

Investment Prospectus



Join Us

In fostering vibrant, sustainable communities through local leadership development and capacity building

2024 / 2025

Supporters & Funders



UPPER MURRAY RECOVERY



Alpine Valleys Community Leadership Fund Ltd values the philanthropic support provided by Handbury Foundation

In kind media broadcast support from 3NE, 2AY and EDGEFM is deeply appreciated





Regional Australia's strength lies in its people

Despite contributing billions to the national economy, regional Australians face fewer services and opportunities in health, education, housing, and employment compared to those in the city. It's a paradox—our regions are vital to the nation's prosperity, yet the disparity remains stark.

And what if you add more layers to the story? First Nations communities working to preserve culture while navigating modern challenges, families facing intergenerational disadvantage, people living with disability, or those from diverse backgrounds building new lives in regional towns. The walls grow higher, the gaps wider.

But regional Australians are nothing if not resourceful. Across our towns and communities, people demonstrate remarkable creativity and determination. With the right access and support through place-based leadership development and capacity building, they can overcome barriers, adapt to challenges, and enable vibrant, thriving communities. Together, we can harness their ingenuity and unlock the potential of our regions.

Our work is focused on doing just that. In 2024, we reached over 200 individuals and 60 community groups across 10 regions in Victoria and NSW, delivering leadership development and capacity building initiatives that build skills, confidence, and connections. These are the building blocks for change, but we can't do this alone. Creating lasting impact requires collaboration and, most importantly, the resources to sustain and grow this work.

While we work toward a future where these barriers no longer exist, we know they cannot—nor will they—define us. The resourcefulness and spirit of regional Australians will always lead the way.

Join us in creating that future by resourcing the work that makes it possible.

Who we are

“Rural Australia needs strong leadership in order to develop thriving, connected and resilient communities.”

Driven by a shared vision, a group of passionate individuals launched a community leadership program in 1998 to develop local leadership in Victoria's Ovens-Murray region. Though the program paused the following year, the founders' determination to sustain it led to relentless efforts in securing funding, ultimately giving rise to the establishment of our organisation, Alpine Valleys Community Leadership (AVCL).

Through an intentional and transformative journey, we have revitalised our organisational structure, expanded our reach, and broadened our program offerings to increase the impact of our work. We engage with grant funders and seek out partnership arrangements to resource initiatives that address known and emergent needs within our communities, building the individual and collective capacity of all people in North East Victoria, Southern NSW and the Border regions. Our flagship Annual Program has continued to evolve, and has now equipped over 500 graduates with the tools necessary to grasp decision-making processes, understand community dynamics, and influence significant change.

Recently, we have reshaped the structure of our organisation to better serve the needs of our communities. This has resulted in the establishment of two entities, both ACNC registered charities, with distinct, though complementary, charitable purposes:

- Alpine Valleys Community Leadership Ltd – advances education, social and public welfare by building the capacity and resilience of local communities through inclusive and targeted leadership development.
- Alpine Valleys Community Leadership Fund Ltd – advances social welfare and alleviates disadvantage by providing scholarships to individuals experiencing disadvantage, resourcing programs that meet the needs of all people including those experiencing disadvantage, and championing mutual respect and tolerance through program design and delivery to the broader community. This entity has DGR-1 status.



For over
25 years

AVCL has remained steadfast in its commitment to delivering meaningful programs that foster vibrant and sustainable communities.

2024 – 2027 Strategy

Impact

Build the leadership capacity and resilience of local communities by:

- Offering meaningful, accessible and inclusive programs.
- Equipping local people with leadership skills, confidence and connections.
- Identifying and offering pathways for people to continue their leadership journey.

Identity

Be a trusted steward of local leadership by

- Fostering partnerships that increase access, opportunity and outcomes.
- Enabling the participation of all people within our program offerings.

Investment

Ensure we are well resourced to continue growing the leadership capacity and voices of people and communities by:

- Attracting, nurturing and retaining skilled and dedicated Board and team members.
- Securing our financial stability through innovative and diversified income sources.
- Articulating the impact of our work.



“The strength of a community is made up of the sum of individuals that live and work within it. In regional areas, where townships can be quite small and resources are finite, it is essential that people can come together, increase their capacity, and be empowered and inspired to grow themselves, and their communities.”

Community can be many things

A geographical place, an industry, an organisation, or more generally: a group of people that come together through a common interest or shared goal. Community is the lifeblood that connects us together and fosters an environment of belonging and purpose. Critically, a community requires internal sustenance through the continued efforts of its members, in addition to external environmental factors such as funding and opportunities.



Empowering Communities Through Leadership and Resilience

Learn more
about some of
our current and
past programs

In a world rich with perspectives and layered with complex challenges—many of them rooted in the human condition—our work focuses on empowering people to understand themselves, appreciate others, and act on the things that matter most to them. True impact happens when individuals feel equipped to create change from a place of authenticity and commitment, guided by their own values and passions.

To achieve this, our work is grounded in four key principles:

1. Understanding Self

We believe leadership starts with self-awareness and confidence. By helping participants recognise their strengths, clarify their values, and build belief in their own abilities, we empower them to lead, collaborate, and create change with purpose and clarity.

2. Understanding Others

Guided by Contact Theory, we create spaces for people with diverse experiences, thoughts, and perspectives to connect. These encounters foster empathy, tolerance, and mutual respect, enabling constructive dialogue—even on opposing sides of an issue. This is where true connection and collaboration begin.

3. Knowledge Sharing

Facilitating the exchange of ideas and experiences cultivates a culture of learning and collaboration. This enriches both individual and collective growth, equipping participants with the tools to address challenges, innovate solutions, and make meaningful contributions to their communities.

4. Community-Led Action

Real change happens when people feel valued and empowered to shape their own futures. Our approach uplifts the strengths, voices, and leadership that already exist within communities, enabling them to drive progress from within.

This is the foundation of our work—helping individuals and communities to thrive by connecting deeply, sharing knowledge, and taking purposeful action. Together, we're building a future driven by empowered people, resilient communities, and meaningful change.

In 2024 Alpine Valleys Community Leadership celebrated:



200+

individuals



1,000+

hours



60+

community groups



10+

local Government areas

Flagship

Annual Program

Each year, a diverse group of promising individuals is selected to participate in the flagship Annual Program of Alpine Valleys Community Leadership. Spanning 10 months, the “AVCLP” immerses participants in place-based learning, to explore and learn from the opportunities and challenges within the North East and Border Regions.

Since its inception in 1998, the Annual Program has equipped over 500 graduates with the tools necessary to make informed decisions, understand community dynamics, and influence significant change. Utilising the North East and Border regions as a vibrant learning environment, participants engage with change and decision makers from private, public, and nonprofit sectors, working collectively to hone their critical thinking, analytical, governance, and leadership skills.

The program features retreats, place-based program days, site visits, discussion groups, conversations with leaders and experts, and community-focused activation projects. Participants aim to deepen their understanding of the systems that influence regional functionality, while also reflecting on how personal values, biases, and collaborative approaches can impact their effectiveness and outcomes. Together, participants explore pressing community issues, reflect on their roles as leaders, and cultivate transformative relationships built on trust and collaboration.



Participants:

- Develop a deeper understanding of values-based leadership, including exploring motivations, personal strengths, biases and personality types
- Join a peer group of motivated, energised participants
- Experience dynamic program sessions, skills workshops, project days and retreats
- Achieve personal growth and professional development to make a meaningful difference
- Develop a greater understanding of the region's social, economic and environmental resources
- Engage in mobilisation through a team based activity that is undertaken throughout the duration of the program
- Strengthen skills and understanding of governance, project management, working as a team, advocacy and public speaking

Engaging local organisations as supporters and funders strengthens the social and economic fabric of our region. This involvement fosters growth and underpins the spirit of collaboration in community development. It is vital that organisations have opportunities to invest in local leadership development and contribute to enhancing our regional outcomes. Tangible benefits of supporting individual participation in the Annual Program include:

- Providing employees with professional development opportunities that can increase their abilities, improve satisfaction, yield career progression and produce improved outcomes for their employer.
- Supporting scholarships that enable capable and connected leadership in a specific location, community, sector or industry, with a view of achieving future proofing outputs, such as succession planning, revitalization, and advocacy efforts.

Supporting an employee to undertake the Annual Program provides employers with a return on investment, as participants can apply their learnings within their professional capacity. Of the Alumni surveyed in our 2022 Impact Report, 74% had gone on to take up a leadership role in the workplace, after completing the program.

The program provides a unique professional development proposition for employers, achieving multiple outcomes through a single investment; supporting broader outcomes at a community level, while increasing personal capability and contributing to an increase in outcomes for the organisation.

The Annual Program creates competent and well-equipped leaders who understand what it takes to lead in a regional environment, achieved through a well-considered program design and evaluation framework.



Disaster Recovery & Climate Change Adaptation Program

The Disaster Recovery & Climate Change Adaptation Program North East Victoria was enabled through funding by National Emergency Management, Resilience and Recovery Agency (NEMRRA) as part of the Black Summer Bushfire Recovery Grants Program.

Across 2022 and 2023, 34 participants undertook the program over 8 days, visiting a range of locations across the region. The program was facilitated by Chris Mirams and Dr Gary Saliba, and focused on strengthening the cohort's capacity to utilise systems thinking in working within rural communities to lead change, with a focus on disaster recovery and climate change adaptation.

Participants immersed in sessions that explored leadership fundamentals, leading through crisis, disaster and recovery, climate change adaptation and much more. Site visits included Beechworth, Wodonga, Dederang, Wangaratta, Corryong and Winton Wetlands.

Program outcomes:

- 51.13% increase in participants' knowledge of climate change adaptation, gaining real-life examples from community leaders.
- 24.82% increase in participants' ability to inspire positive changes in their communities.
- 23.98% increase in understanding how to lead in times of vulnerability, uncertainty, complexity, and ambiguity (VUCA).
- 23.35% increase in building mutually beneficial relationships across diverse groups.
- 23% increase in participants' knowledge of how to lead others in a crisis.
- High participant satisfaction, with an average score of 9/10 for program delivery, and meeting objectives.

Increase in participants' knowledge of climate change adaptation:

51.13%

gaining real-life examples from community leaders

Program participants experienced an increase of:

24.82%

in their ability to inspire positive changes in their community

High participant satisfaction, with an average score of:

9/10

for program delivery, and meeting objectives

First delivered as a pilot program in 2022, the Fischer Community Leadership Program is named in honour of the late Tim Fischer AC and aims to enable and empower leadership within the community from the grassroots up.



Fischer Community Leadership Program

Conceived as a pilot in 2022, since 2023, the program has been delivered by AVCL with coordination by Mary Hoodless, auspice by the Border Trust and has been funded by New South Wales Government Stronger Country Communities Fund Round 5 in partnership with Federation Council and Greater Hume Council.

In 2024, the program was reshaped in response to evolving community needs, adopting an immersive format with two in-person program days and two online sessions. It was delivered across Culcairn and Walla Walla in Greater Hume, as well as Urana in Federation Council, producing a total of 35 graduates for the year.

While adapting to new formats, the program retained its core mission of building individual and collective capacity. Participants benefited from panel sessions with local leaders, project management training, and practical learning experiences. These elements were designed to maximise capacity building and expose participants to leadership from various sectors, including community, government, and business.

Program outcomes:

- 100% of participants agreed or strongly agreed that the program met their needs and expectations, with an average rating of 4.5/5.
- 100% of participants agreed or strongly agreed that they learned new skills and information to support their community roles, averaging 4.67/5.
- 100% of participants agreed or strongly agreed that they gained insights into real leadership experiences, averaging 4.5/5.
- 100% of participants agreed or strongly agreed that they better understood their personality preferences and those of others through the MBTI and teamwork sessions, averaging 4.75/5.
- 100% of participants reported an improved understanding of the principles of good governance, with an average of 4.67/5.
- 100% of participants increased their networks within the community, averaging 4.58/5.
- 100% of participants felt more confident advocating for their community, with a rating of 4.58/5.
- 100% of participants improved their understanding of grant funding and writing, averaging 4.5/5.

Practical outcomes have seen community projects come to life, with graduates able to gain funding and implement initiatives that support liveability and wellbeing in their communities.

My confidence and ability to talk to a wider variety of groups has improved immensely. The program has pushed me out of my comfort zone, but the feeling of belonging and trust the cohort brings is rare.

Maisie Pilli, 2022 AVCLP



The Fischer Community Leadership Program was so worthwhile – I feel confident about who I am and what I want to achieve for my community.

Jessica l'Anson, 2024 FCLP





One of the best things I learned from GROW is that the more you involve the community as a whole, the more likely it will be that you will attract new volunteers. The Neighbourhood Centre's Heatwave Cooler Places project has attracted the support of an unprecedented 26 volunteers!!!

Kitty Vigo, 2023 GROW



By being part of the program, I was able to improve my awareness and recognise my own qualities as a leader. I was introduced to a whole new way of thinking, and encouraged to use these skills wherever I can take them.

Adele Miles, 2023 Upper Murray CLP



You think, the sky's the limit! I too, can do some of the things that I saw through this program. You can also do little things, but make a lasting impact.

Del Delpitiya, 2014/15 AVCLP

GROW Volunteer

Resilience and Capacity Program

The GROW program provided community and volunteer supported groups with advice and support to build resilient, strong, and adaptive organisations capable of sustaining their operations and contributing to community recovery efforts. The program was delivered in 2023-2024, and drew in 45 groups from Rural City of Wangaratta, Mansfield Shire Council, Alpine Shire Council and Indigo Shire.

The program design consisted of two correlated, though distinct arms:

- Skills webinars to provide structured support on the key areas of need identified, including Vision and Purpose, Digital 101 for Community Groups, Attracting and Retaining Volunteers, Governance and Compliance and Grant Writing.
- A Volunteer Resource Officer, Susan Benedyka, was appointed to work with community groups, delivering one on one sessions through which tailored support could be provided, in line with the specific needs of the group.

Program outcomes:

- 82% of participants reported that the GROW program moderately to significantly improved their group's capacity.
- 74% of participants experienced a moderate to significant increase in knowledge and skills.
- 78% rated the one-on-one mentoring sessions as very or extremely beneficial.
- 60% of respondents are very likely to sustain the practices and knowledge gained.
- The average satisfaction rating with the program was 8 out of 10



Collaborating For Impact

We believe that collaboration is key to driving meaningful change.

If your organisation or community group is seeking resources, support, or innovative solutions to meet specific needs, we invite you to connect with us. Our initiatives are designed to empower and build capacity within communities, ensuring that we collectively work towards sustainable outcomes. Please reach out to our Executive Officer, Madeline Hines to explore how we can collaborate and create impactful initiatives that benefit your organisation and community.

When small towns dare to think big:

Merton's Hall Committee is stepping up to lead a thriving future

If something's happening in Merton, it's likely at the century-old Memorial Hall or Recreation Reserve - home to tennis courts, a cricket oval, turf club and recently-completed skate park.

From music festivals to campdrafts, exercise classes to the annual New Year's Day race meet, these spaces are where Merton locals come for connection, celebration and support.

Driving this are a handful of volunteers on the Merton Recreation and Memorial Hall Reserve Committee, led by chairperson Margaret FitzGerald.

'It's an opportunity when you've got properties like we have to use them to build community. It's a place to gather, to celebrate, to play sport together, all those things. We see our mission in the area as being broader than just property managers.'

But in a town of just 200, filling the necessary skills gaps on the committee can be a challenge. Through participating in the GROW program, Margaret and her team found the support they needed to grow their skills and continue to engage and support their community.

A bold vision, and a 'landmark' plan to deliver it.

Like many small-town committees, the group wasn't short on passion or commitment, but they were facing some challenges. They found it difficult to attract the next generation of volunteers and lacked a steering document to focus their efforts and guide their future direction.

Working with GROW Volunteer Resource Officer, Susan Benedyka, the committee first honed their vision: To be the vibrant heart of Merton, making it a fun place to work and play.

They also developed a strategic plan to guide their efforts, ensuring decisions aligned with their purpose.

'That was supremely valuable, knowing why you're there and what you're doing it for, is very important. The strategic plan was a landmark event for us,' Margaret explains. 'Now, it's a permanent agenda item at meetings, so we can track our progress.'

The program then also seeded new ideas for volunteer recruitment.

'The suggestion is, with younger people, you're better off asking them to do one task rather than attend regular meetings. They don't need to have ongoing responsibilities, they can just be brought in when needed. So you start to think differently, and you think perhaps we'll reach out to certain people just for certain things.'

Margaret has already started to tap people on the shoulder who have suitable skills for one-off projects.



Spurred on by the learnings of the GROW program, the committee eagerly embraced the chance to join a digital mentoring program that AVCL was able to resource through grant funding, based upon observations of community group needs. As a result, the committee now has a shared drive for key documents, an online calendar to simplify facility bookings, and access to 'policy banks' for essential policies such as social media use, occupational health and safety, and working with children checks. It's saved time and made it easier to handover administrative tasks to other committee members.

The committee is also building digital literacy across the wider Merton community, helping residents become more connected through weekly 'digital drop-ins' at the Memorial Hall.

From community hall to crisis hub

In February 2024, just as the GROW program was beginning, severe storms left Merton without power for four days, causing major disruptions. In nearby Jamieson, the local hall was equipped with solar panels, a battery, and a generator and served as a community hub during the outage.

This inspired Margaret and the committee to secure funding for a generator at Merton's Memorial Hall so it can act as a crisis hub in future emergencies. The group is also collaborating with Mansfield Shire on a

Local Emergency Action Plan (LEAP), bringing Merton residents together to provide local input into emergency preparation, response and recovery.

'I think that it has the potential to be a very important outcome of being involved in the GROW program. You start to see other needs and you feel like we can respond to that.'

A future of connection and collaboration

Since completing the program, the committee has strengthened ties with similar groups from neighbouring communities. They meet regularly over coffee to share ideas and talk through the unique challenges and opportunities.

'We compare what we're doing and how we're doing it. You're being encouraged and inspired and you feel "if they can do that, I reckon we can have a go, too". It's like the threads from all these other communities spread out.'

Margaret has also had promising discussions with a like-minded group in a nearby town about collaborating on future projects to better leverage funding and resources.

With upskilled members, a clear vision for the future and a plan for engaging volunteers in new and creative ways, the committee is focused on the role it can play in fostering a thriving, inclusive and adaptable community.

Investment enables action, action drives impact

By partnering with us, your organisation can help drive meaningful change in regional communities while demonstrating a genuine commitment to social impact. Supporting specific programs or investing in the sustainability of our organisation creates lasting benefits for individuals and communities—building skills, strengthening capacity, and cultivating vibrant, thriving regions. Together, we can empower individuals and communities to create a brighter future. Join us in making a real and lasting difference.

Tax Deductible Donations, Scholarships & DGR-2 Organisations

Through the Deductible Gift Recipient (DGR-1) status of one of our entities, Alpine Valleys Community Leadership Fund Ltd, we can facilitate tax-deductible donations.

We can also engage in partnerships and gift receipt from DGR-2 organisations.

Such contributions can advance social welfare and alleviate disadvantage through:

- Providing scholarships to people experiencing disadvantage or social isolation to participate in the Annual Program;
- Our resourcing of specific and targeted programs to build capacity and uplift people experiencing disadvantage or social isolation;
- Our championing mutual respect and tolerance through program design and delivery to the broader community, such as workshops and inclusive development opportunities.

Annual Program

- Support the professional development of your employee to increase their leadership capacity, or uplift a community member through funding a scholarship opportunity.
- If your organisation has a broader interest in building the collective capacity of the Annual Program cohort, consider sponsoring a program day, retreat, or event.

Beyond the Annual Program

- We value partnerships that invest in our organisational impact at a non-program specific level.
- By investing in our organisation, you enable us to strengthen our ability to develop our vital human resources, systems and offerings.
- Such investment underpins our effectiveness in sustaining and scaling meaningful programs for impact.
- We have a number of initiatives that we are seeking partners to invest in, and welcome conversations with interested partners.

Investment Opportunities

Supporting Alpine Valleys Community Leadership is an investment in our regions people and potential. Your contribution helps us build vibrant, capable communities by developing leadership skills, creating connections, and driving positive change.

We offer tailored investment opportunities to align with your goals, whether through individual placements, program-wide support, or organisational partnerships.

Organisational Investment

Help us sustain and grow our impact across regional Victoria and New South Wales. Contributions at all levels play a critical role in ensuring our organisation can thrive.

Principal Partner (\$20,000+)

- Most prominent acknowledgment across all materials, tickets to events, discounted training opportunities, and website logo inclusion.

Supporting Partner (\$10,000–\$19,999)

- Recognition in reports, website acknowledgment, event tickets, and discounted training opportunities.

Contributing Partner (up to \$9,999)

- Website acknowledgment, event ticket, and recognition in annual reports.

As an ACNC-registered DGR-1 charity, donations to Alpine Valleys Community Leadership Fund Ltd may qualify for tax deductibility. Contributions enable us to continue building stronger, more capable communities.

Resource a Specific Program

Invest in directly delivering impactful, tailored programs that address the unique needs and opportunities of regional communities. Your contribution can support the delivery of a program focused on:

- Young People: Equipping future leaders with skills, confidence, and pathways to success.
- Older Adults: Enhancing leadership opportunities and social connection for older community members.
- Marginalised Communities: Including First Nations people, multicultural communities, individuals living with disabilities, long-term unemployed individuals, and members of LGBTQIA+ communities.
- Regional Communities: Uplifting individuals and community across Victoria and NSW.
- Investment: \$40,000–\$100,000 (varies depending on the program scope and scale)

By resourcing a specific program, you ensure equitable access for participants, expert facilitation, and the creation of tailored learning opportunities.

Recognition:

- Prominent acknowledgment as the program's key supporter in all promotional materials, communications, and events.
- Inclusion in our annual report and program documentation as a leading contributor.
- Opportunities to engage with program participants and share your organisation's values and commitment to community impact.

Investment opportunities: **Annual Program**

Individual Placement Opportunities

Help shape a leader's journey by sponsoring a participant in our Annual Program.

Scholarship Sponsorship

- Investment: \$9,000 | Limited placements at \$6,000
- Impact: Provide an individual, selected based on your criteria, with access to our transformative leadership program. This can include a focus on underrepresented groups or individuals experiencing disadvantage.
- Recognition: Placement naming rights, logo inclusion in promotions, and invitations to key program events.

Employer-Sponsored Placement

- Investment: \$9,000 | Limited placements at \$6,000
- Impact: Enable one of your employees to participate in the program, building their professional capacity while contributing to your organisation's community impact.
- Recognition: Placement acknowledgment, logo inclusion in promotions, and invitations to program events.



As an ACNC-registered DGR-1 charity, scholarship donations made to Alpine Valleys Community Leadership Fund Ltd may qualify for tax deductibility. Employer sponsored placements do not qualify.

Investment opportunities: **Program-Wide Opportunities**

Support the broader success of our Annual Program by contributing to our key initiatives



Alumni Engagement

- Investment: Contribute to a pool of \$5,000
- Impact: Fund ongoing activities that keep our graduates connected, learning, and contributing to their communities.
- Recognition: Acknowledgment in alumni communications, events, and materials.

Retreats or Regional Study Tours

- Investment: \$7,000
- Impact: Ensure all participants can fully engage in immersive learning experiences, including accommodation and travel support.
- Recognition: Sponsor acknowledgment on materials, social media, and program communications.

Program Day Sponsorship

- Investment: \$3,000
- Impact: Provide high-quality resources, facilitation, and content for a specific program day.
- Recognition: Acknowledgment during the session, with opportunities to align with session objectives.

Launch & End of Year Event Sponsorship

- Investment: \$3,000
- Impact: Celebrate the beginning or conclusion of our Annual Program and connect with participants, alumni, and partners.
- Recognition: Prominent logo placement and acknowledgment in event communications.



**Executive Officer,
Madeline Hines:**
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Interested in tailored Professional Development?

As part of our evolving work, we are also developing professional development opportunities. These will provide accessible, place-based learning, drawing on our expertise and experience, with all income reinvested to support our mission. Consider our organisation for your next professional development initiative and join us in building the leadership capacity of your team while contributing to meaningful community outcomes.



Program Manager

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Our Mission

Grow the leadership capacity and
voice of people and communities



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