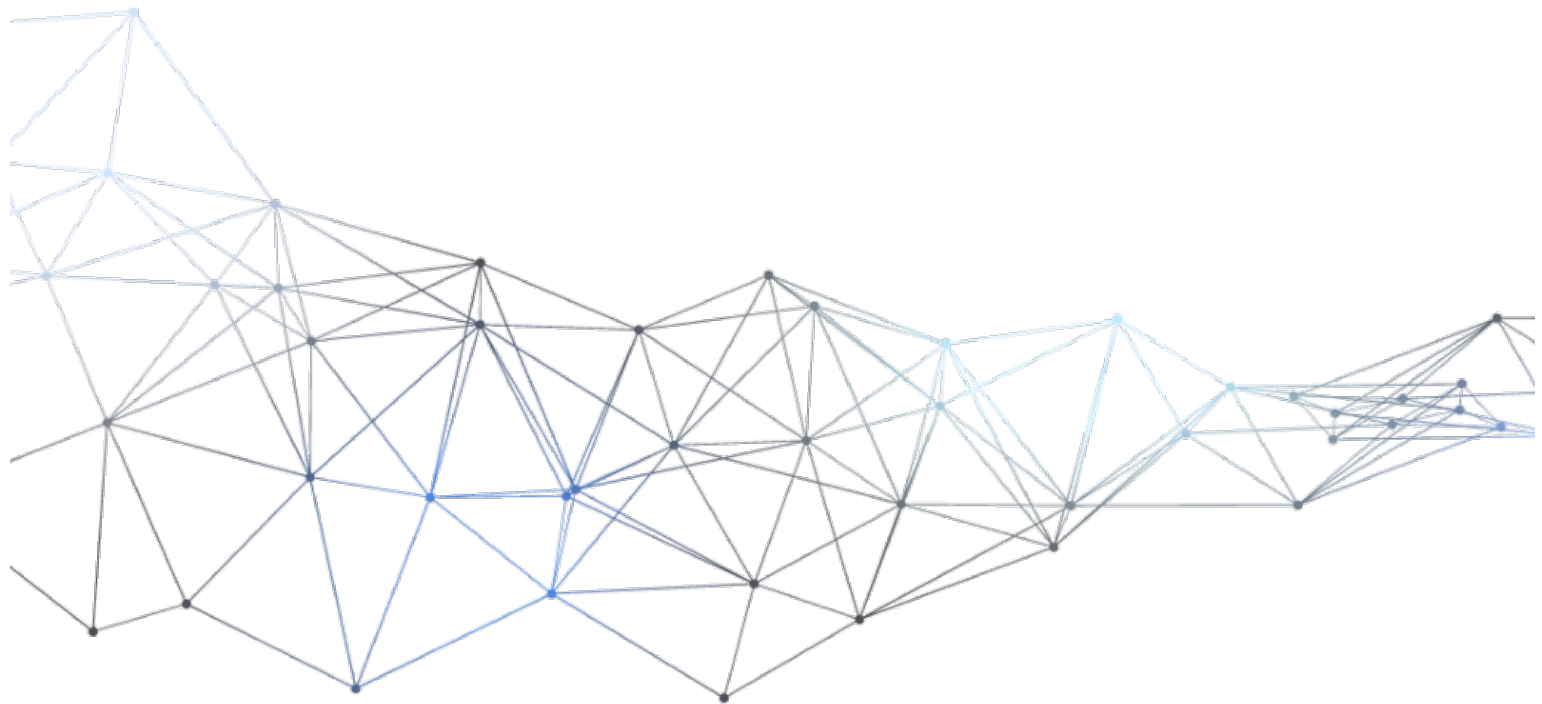




NORTHERN TERRITORY
INDIGENOUS
BUSINESS
NETWORK

Strategic Plan

2018 – 21



Foreword

The Northern Territory Indigenous Business Network, or NTIBN, was created and named for the purpose it is intended to perform – that of establishing, nurturing, growing and helping to thrive an interconnected network of Indigenous owned businesses throughout the Northern Territory.

This is the second 4-year Strategic Plan developed by NTIBN and follows a comprehensive strategic review to identify and acknowledge issues impacting on performance against the first plan together with a deep-analysis of its strategic priorities and the organisational foundations required to be effective and sustainable in the long term.

This document should be read in conjunction with the Operational Plan that provides details on the actions required to meet the revised strategic priorities.

From the Chairperson



I am proud to present the 2018-2021 Strategic Plan for NTIBN.

Key stakeholders have contributed to 'mapping' out a more certain future – a future that is driven by a sense of purpose with mutually agreed strategic priorities, a strong sense of what we wish the future to look like and how it can be realised.

This plan reaffirms and renews our commitment to the NTIBN's original purpose but more importantly places a priority on developing a way of operating sustainably well into the future.

The Board members have worked tirelessly in a voluntary part-time capacity to achieve the outcomes to date but jointly recognise that more resources are needed in order to accelerate the association toward achieving its vision.

Remaining central to our focus are our members whose interests we represent. It is with this purpose we came together and it is with this purpose we look forward and plan our future – a brighter future!

Jason Elsegood
Chairperson



About NTIBN

Our Vision

To be the peak representative body for Indigenous owned businesses in the NT

Our Purpose

To strengthen Indigenous business capacity and bring a powerful representative voice to issues affecting Indigenous businesses operating in the Northern Territory.

Our Mission

To increase the economic participation and social prosperity of Indigenous Australians by encouraging, supporting, empowering and building the capacity of Indigenous businesses

Our Values

In delivering on its core purpose, NTIBN's values include:

Respect for

- our members
- our staff
- our partner organisations and stakeholders
- Aboriginal and Torres Strait Islander culture, protocols and language

Commitment to

- always representing members' best interests
- being a culturally welcoming place to talk business, share ideas and resources
- sound business practices and use of funds

Opportunity by

- fostering teamwork, collaboration and meaningful engagement
- remaining true to our purpose
- supporting the aspirations of all Indigenous Australians.



Our Organisation

The NTIBN is an incorporated association under the NT Associations Act and was established with a core focus of assisting Northern Territory Indigenous businesses to build capacity, access commercial opportunities and have a representative voice.

Officially launched on the 15 April 2010, the organisation has maintained its commitment to delivering benefits to its members and to help increase the economic participation and social prosperity of Indigenous Australians.

A growing member network of over 100 businesses in the NT have already benefitted from the limited range of functions the NTIBN has been able to provide to date and with the right resources in place there is considerable opportunity to further expand the network, the services and the resulting benefits.

NTIBN has differentiated itself from other peak bodies by establishing a robust 'Indigenous business' certification process ensuring that those members needing ongoing certification continuously fulfil the Indigenous ownership requirements.

Members pay a nominal annual fee to gain access to network benefits, with additional funding provided by associate (non-Indigenous) member fees, government grants, in-kind support and corporate sponsorship required to cover the gap between self-generated income and the cost of operating the organisation.

***NTIBN provides a unified
voice for Indigenous owned
businesses in the NT***

NTIBN continues to work toward an expanded range of functions and services that offer members organisational development, industry-based development, business support, collaborative and promotional opportunities, and the ability to link businesses up with training and development opportunities.

In partnership with other government and non-government stakeholders, NTIBN will play a leading role in highlighting to the wider community the importance of a strong and vibrant Indigenous business sector .

***NTIBN's advantage is built on
its remote reach & kinship,
the partnerships it has developed
and its robust certification process.***

Organisational snapshot

Function

Building an active network of Indigenous owned NT businesses and providing them with a representative voice and a platform to help build business capacity and economic participation.

Financials (2017)

- \$50k in assets (cash)
- \$150k funding
- \$16k revenue (member fees and other)
- \$164k expenses
- No debts

People & Partners

Management Committee

- Four volunteer part-time members

Strategic Partnerships

- One formal and several informal

Membership

Indigenous business members

- Approximately 100

Associate members

- Approximately 50

Operational Requirements

Relevance

Efficiency

Sustainability

Business priorities

Critical operational priorities

1. Organisational Structure

- Critical positions filled by skilled people performing the required functions.

2. Stakeholder Management

- Membership management system.
- Create and maintain winning partnerships.
- Effective communications.
- Indigenous business certification system.

3. Member Benefits

- Provide comprehensive range of services & network events.
- Enable and facilitate opportunities for economic participation.
- Strong voice and representation with government and industry.

4. Strong foundations

- Increase membership base especially regionally
- Demonstrate fiscal responsibility.
- Diligent governance.

Operating situation in 2017-18

A review of progress against the 4-year strategic priorities to 2017 revealed that the NTIBN operating in its current form is severely underperforming and is neither financially nor operationally sustainable. Lack of funds has meant that it has had to rely on the voluntary contribution of its time-constrained Board members to sustain a limited set of operational functions. As a result, its ability remain relevant to its members and stakeholders has declined substantially.

NTIBN initiated a comprehensive strategic review and in-depth analysis of its goals, priorities and operational requirements and has developed a interim plan to stabilise its viability over the next 12 months. The plan is contingent on securing additional

operational funding from government to support the required organisational changes and build strong operational foundations ahead of a period of exponential growth in the network necessary to achieve government targets.

Broadly, it aims to address:

- Operational staffing deficiencies – employing dedicated personnel.
- Ineffective membership management tools – system and process redevelopment.
- Brand penetration – marketing and communications overhaul.
- Limited membership benefits – service delivery kick-start.
- Implementation of a focused strategic priority agenda – execution of operational plan.

Performance review findings

Most of the strategic priority outcomes outlined in the 2014-17 Strategic Plan have not or have only partly been achieved. This is mainly due to resourcing issues and limited capital funding that has prevented the Board from driving the NTIBN business operations as required.

Stakeholders and member mutually agree that NTIBN has underperformed in the past due to resourcing issues resulting in a lack of trust of its stakeholders as well as missed opportunities for the Indigenous Business Sector. Despite this lack of performance, there is a shared view that there remains a strong need for the NTIBN as a pivotal driver for the economic development of Indigenous businesses and for policy advocacy.

The review has prompted the need for a re-think of strategic priorities in terms of the market space in which NTIBN can most effectively operate, how to leverage competitive advantages to maximum effect to set itself apart from other representative bodies, and the capabilities and systems that must be in place for it to be successful.

The financial unsustainability is mainly due to the minimal membership income driven by the low number of members and associate members. For the next three years external funding will still be critical to allow the NTIBN to build the foundations needed to become financially sustainable while fulfilling its duty as a peak representative body.

Strategic focus for 2018 – 21

In addition to NTIBN's operational and interim priorities referred to in this Strategic Plan, the Board has set a focused strategic priority agenda for 2018–21 to secure the company's financial viability and realign NTIBN's focus on delivering tangible benefits to its members and stakeholders.

A strategic priority agenda has been developed that aligns the revised priorities under four strategic focus areas; The pillars of **Advocacy & Representation**, **Strategic Partnerships**, and **Capacity Building**, all of which depend on having a strong **Organisational Foundation** that is properly resourced, sustainable and well informed.

The pillar of **Advocacy & Representation** focusses on information sharing and the building of a brand with a strength of voice that is a powerful influencer of government policy and corporate alliances at a local and national level. *Achievement of major goals under this pillar would see 90% of Indigenous businesses as members and government policies reflecting the input provided by NTIBN.*

The pillar of **Strategic Partnerships** recognises that an efficient and effective large Indigenous Business network delivering maximum benefit

to its members will consist of interconnected smaller networks supported by other aligned government and non-government organisations with which NTIBN will need to partner. *Major goals to be achieved under this pillar include Government accreditation as a trusted Indigenous business certifier and feedback indicating high levels of member and stakeholder satisfaction.*

The pillar of **Capacity Building** concentrates on delivery of tangible benefits to the network members through the unlocking of commercial opportunities, the provision of targeted service offerings along with training and mentoring. *The primary goal of this pillar is to demonstrably increase the rate of Indigenous economic participation through member trade and Indigenous workforce participation.*

Underlying these pillars is the **Organisational Foundations** created from a properly resourced organisational structure utilising technology to its full advantage, building a sustainable existence through fiscal responsibility, strong brand reputation and an increasing membership base while *informing* its decisions and member guidance through robust data research.

Strategic priorities and objectives

2018-21

Strategic Focus Area	Strategic Priority	Objective
Advocacy & Representation <i>The NTIBN is committed to being a strong representative voice and ensuring information is disseminated to the member base and eternally to our stakeholders, strategic partners and where appropriate our member's communities. We will consult with our members and ensure their views are integral in shaping future policies.</i>	<ul style="list-style-type: none"> To build a strong presence in the 5 regions: Darwin, Central Australia, Arnhem, Big Rivers and Barkly region To market the audit and certification of Indigenous businesses with members, stakeholders and government To provide regular updates and membership events To proactively lobby government and industry members on behalf of NTIBN members Showcase Indigenous business capabilities 	<ol style="list-style-type: none"> 90% of Indigenous businesses as members Increase in member diversity – both geographically and by business type An NTIBN office in Katherine and Alice Springs <p>The requirement to be certified by NTIBN will be embedded in procurement contracts issued by NT Government</p> <p>Provide updates and membership events at least quarterly.</p> <p>Effective advocacy and lobbying that results in tangible benefits to our members</p> <ol style="list-style-type: none"> Create and facilitate Indigenous business awards. Support and enhance Indigenous development forums.

Strategic Focus Area	Strategic Priority	Objective
Strategic alliances and partnership <i>Through its strategic partnerships with key organisations and its alliances with other representative bodies, government agencies and institutions, the NTIBN will provide its members with access to value-driven services existing to advocate, educate and represent the sector.</i>	<ul style="list-style-type: none"> NTIBN will have in place strategic partnerships and alliances that add value to our work, complement our mission and deliver outcomes for our members To promote member networking opportunities To become the trusted and ongoing certifier of genuine Indigenous owned businesses 	<p>Develop a framework to define the methodology to identify, develop and manage strategic partnerships and alliances that provide:</p> <ul style="list-style-type: none"> Capacity building services with great depth and reach An ability to outsource identified functions Collaborative capabilities Data analytics of value to the NTIBN, the industry and government <p>Achieve a high level of member satisfaction</p> <p>Strengthen and launch an ISO compliant certification service with government backed accreditation.</p>

Strategic Focus Area	Strategic Priority	Objective
Capacity Building <i>NTIBN members want to grow their businesses and they can achieve this through enhanced knowledge that will enable them to build on their strengths. Members operate in diverse industries and sectors and their business span the business lifecycle from newly established to mature and the NTIBN will provide targeted service offerings and training that are geared to build capacity and unlock opportunities.</i>	<ul style="list-style-type: none"> Be an enabler of government Indigenous procurement initiatives To facilitate the identification and sharing of opportunities and collaboration between members and associates. To provide a comprehensive range of industry appropriate member advisory services. Develop tender pre-qualification assistance programs Identify and provide appropriate business training requirements 	<p>Achieving an increased member participation in NT construction projects and Federal contract work.</p> <p>Increased winning of project tenders through collaborative partnerships.</p> <p>Full roll-out of membership services aligned to member needs.</p> <p>Increase in the number of pre-qualified members.</p> <p>Assess the needs of the members and develop appropriate training programs.</p>

Strategic Focus Area	Strategic Priority	Objective
Organisational Foundations <i>Our success will be underpinned by strong organisational foundations.</i>	<ul style="list-style-type: none"> • Properly Resourced 	<ol style="list-style-type: none"> 1. Establish a CEO position to implement the strategic and operational plan. 2. Create an appropriate organisational structure 3. Adopt technologies for efficiencies, remote reach and innovation
	<ul style="list-style-type: none"> • Sustainable 	<ol style="list-style-type: none"> 1. Ensure financial and regulatory compliance and fiscal responsibility. 2. Create a strong brand and reputation. 3. Significant increase in the membership base toward the target of 90% 4. Board follows good governance practices.
	<ul style="list-style-type: none"> • Well Informed 	<ol style="list-style-type: none"> 1. Establish methods to collect and analyse data on which evidence based decisions can be made. 2. Establish methods to use and disseminate the information and knowledge gained from operational activities to create a strong understanding of the NT market and its business environment.

PLAN 2018-21



NORTHERN TERRITORY
INDIGENOUS BUSINESS NETWORK

Our Vision

“To be the peak representative body for
Indigenous owned businesses in the NT.”

Our Purpose

To strengthen Indigenous business capacity and bring a powerful representative voice to issues affecting
Indigenous businesses operating in the Northern Territory.

Supported by...

Comprising ...

So we can ...

We will...

Our Three Strategic Pillars

Advocacy & Representation

Be a strong representative voice.
Disseminate information.
Shape future policies.

Strategic Partnerships

Create winning teams.
Build effective connections and networks.

Capacity Building

Provide targeted service offerings.
Unlock opportunities.
Provide training.

Build a strong presence in the 5 regions:
Darwin, Central Australia, Arnhem, Big
Rivers and Barkly region.

Market the audit and certification of
Indigenous businesses with members,
stakeholders and government.

Provide regular news updates and
membership events.

Create and facilitate Indigenous business
awards to showcase capabilities.

Proactively lobby government.

Become the trusted ongoing certifier of
genuine Indigenous owned businesses.
Identify and partner with key organisations
to:-

Provide capacity building services with
great depth and reach.

Outsource identified functions.

Provide data analytics of value to
businesses, industry and government.

Identify and join relevant committees.

Promote member networking opportunities.

Be an enabler of government Indigenous
procurement initiatives.

Facilitate identification and sharing of
opportunities and collaboration between
members and associates.

Provide a comprehensive range of industry
appropriate member advisory services.

Develop tender pre-qualification assistance
programs.

Identify and provide appropriate business
training requirements.

Success is...

90% of Indigenous businesses as members.
Government policies reflect input.

Government accreditation as IB certifier.
Increased member/stakeholder satisfaction.

Increased member trade & Indigenous
workforce participation

Based on ...

Strong Organisational Foundations

That are...

Properly Resourced

An appropriate organisational structure.
Technologies for efficiencies, remote reach
and innovation.

Sustainable

Fiscal responsibility
A strong brand and reputation
Increasing membership & footprint
Good governance

Well Informed

Data driven decision making.
A strong understanding of the NT market
and its business environment

Through...

Our Advantage



Remote reach/kinship



Partnerships



Accreditation