

# Community Colleges Australia

## Strategic Plan 2021 to 2024

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 education as essential for community connectivity and learning, including the benefits of community student pathways and courses to promote 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 education provision, benchmarking and collegial co-operation among members.

The CCA Strategic Plan 2021 to 2024 reflects CCA's approach as a national peak body that serves to lead the sector, provide a nationwide 'voice' through powerful representation and deliver a range of valued member services.

In striving to fulfil CCA's mission and vision, a strong and successful organisation is dependent on the skills and knowledge of its people and a fostered and shared culture and values of:

- Agility
- Collaboration
- Future-Focus
- Humanity
- Integrity
- Member-Commitment

## Mission

To strengthen Australian not-for-profit community education as a vital local service.

## Vision

Community Colleges Australia is recognised nationally as the leading influencer of quality community education provision through powerful representation, advocacy and support for members at state and national levels.

## Culture and Values

### Agility

CCA values the ability to move quickly and provide timely and responsive services. This includes appropriate and responsive communication with members and stakeholders on matters of importance or concern.

### Collaboration

CCA recognises that success is vested in collaborative effort and encourages all members and staff to help and support each other to facilitate the achievement of collective goals.

### Future-Focus

CCA embraces the need for continual change and will act upon new opportunities as they arise. 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.

### Humanity

CCA encourages all members and staff to embrace the human element in dealings and interactions with others, including the need for respect, acceptance, consideration, appreciation, active listening, openness and empathy.

### Integrity

CCA will never compromise on professional and ethical standards. CCA will be honest and transparent with members and stakeholders while steadfastly upholding confidentiality and accepting responsibility for its actions.

### Member-Commitment

CCA is committed to providing responsive and high level member services. CCA will continuously improve what it does, share its knowledge to support members and collaborate with members to achieve the right outcomes.

## 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 directions for the period 2021 to 2024:

- Deliver strong nationwide representation
- Strengthen member health and quality services
- Build community education provision

The Strategic Plan sets out 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 Plan will be aligned to the Strategic Plan to provide a planning and performance monitoring framework.

Strategic Directions	Key Strategies	Performance Indicators
<p><i>Deliver</i> <b>Strong Nationwide Representation</b></p>	<ul style="list-style-type: none"> <li>Targeted representation, via an agreed advocacy strategy, to policy-makers, organisations, government and other policy experts</li> <li>Strong public voice upheld under the clear narrative of 'advancing the not-for-profit community education sector as a vital service for Australian local communities'</li> <li>Close liaison and dialog with strategic partners, including the public and private education sectors</li> <li>Research conducted to identify and promote the sector's value and impact</li> <li>Members and stakeholders kept well informed via an agreed communications strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of Annual Business Plan outcomes relevant to:               <ul style="list-style-type: none"> <li>Advocacy strategy targets</li> <li>Communications strategy targets</li> </ul> </li> <li>Recognised deep political engagement at state and national levels</li> <li>Recognised impact as a result of representation, based on member and stakeholder feedback.</li> </ul>
<p><i>Strengthen</i> <b>Member Health and Quality Services</b></p>	<ul style="list-style-type: none"> <li>Build and drive access to funding/revenue sources through advocacy and government budget representation</li> <li>Facilitate governance support and advice</li> <li>Deliver Professional Development (PD) and mentoring to members to promote:               <ul style="list-style-type: none"> <li>Governance, management and operational sustainability and effectiveness</li> <li>Regulatory compliance</li> </ul> </li> <li>Facilitate collaborative mechanisms to strengthen provision networks and benchmarking among members to support service quality</li> <li>Provide national forums, conferences, events and awards</li> <li>Drive member satisfaction through support, advocacy and professional advice.</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of Annual Business Plan outcomes relevant to:               <ul style="list-style-type: none"> <li>Building and driving access to funding/revenue sources</li> <li>Forums, conferences and PD delivery</li> </ul> </li> <li>Level of government support and advice</li> <li>Results of member health checks</li> <li>Level of identified member satisfaction and membership renewals and growth.</li> </ul>
<p><i>Build</i> <b>Community Education Provision</b></p>	<ul style="list-style-type: none"> <li>Connect to areas of regional importance to identify and build sector opportunities, including opportunities for member growth in community education</li> <li>Promote and participate in community education national networks, including liaising with other peak bodies to expand opportunities for and awareness of community education provision</li> <li>Engage as a stakeholder in relevant policy and program development e.g. foundation skills policies and programs</li> <li>Build awareness of community education services through promotion and advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of annual Business Plan targets for connection to areas of regional importance to identify and build sector opportunities</li> <li>Level of CCA participation in:               <ul style="list-style-type: none"> <li>Policy and program development</li> <li>Community education national networks</li> </ul> </li> <li>Level of expanded provision of community education.</li> </ul>