

STRATEGIC PLAN 2022 – 2025

For information contact
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Our Vision: (Our aspiration for the future)	A thriving multicultural community.
Our Mission: (Why we exist)	We provide hope and educational opportunities for refugee and asylum seeker women, and their children, to acquire the language, life and work skills to integrate and thrive in our community.
What we do:	Bring opportunity through learning.
Who we are:	A passionate, committed and diverse group of people, with the range of perspectives, skills and capabilities to lead and deliver charitable education services to refugee & asylum seeker women.
What we believe:	<i>‘When women thrive, all of society benefits, and succeeding generations are given a better start in life.’</i> (Kofi Anan)
What we value:	Knowledge & Learning for Life – Community & Partnership – Respect & Resilience

Top priorities for the life of this plan:

- Major focus on women and their families who have temporary visas and are in limbo either in community detention with no rights or with no study rights
- A volunteer coordinator to be appointed and join the Board
- A needs analysis for the programs we currently offer and seek to offer
- Design requirements for a new space projected to be level 2 117 Capel St Nth Melbourne in the second half of 2022
- 3 year funding for rent and a social worker
- Focus on recruiting suitable volunteers to assist in various aspects of our work
- Assisting those with work rights find ethical vocational training needed for employment or find employment directly through work skills training and support
- Emphasis on applying marketing strategies to promote RNLC as well as programs developed in order to sustain enrolments, increase word of mouth and attract ongoing funding.

The long-term outcomes we seek:

For our students:

- As per above our priority in this plan will be asylum seekers with no or limited rights especially those in community detention with no work or study rights
- Improved access to further education / training / employment
- Stronger health and wellbeing
- Improved skills base / whole-of-life and employment skills
- Increased financial security / economic participation
- Greater social participation
- Resilient, responsible and empowered women (capable of responding to risks such as victimization, family violence and extremism)
- Access to the support of a qualified social worker

For our learning centre:

- Respected & quality specialist EAL education provider with welfare support
- Strong community engagement and volunteer capacity
- Operational capacity at best practice with governance, financial accounting, systems, policies, processes and procedures.
- Financial sustainability
- Robust knowledge systems (e.g. data capture / databases, CRM tool, student outcome and pathway tracking)
- Strong interactions and collaboration with other sector providers – in education, social welfare, philanthropy
- Promotion / dissemination / sharing of best practice / new knowledge
- Being adaptable to the changing needs of refugees and asylum seekers

Our Pillars, Goals, Strategies and Indicators of Success: - see over

Pillars	Goals to drive RNS performance	Strategies to achieve goal	Indicators of success
1. Student Achievement	1.1 Increase literacy and numeracy attainment to improve whole-of-life opportunities for our students, and their children. 1.2 Enhance learning aspiration and achievement of new arrival refugee and asylum seeker women. 1.3 Assist students who do not have work or study rights to have other forms of engagement.	1.a) Develop & deliver bespoke EAL education programs / curriculum tailored to enhance individual student learning and outcomes. 1.b) Engage specialist TESOL education professionals. 1.c) Committed team of volunteer Tutors to enable small group learning to be offered to all students. 1.d) Digital literacy to strengthen student learning, employability skills & lifelong learning capacity. 1.e) Job readiness programs to assist students to transition to paid employment. 1.f) Education pathways support including working with Jobs Victoria. 1.g) Appoint a volunteer coordinator in 2022. 1. h) Creative programs to build self-esteem and confidence.	-Student outcomes (Certificate and non-certificate course completion, enhanced digital literacy). -Student numbers, attendance & completion rates. -Reading level growth / EAL levels growth. - Student motivation and learning confidence (assessment through surveys). - Student numbers progressing to further education / employment / securing scholarships.
2. Student Engagement	2.1 Build strong feelings of trust and solidarity so that students are highly engaged in their learning, and less isolated in the community. 2.2 Support students in developing bridges and pathways into the community (for further education, vocational training, work, social engagement, wellbeing).	2.a) Maintain professional teams across RNLC. 2.b) Build and sustain a caring and supportive volunteer community. 2.c) Deliver work readiness programs and provide vocational training (including work experience, mentoring) to prepare students for work. 2.d) Strengthen collaboration with education, social welfare, and community job alliance networks. Including seeking partnerships with ethical RTOs to assist our students with qualifications for employment.	- Attendance consistency. - Increasing numbers and percentages of students progressing to further education & employment - Individual Learning Plans / Managed Individual Pathway Plans in place for each student. - Enhanced vocational skills / Securing paid work - Access to quality childcare to enable mothers to engage in the RNLC programs.
3. Student Wellbeing	3.1 Empower students to effectively manage their lives with the support of a trained Social Worker. 3.2 Provide quality childcare education to enable women who are young mothers to engage in their education. 3.3 Provide mental health and family violence awareness.	3.a) Provide professional welfare / counselling support in-house and via referral to support agencies. 3.b) Deliver Life Skills programs and initiatives to cultivate students' independence & resilience (e.g., health, swimming, driving, music, craft). 3.c) Deliver interactive childcare education that builds confidence and strengthens families. 3.d) Build positive relationships across RNLC (e.g. effective listening, constructive feedback, mutual support, positive parenting, celebrating diversity).	- Student feedback on morale, connectedness and relationships at RNLC and in the community/family (assessed through surveys, student stories). - Children prepared and successfully transition to kinder / School (each child can be separated from their mother and is a confident, capable and curious learner – assessed via observation).

4. Productivity & Sustainability	4.1 Ensure an effective organization structure, capacity, and competencies. 4.2 Invest in and build the human and physical resources of RNLC.	4.a) Provide a secure ‘home’ for our Learning Centre for the life of this plan which will include multiple spaces to enable more students and programs. 4.b) Leverage volunteer capacity. 4.c) Secure a long-term sustainable business model and broadened funding base to sustain our service. 4.d) Strong community engagement to support us endeavors (e.g., community partnerships, brand awareness, communications, social media, community events, public speaking). 4.e) Focus on marketing strategies to promote programs & centre.	- RNLC reputed for excellence in multicultural / EAL education (assessed through awards, surveys & references/recommendations of leading figures). - Attract, retain, and reward high caliber staff. - Volunteer satisfaction and retention. - Robust governance & risk management and evaluation & reporting systems in place - Board feedback / independent review.
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