



**COMMUNITY
COLLEGES**
AUSTRALIA



CCA Strategic Plan 2014-2017

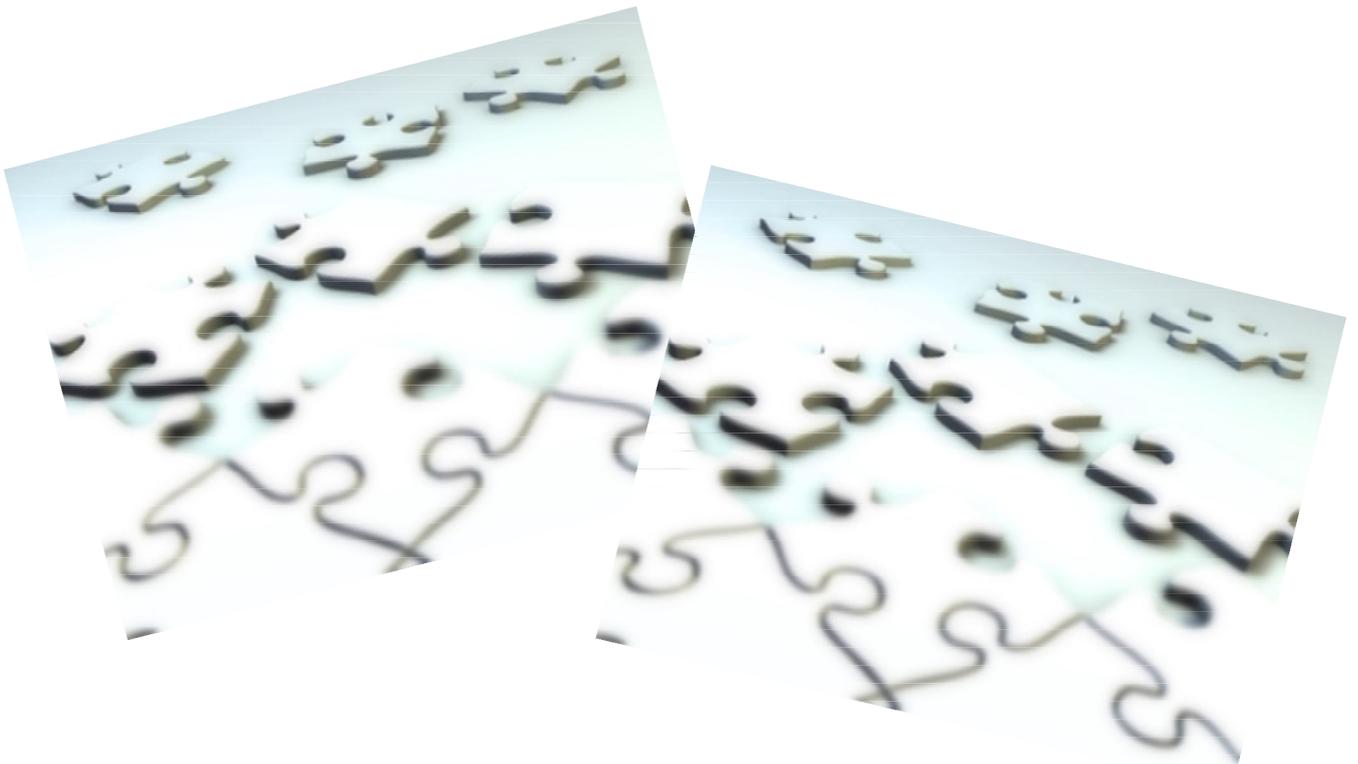


Table of contents

Table of contents	2
Executive summary	3
CCA – The Industry Association	4
Mission Statement	4
Company History	5
CCA Services	6
Financial and Risk Management	8
Organisation Structure	8

Contact Information:

Board of Directors
C/- Kate Davidson
Chief Executive Officer
Suite 106, The Trust Building
155 King Street
Sydney NSW 2000
Telephone: 02 9233 3634
Fax: 02 9232 7982
Email: admin@cca.edu.au

Executive summary

Vibrant communities are at the heart of a country's economic and social wellbeing. Progressive communities embrace new opportunities and identify new and alternate ways to continue their development.

Local learning is a vital component to enabling communities to adapt to new lifestyles and different working environments. Increasingly the concept of community "learning" encompasses a very broad definition of the term. Community Colleges Australia (CCA) members are working across wider ranges of activities and student groups than ever before. The concept of community is also changing for education providers. As well as a geographic concept of community, it may also include communities of interest e.g. industry specific and communities joined through online/blended learning forums.

During 2014 - 2017, CCA will facilitate the efforts of its members to achieve the above objectives by:

1. Strengthening our political reach, across the Commonwealth and State Governments;
2. Further enhancing our successful calendar of Professional Development events, and assist members who need assistance in the "online" area, and build our external validation model to meet likely regulatory requirements;
3. Building our existing membership through a concerted direct marketing campaign and facilitating opportunities for groups of members to work collectively where appropriate.

The defined aims build on CCA's strengths and core competencies and reflect the intentions of the members for what they seek from their peak body. Our major competitive strengths lie in advocating and providing a voice on behalf of community education providers at both federal and state levels. Collaboration among the members will continue to be enhanced by our PD calendar which encourages member networking as well as offering learning opportunities for members' senior staff.

The significant challenge we face now and in the foreseeable future is the rapidly changing approach to VET, both at a funding and policy level. These changes have already impacted CCA through a drop in membership numbers as colleges have chosen to amalgamate or close their business. Growth to membership is therefore vital. This initiative must involve reaching beyond our historic base of ACE and Learn Local entities, to seek out other types of community education provision. The successful delivery of services such as providing a group marketing video and producing a Benchmarking and Capability Survey will provide benefits to existing members as well as offering an additional service opportunity to prospectives.

CCA's strategic plan for 2014-17 will have annual business and marketing plans that will focus on developing strategies for continued growth, increased and wider range of member services, and policy positioning on learning other than VET. This will require additional resourcing, possible if our membership campaign reaches its targets.

CCA - The Industry Association

Community Colleges Australia is the peak body that represents and provides services to community owned, not-for-profit education and raining providers.

MISSION STATEMENT

Our mission is to:

- increase the awareness of the sector and its place in the economic and social fabric of our nation,
- offer professional development and enable business opportunities within and by our members, and
- advocate at all levels of government on the value of our members' undertakings.

CCA is committed to assisting our members' sustain and grow their businesses, thereby enhancing education opportunities through choice for all Australians. CCA promotes learning innovation for all Australians by delivery that engages with and belongs to communities.

The Organisation

CCA was incorporated in December 2006 as a Company Limited by Guarantee.

The establishment of Community Colleges Australia (CCA) recognised the need for an integrated national delivery system for learning in an alternative system. Historically, the concepts and benefits of community learning were imbedded state by state. Increasingly, however, funding and the needs of community are no longer restricted to within state boundaries.

Policies and decisions at a federal level, combined with an increasingly mobile and 'wider' concept of community have led to the need for a membership organisation to be a peak body representing the interests of stakeholders on an Australia-wide basis.

CCA provides peak body activities and support for its members through:

- Representing the sector to government and relevant agencies, the business community - especially SMEs, other like-minded industry associations and not-for-profit entities and the media
- Promoting youth, adult and community training and education in the context of a different learning model
- Fostering support for a greater recognition of continuing education in all its forms of formalised training and informal learning throughout a person's lifetime
- Creating a forum for co-operation, exchange of information, ideas and issues
- Seeking opportunities for new products, services and partnerships which will benefit members' businesses

The governance structure consists of a board of 9 directors who are elected for 3-year terms at the Annual General Meeting. 1/3 of the board spill each year to ensure continuity for fiduciary purposes. The operations of CCA are managed by a CEO who is responsible to the Board of Directors. The CEO employs staff and contracts consultants with appropriate expertise and skill sets on an annual basis, determined by the business activities.

The services that CCA offers as a membership peak body are relevant to incorporated (in Australia) organisations whose primary purpose for being is as a not-for-profit community-managed provider of adult education or training and learning in Australia. Whilst CCA and its current members are interested in all aspects of lifelong and life-wide learning, the current political and economic climate focuses the industry association and many of its members on vocational education and training, especially nationally accredited courses.

COMPANY HISTORY

Whilst the industry association itself is a relatively new entity, CCA's members have been providing flexible and dynamic learning opportunities to individuals, groups and businesses for many years.

Learning offered by "community colleges" has changed over the years. Through the early and mid 20th century, activities including travelling theatre, drama, dance, music, art exhibits, book groups and foreign languages were core components for many colleges, as well as classes for enhancing numeracy and literacy. By the 1980s many colleges had recognised a community need for computer training and thousands of people have been up-skilled over the past 30 years through an IT course at a CCA member venue. The majority of colleges by the late 20th century had also become Registered Training Organisations recognising the need to offer individuals a nurturing, non-traditional education venue to gain skills that would better prepare them for the workplace and potential job openings.

The scope of training and education offered in the 21st century embraces the widest possible range of learning options including:

- courses for work opportunities with a strong emphasis on VET delivery and course achievement, to
- learning assistance for individuals with special needs, as well as
- bespoke training options for businesses, and
- life-long personal development opportunities and lifestyle enhancement activities including active aging classes.

CCA's members provide "centres of connectivity and learning" that are community owned and community managed. Social inclusion programs also form a vital component to CCA members' activities. Our members also increasingly assist older members in communities to remain both mentally and physically engaged - in essence 'active aging'. As well, a growing number of the members provide significant learning and wrap-around support services for young people who have removed themselves from the traditional school education model.

In addition to the 'changing face' of community colleges and community provision of learning, there have been state-based member organisations acting as predecessors to CCA in different guises for some time.

Community Colleges NSW (CCNSW) was formed from the amalgamation of a number of adult learning entities, specifically the Evening and Community Colleges Association, the Workers Education Association (NSW) and the Community Adult Education Centres Association of NSW. CCNSW was a members' based organisation strongly focused on state advocacy, members' professional development and the provision of member services.

Community Colleges Victoria began as Community Learning Leaders Victoria (CLLV), which was formed in 2004 mainly to provide collegiate support for CEOs of large ACE organisations. Community Colleges Victoria (CCVic) was formed in response to the focus from government on developing sustainability in community organisations. The organisation created and capitalised on business development opportunities to ensure the growth and sustainability of members, and the ACE sector as a whole.

CCNSW and CCVic had a relationship spanning several years which included sharing of information and resources and attendance by member colleges at each other's annual conferences. These two industry associations recognised that an improved model which enabled a combined national and state advocacy proposition and policy debate/sector recognition at a federal level would be a singular national peak body.

CCA Services

As a peak body CCA works on behalf of its members to enable them to achieve social, cultural and economic aspirations for their communities, as well as ensuring their own financial sustainability. This includes the enhancement and strengthening of delivery of quality community education throughout the nation.

CCA is driven by a focus and profile on:

- Identity - to strengthen recognition of the community college and not-for-profit education sector
- Relationships - to establish and maintain effective relationships with government, community agencies, industry and business
- Member services - to assist our members to stay informed, cohesive, capable and viable

CCA has deemed our value proposition to members to be comprised of:

Raising the profile of the sector

- Gathering data and increasing information
- Promoting the economic and social advantage of the sector
- Topical public relations
- Highlighting the value of "community owned" and quality and value for money

Enabling opportunity among members for collegiate co-operation

- Shared resourcing
- Annual conference
- Online networks
- Professional conversations

Advocating on behalf of members at all levels of government

- Participating in key government agency working groups
- Representations to bureaucrats and politicians on policy issues
- Elections
- Other peaks and industries

Offering professional development for our members

- Annual conference
- Professional conversations
- Validation/Moderation
- Professional Development referral

Raising profile of the sector

The community education sector requires greater awareness amongst governments, media and the general public. In order for CCA to be able to promote members undertakings and be influential on the broader sector scale, increased information and data (both empirical and statistical) will be required to be collected by the industry body.

Identifying a broader range of government portfolios and media outlets will also need to be researched before any PR and promotion can be undertaken.

Opportunities for collegiate co-operation between members

A primary objective is to identify the range and possibilities for sharing resources and reducing costs. This will require significant participation and contributions among the members and could provide a challenge to the peak body in attempting to garner co-operation.

Existing opportunities for members to come together and share ideas and network include:

- The annual CCA conference;
- Face to face Professional Conversations events;
- Online activities including PD, monthly updates from the CEO and the Moodle networking rooms;
- Validation offerings.

CCA will continue to develop its validation offerings to ensure they remain relevant to members' needs, but also to involve teachers and trainers so that members are up to date with requirements for VET regulatory bodies and to showcase best practice for student learning and assessment.

Future opportunities may arise from the Benchmarking and Capability Survey, external consultants identified by CCA who can provide case studies on successful examples of shared resources and economic necessity within the membership arising from changed business conditions.

Advocacy

A primary objective is to engage with both the Federal and State Governments to ensure a greater understanding of and financial provision for education to continue its delivery at a local community level. As a peak body CCA advocates for awareness of the benefit of learning opportunities via community educators through a range of government portfolios.

Delivering the membership's key messages and lobbying for the sector will be achieved through:

- Ongoing participation in government agency working groups and roundtables
- Provision of submissions in key policy areas
- Representing members issues through meetings with bureaucrats and politicians
- Providing information to members so that they can represent their concerns locally
- Working with other peak bodies and industry groups

Professional Development for members

Online networks and web conference room discussions are a part of the innovative PD opportunities offered by CCA. These PD activities complement the face-to-face events held including the conference and frequent Professional Conversations and VET Manager meetings.

CCA will continue to develop its validation offerings to ensure they remain relevant to members' needs, but also to involve teachers and trainers so that members are up to date with requirements for VET regulatory bodies and to showcase best practice for student learning and assessment. CCA will encourage increased validation skills and improved VET quality for members through wider use of moderation and teaching and learning opportunities.

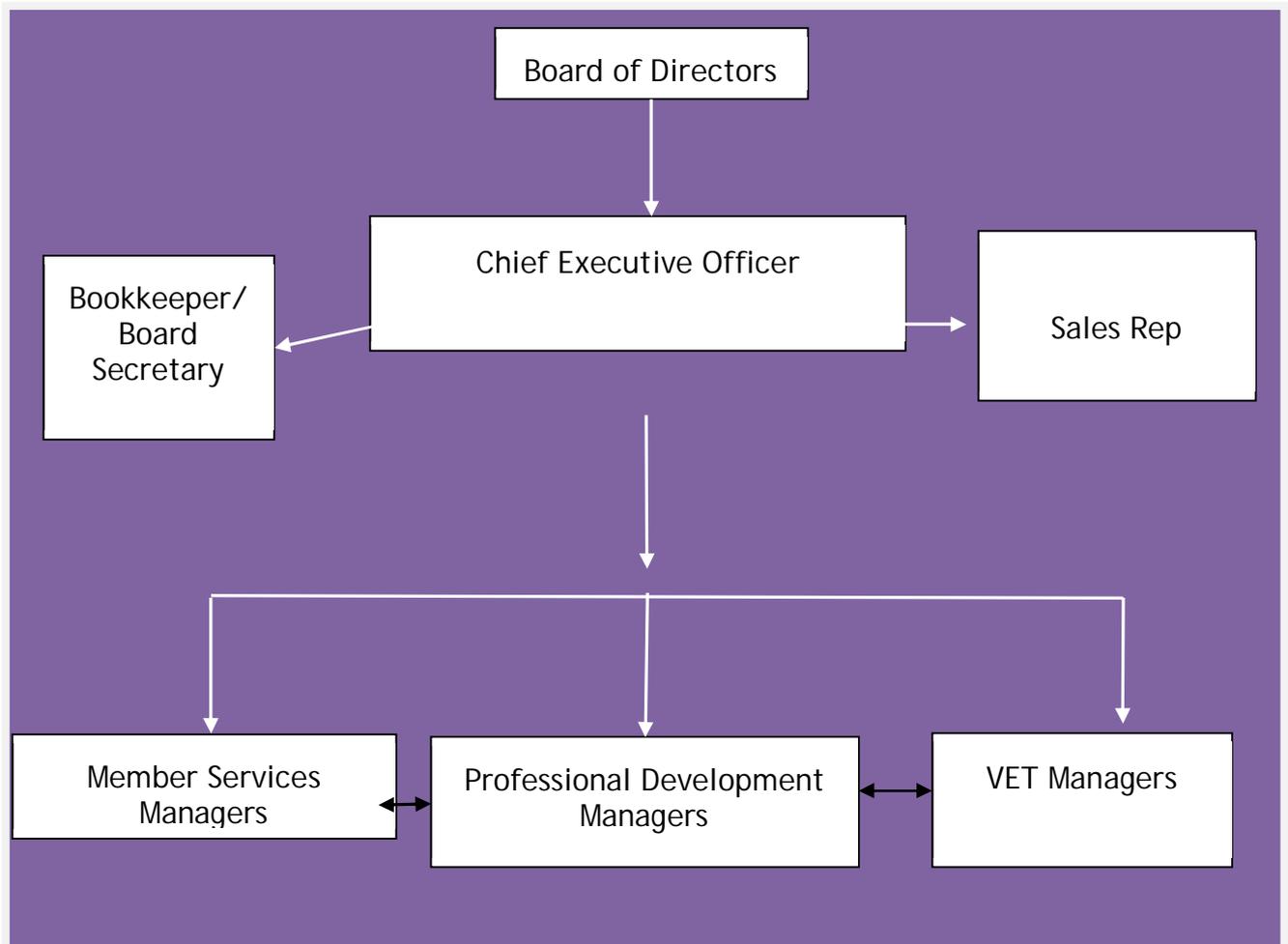
CCA may seek opportunities for non-members to participate at the association's PD activities at a premium. This could be of particular interest to organisations who cannot pursue membership.

Financial and Risk Management

The CCA Board of Directors will have prepared each year a Business Plan, with activities and outcomes based on the premise and content of this Strategic Plan. Linked to the Business and Marketing Plan will be the industry association's budget (noting that the financial year end for CCA is 30 June and not the calendar year of 31 December).

A separate Risk Management Plan has been prepared in 2014 and will be reviewed and updated throughout the duration of this Strategic Plan by the Directors.

Organisation Structure



Staff and contract roles are reviewed on an annual basis to ensure that the job descriptions match to the proposals and requirements in the annual Business Plan and Financial Budget.