

STRATEGY 2019-2024

Introduction

The Alliances Françaises of the world are members of a network of independent voluntary organisations dedicated to teaching the French language, promoting the understanding of Francophone cultures while positively recognising that all cultures are valuable. As a local, non-profit organisation the Alliance Française de Canberra seeks to carry out these roles as part of the Canberra community and in co-operation with the other members of the Federation des Alliances Françaises d’Australie.

The Alliance Française de Canberra carries out this role by:

- Teaching French at all levels to the Canberra community and to cater for the different needs of that community to learn and understand the French language for whatever area of interest;
- Providing structured, progressive French courses, based on the Common European Framework for Languages (Cadre européen commun de référence pour les langues) and qualifications in the Diplôme d'etudes en langue française (DELF) and Diplôme approfondi de langue française (DALF);
- Promoting cultural and intellectual links between Australia and Francophone institutions and individuals;
- Provide facilities and resources for the promotion of French culture and those of French-speaking countries and support for cultural exchanges; and
- Providing facilities and resources for social programs that reflect and complement the teaching and cultural strategies.

This Strategy 2019 – 2022 outlines a vision for the Alliance Française de Canberra, the objectives and strategies to contribute to this vision over the next five years.

Vision

The Alliance Française de Canberra will continue and grow as “**France in Canberra**”, based upon exciting and welcoming offerings of French language education and cultural activities, also as the Capital Region’s enduring link for Francophone and Francophile communities.

Strategic Objectives 2019 - 2024

Our strategic objectives over the next five years are to:

- Develop **customer focussed language learning programs**, which address needs of differing levels, age groups and areas of interest, attracting new learners and maintaining high levels of customer retention
- Develop **an attractive and functional facility** in which to experience French language and culture, to engage with the Francophile community, creating an appealing and welcoming community and meeting place for our members

- Create **memorable French cultural experiences**, which engage members, students and the Francophile community in a variety of French culture including film, art, literature, history, gastronomy, sport, thoughts and ideas.
- Build **self-funded organisational sustainability** with cost effective learning and cultural programs, capable staff and effective governance.

Customer Focused Language Learning Programs

The market for foreign language learning continues to evolve, with proliferation of online applications and changing demand profiles. The Alliance Française de Canberra will continue to innovate the learning programs with customer focused learning language programs which address needs of differing levels, age groups and areas of interest, attracting new learners and maintaining high levels of customer retention. We will achieve this by:

- **Innovative Program Development** – Create and deliver flexible (pace, learning style, mode of delivery) learning programs to address the needs of our identified market segments:
 - Children
 - Teens
 - Professional
 - General Interest
 - Travelers.
- **Quality of Learning Experience** – Provide ongoing professional development for all teachers to include informal, on the job experience-based learning, coaching and peer mentoring, structured courses.
- **Attracting New Learners** – Targeted, multi-media marketing and communications focused on attracting new students, via schools, partner organisations, cultural events and existing students and members.
- **Retaining Existing Learners** – Communications, cultural events, incentives and activities to retain existing learners over at least four terms.

Attractive and Functional Facility

The Alliance Française de Canberra facility in Turner is the hub for our activities and provides classroom, café, library and administration facilities. Some upgrade to classroom facilities have been undertaken in recent years, however the facility requires significant renovation and/or development to support our vision. Our objective is to develop an attractive and functional facility in which to experience French language and culture, to engage with the Francophile community, creating an appealing and welcoming community and meeting place for our members. We will achieve this by:

- **Improving Ambience** – In the short term, engage professional design and implement interim redecoration, clean-up, repair and re-organisation of existing facilities to improve ambience of foyer, café, garden and library.

- **Exploring Options** – Explore options for renovation and/or re-development of the site including commercial development, funding, design, costs timeframe, return on investment.
- **Implement Renovation/Development** - Implement plan for renovation or redevelopment of the site.

Memorable French Cultural Experiences

The major cultural event for the Alliance Française de Canberra is the annual French Film Festival, which attracts a broad audience and financial contribution for our operations. Leveraging this asset, we seek to create memorable French cultural experiences which engage members, students and the Francophile community in a variety of French culture including film, art, literature, history, gastronomy, sport, thoughts and ideas. We will achieve this by:

- **Leveraging French Film Festival** – Create a range of associated cultural events and activities, with corporate and cultural partners, engaging a broader participation in our cultural program beyond the Festival.
- **Major Events** – Create and implement major events based on Bastille Day and Beaujolais Nouveau, engaging embassy, diplomatic and cultural community, becoming famous for these events.
- **Monthly Events** – Create and deliver a range of smaller cultural events to include , art, literature, history, gastronomy, sport, thoughts and ideas.
- **Corporate & Cultural Partners** – Develop and maintain commercial partner arrangements with corporate and cultural partners to fund events and access new audience groups with interest in cultural activities.

Self-funded Organisational Sustainability

The Alliance Française de Canberra is a not for profit organisation relying significantly on operational revenue for its sustainability. Whilst there are adequate reserves for our current needs, operating efficiency is imperative for continued sustainability and to achieve full self-funding. Investment in renovation or development will require additional funding sources. We will build self-funded organisational sustainability with cost effective learning and cultural programs, capable staff and effective governance:

- **Ensuring Profitability** - Programs and events planned and costed, teaching staff utilisation optimised.
- **Capable Staff** – Align organisational requirements with staff capabilities, streamlining administration process, developing strong customer focus
- **Effective Reporting and Governance** – Monthly reporting of financial and operational performance including key metrics.