game in Alice Spring	June 2020
Michael Long Foundation Initiatives Media highlights package	August 2020
Programs identified that meet program auspice requirements	Jan 2020
Establish International Leadership Program	2021
Develop and ensure implementation of indigenous talent pathways	2021