



## Strategic Plan 2017 to 2020



**Championing Not-For-Profit Community-Based Education Nationwide**

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and without Share Capital**

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# Community College's Australia Strategic Plan 2017 to 2020

## Championing Not-For-Profit Community-Based Education Nationwide

Community Colleges Australia (CCA) has established itself as a recognised and powerful national peak body that provides sector leadership, nationwide representation and valued member services.

CCA engages with various levels of government and encourages policy-makers to recognise the benefits of community-based education as essential for community connectivity and learning, including the benefits of community-based programs and courses promoting local productivity, social and economic wellbeing and targeted opportunities for disadvantaged learners.

CCA is committed to providing a range of key membership services to strengthen community-based education provision, benchmarking and collegial co-operation among members.

### Vision

A thriving community-based education sector that inspires individuals, communities and businesses across Australia to engage in learning for achievement and success.

CCA's services align with Core, Associate and Individual Membership levels. This is part of CCA's strategic direction to offer points of entry to access CCA services, within a diversity of product offerings to suit the community CCA serves.

This Strategic Plan, titled *Championing Not-For-Profit Community-Based Education Nationwide*, reflects CCA's goal of being a national peak body of choice that leads the sector, provides a nationwide 'voice' through powerful representation and delivers a range of valued member services.

In striving for that goal, a strong and successful organisation is dependent on the skills and knowledge of its people and a fostered and shared culture of:

- Integrity
- Excellence
- Responsiveness and
- Innovation.

### Mission

A national peak body that serves to champion strong not-for-profit community-based education nationwide through powerful national representation and the facilitation of research, professional development and collegiality.

## Culture and Values

### Integrity

CCA will never compromise on professional and ethical standards. CCA will be open and honest with members and stakeholders while respecting confidentiality. CCA encourages all members and staff to treat each and all with dignity and respect. CCA will accept responsibility for its actions.

### Excellence

CCA will continuously improve what it does, share its knowledge to support members and collaborate with members to achieve the right outcomes. CCA is committed to learning from its experiences.

### Responsiveness

CCA aims to consistently meet members needs and communicate regularly providing relevant information for members and stakeholders. CCA will assess the impact of decisions and external factors on members and listen, anticipate and act on member needs.

### Innovation

CCA encourages fresh ideas and follows them through. CCA aims to find smart ways to deliver the best results and uses collective experience to seek solutions to problems. CCA will act upon new opportunities.

## Strategic Goal

To be a national peak body of choice that leads the sector, provides a nationwide 'voice' through powerful representation and delivers a range of valued member services.

## Strategic Plan Directions

CCA's Strategic Plan will focus on the following strategic outcomes for the period 2017 to 2020:

- Powerful Nationwide Representation
- Excellent Member Services
- Dynamic Organisation and
- Financial Sustainability

The Strategic Plan sets out a number of key strategies which target the achievement of CCA's strategic outcomes. These outcomes will be measured through a range of Performance Indicators, which will be monitored throughout the term of the Strategic Plan. Progress against the Performance Indicators will be reported and communicated to key stakeholders.

CCA's Annual Business Plans will be aligned to the Strategic Plan to provide a planning and performance monitoring framework.

Strategic Outcomes	Key Strategies	Performance Indicators
<p><i>Powerful</i> <b>Nationwide Representation</b></p>	<ul style="list-style-type: none"> <li>• Represents the sector to policy experts, organisations, government and policy-makers</li> <li>• Provides a strong public voice</li> <li>• Conducts research</li> <li>• Articulates the sector’s impact within the community</li> <li>• Leads the sector</li> <li>• Keeps stakeholders well informed</li> </ul>	<ul style="list-style-type: none"> <li>• Focused high-impact agenda</li> <li>• Aligned policy and research</li> <li>• Deep political engagement</li> <li>• Recognised impact as a result of representation</li> <li>• Successful research completions addressing requirements/needs on time</li> <li>• Provision of key information to stakeholders, including regular newsletters to members</li> </ul>
<p><i>Excellent</i> <b>Member Services</b></p>	<ul style="list-style-type: none"> <li>• Provides services according to membership levels</li> <li>• Delivers Professional Development (PD) to Core Members in support of: <ul style="list-style-type: none"> <li>○ Governance, management and operations</li> <li>○ Better practice in community-based education and</li> <li>○ Compliance with regulatory bodies, including the Australian Skills Quality Authority (ASQA)</li> </ul> </li> <li>• Provides a National Conference with Awards</li> <li>• Promotes collegial co-operation and benchmarking among members</li> </ul>	<ul style="list-style-type: none"> <li>• Member satisfaction levels</li> <li>• Standard of services provided accord with identified membership levels</li> <li>• Membership growth</li> <li>• Membership renewals</li> </ul>
<p><i>Dynamic</i> <b>Organisation</b></p>	<ul style="list-style-type: none"> <li>• Leads from the top</li> <li>• Strives for effective organisational structures and systems</li> <li>• Operates with a strong communications platform</li> <li>• Has the one organisational culture</li> <li>• Fosters teamwork and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Effective governance and management practices</li> <li>• Attainment of Strategic Plan Outcomes</li> <li>• Stakeholder satisfaction</li> <li>• CCA Staff satisfaction</li> </ul>
<p><i>Financial</i> <b>Sustainability</b></p>	<ul style="list-style-type: none"> <li>• Manages the CCA budget within required financial indicators</li> <li>• Continuously streamlines business processes</li> <li>• Builds membership growth and membership renewals</li> <li>• Seeks diversified revenue sources including grants, sponsorships or other funding sources and/or partnerships where available and appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Financial indicators</li> <li>• Income levels derived from membership, commercial revenue and other sources, including grants, sponsorships or other funding sources, partnerships and/or donations</li> <li>• Appropriate audit and acquittal</li> <li>• Attains and promotes Deductible Gift Recipient (DGR) status</li> </ul>

