

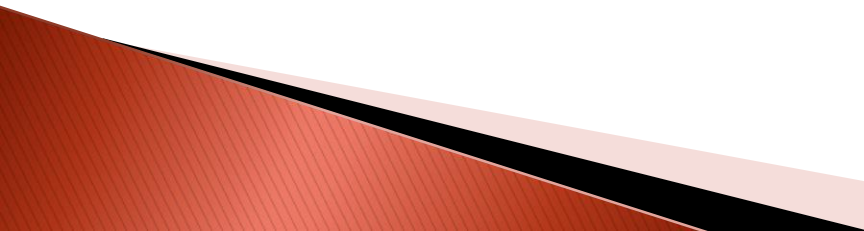


Embracing ACE

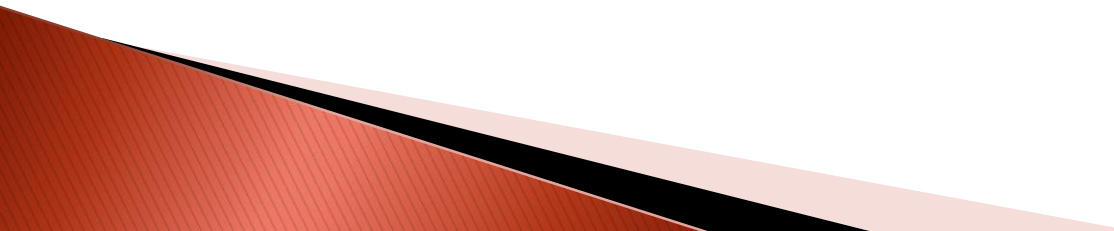
Putting Community back at the centre of our
business model

History of the pendulum swing

- ▶ Pre 90's it was all about Lifestyle courses
- ▶ The growth of PC's then saw ACE providers take up Computer Licences and 'intro to' courses
- ▶ When I joined WEA in late 90's Lifestyle was the core of our business
- ▶ Then VETAB; we worked hard to validate our legitimacy
- ▶ Then ASQA; for which the burden of compliance was very intimidating

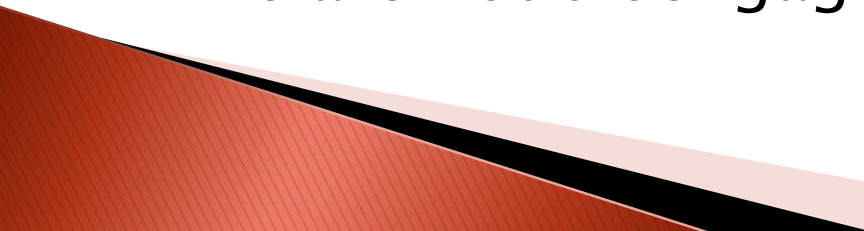
- ▶ Then Smart and Skilled: the notion of selecting quality providers was not the same definition of quality that we used.
 - ▶ Initially in my ACE journey – the community provision had high value, but over the 15 years until S&S this was slowly replaced with the value of the dollar that could be earned.
 - ▶ S&S saw the questioning of identity; ‘community colleges’ provision of ‘lifestyle’ courses and questions about ‘what is core business’.
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Our ~~year~~ month Annus Horribilis

- ▶ Big Picture Education model
 - ▶ Loss of decade long contract of Links to Learning in 2 LGA's
 - ▶ Smart and Skilled contract offerings
 - ▶ By Nov 2015 we had wiped out a possible 40–50% of our RTO revenue.
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Unique Value Proposition

- ▶ Why are we not like TAFE?
 - ▶ Why are we not like a private provider?
 - ▶ Why are we trying to run a business only as a 'diverse (read complicated and confusing) RTO, when in fact we are much more than just the 2 dimensional label of RTO

 - ▶ Realisation: We are a part of the fabric of our community.
 - ▶ We had relationships, networks, contacts and history.
 - ▶ We are not faceless
 - ▶ We are not disengaged
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Embracing ACE... again

- ▶ Community Based provider – what does that mean?
- ▶ We are not-for profit (which is not the same as not-for surplus)
- ▶ We specialise in providing access to education and training to our community – but not just VET, in school, pre vet, VET, lifestyle, LLN and other lifelong learning opportunities

- ▶ But this means we had to know what was our UVP at all times.
- ▶ ‘Off the shelf training’ does not work when you’re us.
- ▶ What we can do is make the education and training:
 - Meaningful
 - Accessible
 - Relevant
 - Authentic
 - Compliant
 - Worthwhile**=VALUE**



- ▶ *“wanting a nimble and responsive approach which is why we looked to this (ACE) network”*
- ▶ 28.06.17 –David Collins, Executive Director Training Services NSW, NSW Department of Industry

- ▶ In a welfare model Community Based Services means:

Having high quality services accessible to people in the least restrictive setting as possible.

- ▶ If this is a Welfare model then we are not so different from that?

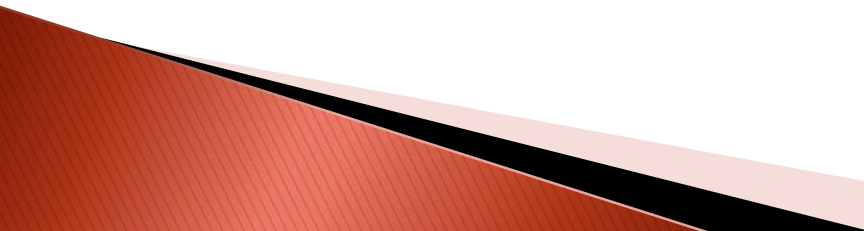
- ▶ <https://www.childwelfare.gov/topics/management/reform/soc/history/community/>

Research to back the rambling

- ▶ The National VET Equity Advisory Council (NVEAC) calls the ACE sector an '*undervalued community asset*'
- ▶ In the Council's view, the time has come to: further acknowledge the role of ACE in building social inclusion; place it in the context of the current COAG agenda; clarify its policy, funding and regulatory frameworks; and formalise recognition of its pathways into further learning (NVEAC, 2011, p. 13).

- ▶ The **Australian Workplace and Productivity Agency** and its predecessor **Skills Australia** have repeatedly identified the need for greater policy clarity for Adult and Community Education, starting with **Skills for Prosperity: A roadmap for vocational education and training (2011)** which recommended the following:
- ▶ **Recommendation 10:** The role of adult and community education in communities

That Australian governments affirm the importance of the adult and community education (ACE) sector as a pathway for individuals undertaking prevocational, bridging, entry-level and foundation skills programs by formally acknowledging in the next intergovernmental resourcing agreement for the sector the role played by ACE providers in attracting previously disengaged learners (Skills Australia, 2011).

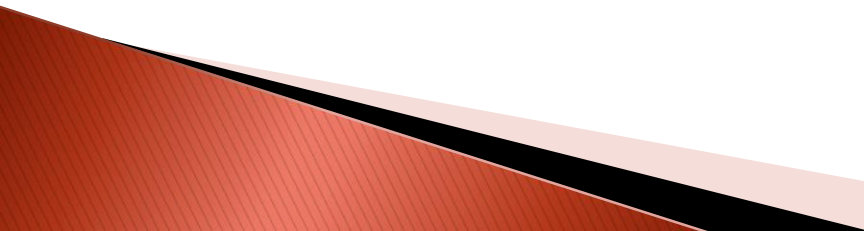
- ▶ A 2012 UK study identified that community based education/ learning goes beyond the creation of Human Capital (people who can do things) but in fact builds Social Capital.
 - ▶ In an increasingly culturally diverse, globalised economy and society, social capital is important in order to have social stability, support networks and trust in public institutions.
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Connectedness






Relationships are key

- ▶ We are in an area of high competition
 - ▶ Off the shelf products have no 'meaning' with the community.
 - ▶ At some stage everyone knows someone who has done some sort of WEA Course. It's a great conversation starter.
 - ▶ Created changes to our Advertising and Marketing budget
 - ▶ Created changes to our Customer Service model.
 - ▶ Changed the way we engage with business and stakeholders
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Change of org structure to reflect the change

- ▶ We can't or don't compete unless we have identified our UVP
 - ▶ We cannot be silo's of disconnect inter-organisationally
 - ▶ We can allow mastery of strengths
 - ▶ Organisation is now designed as a pin wheel where quality provision is the driving factor.
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Organisational Structure

