



**SPORTSREADY**  
EDUCATION & EMPLOYMENT

2017 - 2020

# STRATEGIC PLAN



# OUR HISTORY

AFL SportsReady was established in 1994 as the AFL was expanding into a truly national competition and vocational training was undergoing major reform. The brainchild of Kevin Sheedy AM, the concept for the company was brought to fruition by Bill Kelty AC, Simon Crean, Ian Collins and the inaugural CEO, Phillip Walbridge, to provide a pathway for young people to get their foot in the door of a career through traineeships.

The demands on the time of AFL players as they moved to becoming full-time athletes were increasing, and the catalyst for providing them with more structured education, and workplace opportunities were expanded, from the start, to young people beyond the AFL.

Established as an independent not-for-profit company, the following 10 years saw AFL SportsReady develop a footprint across Australia, offering traineeships both within and beyond the AFL industry. The early 2000s saw us take our first steps into Indigenous employment through a small pilot project, the success of which was the basis of the tremendous growth we have experienced in this area over the past 5 years.

In 2011, the Board commissioned Peter Jackson to undertake a strategic review of the company, including its performance and future direction. The Jackson Review was the blueprint for significant change from that time on.

With the establishment of SportsReady Education as an RTO in 2012, the com-

mencement of Artsready in 2013, the ever-increasing work in Aboriginal and Torres Strait Islander employment, along with the diversity of educational offerings available now for AFL players and industry, the seed that was planted is now a national company, commencing careers for over 700 people per year and providing education qualifications for close to 1000 people.

With Aboriginal and Torres Strait Islander employment now approaching 40% of all employment opportunities on offer, AFL SportsReady is now a major and respected player across vocational education and employment.

Our commitment to our history and founding partners is as strong as ever and our impact continues to grow for the thousands of young people, who through the foresight and support of our founders, benefit to this day with a vision that provides opportunities for people to start their career with confidence, support and skills.



# OUR PURPOSE



## SUSTAINABLE EMPLOYMENT AND CAREERS

We work with employers to provide workforce solutions to improve their business, to ensure organisations are culturally respectful, and to provide real jobs. We tailor education and employment solutions to meet these needs.



## WORK-READINESS

We support people to build their confidence, improve their job-seeking skills and develop their understanding of workplace expectations and practices prior to starting work. We see our school-based traineeships as providing early exposure to work, and for some young people, supporting school completion.



## EDUCATIONAL DEVELOPMENT AND WORKPLACE EXPERIENCE

Through traineeships and our education delivery, we support people to develop their knowledge and skills and gain valuable real experience in the workplace.

# OUR VALUES

## SIX VALUES ARE AT THE CORE OF HOW WE WORK

Our values and strengths - what we care about, and are good at, drive our business.



### RESPECT

We listen to and learn from others, and treat people well.



### EXCELLENCE

We strive for excellence in all that we do.



### PRIDE

We have pride in what we do and where we work.



### ETHICS

We are ethical in our decision-making and behaviour.



### TEAM

We work together and support each other.



### ACCOUNTABILITY

We do what we say we will do.

## OUR VISION

At AFL SportsReady, we believe that education and employment are vital for people to participate fully in society. Our vision is for people to have a real chance to start their careers with confidence, qualifications and skills.

# OUR BELIEF



Many young people face barriers to being able to fully participate in and be competitive in the employment market. These barriers may be personal or cultural, they may be about a lack of education, skills or experience, or they may be due to not having a network to help with getting into the workforce.

As a company, we are driven to provide opportunities to help young people overcome these barriers on the pathway to a fulfilling career. Our services, such as traineeships, education, employment programs and mentoring, support young people to take their first steps into a career. We know this can be a testing time and our staff go the extra mile to see people succeed.

Across all areas of our business, we work with others to achieve positive outcomes.

At AFL SportsReady, we understand the importance of having a job. We know the impact it has on people and their families. We believe that employment and education are fundamental to a person's capacity to both contribute to and participate in everyday life.



We work in partnership with trainees to get their foot in the door of a career.



We work with businesses to find solutions to their workforce challenges.



We work with host employers to create a culturally respectful environment for Aboriginal and Torres Strait Islander trainees.



We work with the AFL and the AFL Players Association to create meaningful career pathways for players and to contribute to the development of the football industry.



We work with our students to successfully complete their courses.

We also understand the workforce pressures faced by many organisations, large and small, and offer courses and services to support workforce development. Over time, this has expanded to a suite of services focusing on leadership, mentoring, cultural awareness and professional development.

# OUR DELIVERY

WE CURRENTLY HAVE FOUR MAIN BUSINESS AREAS:



## EMPLOYMENT

This is the traditional basis of the company, which sees the delivery of traineeships across the country. AFL SportsReady works with organisations that become 'host employers' and provide an on-the-job placement.

Our role is legal employer and we organise and administer all aspects of the traineeship, including the formal education component. We continue to provide more direct employment outcomes in a diversity of areas, utilising the skills that have made our traineeships successful and responding to the needs of the industry.



## AFL INDUSTRY DEVELOPMENT

We continue to work closely with the AFL industry, in particular the AFL Players' Association, in providing AFL players with training and education, including an introductory course for newly listed players, work and industry placements and pathway support to prepare players for careers after football.



## EDUCATION

We established our own Registered Training Organisation (RTO), SportsReady Education, in 2012. This delivers a mix of vocational education and training courses, from Certificate II through to Diploma, specialising in the areas of business, financial services, sport and recreation, administration and fitness.

With university partners in each state we provide pathways to higher education for all that we work with. As well as our offerings for school leavers and young people entering the workforce, we deliver short courses for senior managers and executives in the AFL, sport and corporate sectors.



## ABORIGINAL AND TORRES STRAIT ISLANDER PROGRAMS

Our Aboriginal and Torres Strait Islander Programs area has grown significantly in recent years, with strong interest from corporate partners. We are proud of our activity to support Aboriginal and Torres Strait Islander employment, and to contribute to closing the gap in Indigenous employment. We work with corporate partners to provide Aboriginal and Torres Strait Islander people with meaningful workplace experience and real career pathways. Programs include federally-funded traineeship models as well as direct employment and cultural awareness training programs.

# DECISION-MAKING FRAMEWORK

We want to deliver high quality programs and services, and expand our delivery in line with our Vision and Purpose. The following criteria will help us to consider opportunities as they arise, while keeping our focus on real outcomes for people.

## 1. IS THE OPPORTUNITY ALIGNED TO OUR STRATEGIC PLAN?

Is it a priority area or an opportunity for business?

## 2. IS THE OPPORTUNITY CONSISTENT WITH OUR VISION AND PURPOSE?

Will this opportunity provide people with access to meaningful education, training and/or employment?

## 3. IS THE OPPORTUNITY ALIGNED TO OUR VALUES?

Is it ethical? Will we be able to deliver excellence?

## 4. IS THE PARTNERSHIP BASED ON A PRODUCTIVE PARTNERSHIP (CURRENT OR POTENTIAL)?

Will we be able to work effectively with any funding or delivery partners? Is there an alignment of values between the partners?

## 5. DO WE HAVE EXISTING SKILLS AND KNOWLEDGE?

Is this in an area we have demonstrated experience?  
If not, how feasible is it to acquire the skills and knowledge required?

## 6. IS THE OPPORTUNITY FINANCIALLY VIABLE?

What kind of financial risks might the opportunity expose us to?  
Does the funding model allow us to cover establishment costs?

## 7. DO WE HAVE SUFFICIENT CAPACITY TO DELIVER THIS WELL, WITHOUT IMPACTING ON OTHER SERVICES OR PROGRAMS?

Will this require us to shift resources from current priorities and still deliver the outcomes?

# COMPANY GOALS

## 1 We will deliver high quality programs and services to improve employment outcomes

- Build on our existing corporate and employment partnerships to provide new job opportunities.
- Design and establish a new major program that creates revenue and reduces reliance on traditional Group Training delivery.
- Support trainees and employers through high quality, successful traineeships.

## 2 We will develop and deliver tailored Aboriginal and Torres Strait Islander employment and education services

- Deliver our programs in partnership with communities and employers.
- Deliver new direct employment models.
- Deliver high quality cultural awareness training and education.
- Review and refine our model of support for employment.

## 3 We will deliver education services for the AFL industry and AFL players

- Develop a formal partnership with the AFL to become the AFL industry education provider.
- Work with the AFL and AFLPA to develop and deliver training and career pathways for players.
- Deliver education and employment options for the AFL industry in partnership with the AFL.

## 4 We will develop and deliver a range of high quality education services for individuals and organisations

- Deliver successful education for trainees and direct students.
- Expand the number, range and modes of delivery of our education courses.
- Maintain university partnerships to enable pathways into tertiary education and develop further education partnerships to meet the needs of our partners.

## 5 We will build our reputation as a high performing and trusted company

- Implement a new business management system to increase the capacity and efficiency of the work we do.
- Develop and implement an AFL SportsReady people strategy to improve individual and organisational capability, staff engagement, well-being and performance.
- Establish the Ready Foundation as a reputable and effective vehicle to meet the needs of Aboriginal and Torres Strait Islander and disadvantaged young people.
- Position the company as a leader in education and employment programs, particularly for young people facing barriers to workforce participation.



# FUTURE DIRECTIONS

In the rapidly changing education and employment sectors, we keep our focus on real outcomes for people.

We strive to be flexible in responding to opportunities, and changes in policy, funding or practice. We also want to be steadfast in delivering services that make a difference for those we work with.

# STRATEGIC STATEMENT

Between 2017 and 2020 we will have viably achieved over 2000 education and employment completions. Our unique position as a company is our brand, our partnerships and our network.

We utilise our network and partnerships to provide the best possible employment and education opportunities for our trainees, employees and students. Our history with the AFL and our commitment to Aboriginal and Torres Strait Islander people are a particular focus of what drives us to be a national company.

## FUNDAMENTAL GOALS OF THE 2017 – 2020 STRATEGIC PLAN



### GOAL 1

Build on our existing corporate and employment partnerships to provide new job opportunities.



### GOAL 2

Design and establish a new major program that creates revenue and reduces reliance on traditional Group Training delivery.



### GOAL 3

Develop a formal partnership with the AFL to become the AFL industry education provider.



### GOAL 4

Implement a new business management system to increase the capacity and efficiency of the work we do.



# CONTACT US

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