



Williamstown  
Community  
and Education  
Centre Inc

# Business / Strategic Plan 2019/20 (Version 17)

*This Business Plan is updated, reviewed and approved by Committee annually at the August Committee of Management Meeting, as per CoM Meeting Dates and Schedule (VRQA Guideline 1.1a)*

## Contents

Version History of Strategic / Business Plans.....	3
Vision.....	4
Mission Statement.....	4
Values .....	4
Description of Organisation (VRQA Guideline 1.1 b i) .....	5
Centre user profiles and demographics.....	5
Committee of Management .....	6
Registrations, Licences, etc.....	6
Organisational Chart.....	7
Courses.....	7
Location of Accredited Training.....	7
Facilities .....	8
Training and Assessment Delivery .....	8
Policies and Procedures.....	8
Continuous Improvement Planning .....	9
Workforce Development Plan.....	9
Staffing.....	9
Student Safety and Security Measures.....	11
Strategic Alliances.....	11
Financial Management .....	12
Details of Senior Management Group.....	12
Additional Financial Information.....	12
Information Management.....	14

1

**Joan Kirner House and Spotswood Community House**

**9397 6168 [admin@wcec.com.au](mailto:admin@wcec.com.au) | ABN: 67 864 341 860 | Inc. Ass. Reg. No: A0014000T | TOID: 4640**

Financial Management Systems.....	15
Student Records Management System.....	15
Staff Records Management System.....	15
Student Fees Received in Advance .....	15
Governance Structure.....	17
Academic Governance Arrangements .....	17
Reporting, Interactions and Notification to VRQA and the Department.....	17
Compliance to AQTF Conditions and Standards .....	18
Input of Trainers and Assessors in senior management decision making .....	18
Market Analysis .....	18
Competition .....	19
Contracts and Service Agreements.....	19
Budget.....	21
Goals, Strategies and Actions .....	21

## Version History of Strategic / Business Plans

<b>Title</b>	<b>Version</b>	<b>Review Period</b>	<b>CoM Approved</b>	<b>Due for review</b>	<b>Notes</b>
Business Operational Plan 2010		2010	2010		
2008 – 2013 Strategic Plan		2012	May 2012	2013	
WCEC Strategic Plan 2012 - 2015	Final	2012	September 2012	2015	Completed with Thinkwest consultants. Met all compliance requirement from funding and regulatory bodies
Draft Strategic Business Plan. 2013 to 2016	1 to 4	August to October 2013		2016	
Draft Strategic Business Plan. 2013 to 2016	9	December 2013 to January 2014		2016	
Strategic Plan 2013 - 2016	Final	February to August 2014	August 2014	2016	
Business Plan	9	August to September 2014	September 2014	2015	Accepted - Working Document to be refined and reviewed annually
Business Plan	10	November 2014	January 2015	June 2015	Goal 4 revised
Business / Strategic Plan	11	June 2015	July 2015	June 2016	Combined Business and Strategic plans
Business / Strategic Plan	12	June 2016	July 2016	June 2017	Updated Goal 4
Business / Strategic Plan	13	February 2017		August 2017	Updated to include 'Skills First' Program (name only)
Business / Strategic Plan	14	February 2017		August 2017	Updated to include Vic Gvt Child Safe Standards 91 new para under 'Mission'
Business / Strategic Plan	14	June 2017		August 2017	Updated to include AMEP Program
Business / Strategic Plan	15	July 2017	August 2017	June 2018	CoM approved at Meeting on 17/8/17
Business / Strategic Plan	16	August 2017	August 2017	August 2018	CoM approved at Meeting on 16/8/18
Business / Strategic Plan	17	August 2018 - 19	August 2019	August 2020	CoM approved at Meeting on 15/8/19

## Vision

Williamstown Community and Education Centre Incorporated will be recognised for its capacity to develop, implement and deliver high quality programs and training and services from various locations, based on what the community want and need.

Its key features will include:

- Vocational Education and Training: Deliver high quality and appropriate accredited education and training
- Community Centre: The houses will be contemporised, creating a more welcoming and functional Centre
- Organisation: An efficient and professional organisation
- Relevance: Relevant services and programs that address the needs and wants of our community
- Marketing: Relevant and effective marketing and communication strategies
- Administration: A self-sustaining administration team (governance and management)
- Profile: A strong community profile, creating greater community awareness of our services and programs
- Finances: Multiple and secure recurrent funding sources
- Volunteers: A core set of committed volunteers, appropriately recruited, inducted, trained and supervised
- Partnerships: A partnership model with strong community and business networks

## Mission Statement

Williamstown Community and Education Centre Inc. provides family support, skill development and social activities. We deliver quality adult education programs which reflect the interests and needs of all sectors of our community.

We have a strong commitment to the use of new learning technologies to improve learning outcomes for our community. Our aim to the community is that we supply affordable quality programs in a supportive comfortable environment.

We deliver high quality, affordable and accessible childcare in a safe and nurturing environment. We are committed to the safety, participation and empowerment of all children and have policies, procedures and training in place to achieve these commitments.

Information and referral services are offered as an integral part of our Centre.

## Values

### **Responsibility**

We respect the well-being and the working and physical environment of our staff and community in everything we do.

### **Integrity**

We do what is right and we do what we say we will do to support our vision. We are honest, ethical and truthful.

### **Sustainability**

We deliver for the community a range of services that are relevant, high quality and financially viable. We are adaptable and embrace opportunities for growth and development.

### **People**

We believe that openness, trust, teamwork and diversity are central to the way we operate. We respect the value and contribution of each individual and offer them opportunities for education and progression.

### **Simplicity**

We focus our efforts on the things that matter most to our community. Being accurate and clear is important to how we operate.

### **Accountability**

We define and accept our responsibility and deliver on our commitments.

## Description of Organisation (VRQA Guideline 1.1 b i)

WCEC was established in 1974 and includes the management of both Joan Kirner House in Thompson Street in Williamstown and the Spotswood Community House in Melbourne Road, adjacent to the Spotswood Primary School.

WCEC provides a broad range of services to meet the diverse needs of individuals and families in the local area surrounding the two houses within the City of Hobsons Bay and the broader western suburbs of Melbourne; as well as providing services off-site at Altona North Library; and Dulcie Shaw House, Altona North.

Its primary purpose is the provision of vocational education and training.

## Centre user profiles and demographics

The Centre carries out surveys on the services provided; communities served and the demographics of Centre users.

The Department of Health and Human Services survey collects data on Centre users, place of residence, gender, age, disability, indigenous status, language analysis, benefits and reason for using Centre.

The Hobsons Bay City Council survey collects data on the amount and type of programs delivered, along with the number of participants at each venue.

Via the online Student Management System, the Federal Government collects data on students and their age, gender, occupation, employment status, education level and socio – economic status -

See - <http://www.myskills.gov.au/RegisteredTrainers/Details?rtocode=4640>

## Committee of Management

(As at January 2019)

President PETER HANLON	Vice President SONJA ILIEVSKA
Treasurer VELI FIKRET	Secretary LUCIENNE GALEA
Committee Member JONATHON GRIMA	Committee Member JACQUELINE GREEN
Committee Member JEFFERY BOLTON	Committee Member Joanne Wheelahan

As per Skills First Contract and 'Change of Control' the Victorian Department of Education will be informed of Committee member changes.

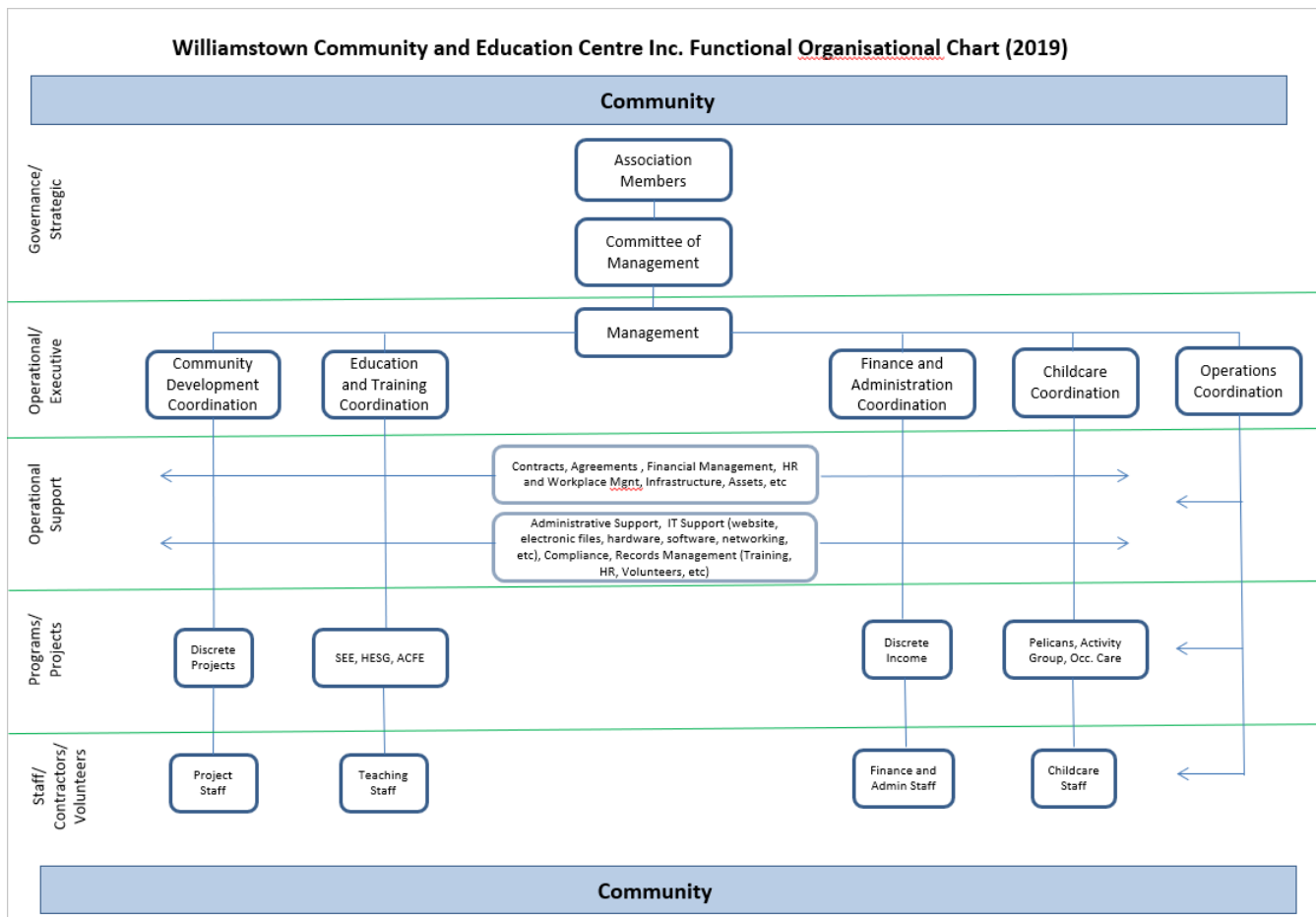
## Registrations, Licences, etc

(Also see website)

- ABN: 67 864 341 860
- Is an Incorporated Association (Org No: A0014000T) registered with Consumer Affairs Victoria under the Associations Incorporation Reform Act 2012;
- Is a Public Benevolent Institution and endorsed as a Deductible Gift Recipient (Item 1, Section 30-15, Income Tax Assessment Act 1997);
- Holds Goods and Services, Fringe Benefit and Income Tax exemptions;
- Is a Registered Charity with the Australian Charities and Not-for-profits Commission;
- Is a Registered Training Organisation with the Victorian Registration and Qualifications Authority under the Education and Training Reform Act 2006 (TOID: 4640);
- 2018-19 Restricted VET Funding Contract - Skills First Program
- Is registered with the Adult, Community and Further Education Board (Reg No: 575);
- Delivers the Skills for Education and Employment Program for the Australian Department of Education and Training through the Learning for Employment Consortium;
- Is Licensed to Operate a Children's Service, Limited Type 2 Service Licence with the Victorian Department of Education and Training under the Children's Services Act 1996 (Licence ID: SE-00015907); and
- Manages both the Spotswood Community House and Joan Kirner House.

## Organisational Chart

The below chart is 'Functional'. Staff work across areas of Centre functions. For example, the Manager, Education Coordinator, Operations Coordinator and Education Administration jointly carry out the function of Community Development Coordination; the Manager and Operations Coordinator jointly cover Childcare Coordination, etc.



## Courses

From Training.com.au - <https://training.gov.au/Organisation/Details/4640>

Scope of Registration

- **22483VIC Course in EAL**
- **22484VIC Certificate I in EAL (Access)**
- **22485VIC Certificate II in EAL (Access)**
- **22486VIC Certificate III in EAL (Access)**

## Location of Accredited Training

**Joan Kirner House**, 14 Thompson St Williamstown, Victoria 3016

*Joan Kirner House and Spotswood Community House*

9397 6168 [admin@wcec.com.au](mailto:admin@wcec.com.au) | ABN: 67 864 341 860 | Inc. Ass. Reg. No: A0014000T | TOID: 4640

- Building Code of Australia – Class 9b
- Permitted use: Child Care and Adult Education Centre
- Issued: 6/11/03. File No: 8153. Registration No: BS – 1033.
- Certificates are displayed at Reception
- Centre hours: Monday to Friday 9.00am – 4.00pm

## Facilities

- Computer Room – 15 PCs
- Wi Fi
- Toilets
- Disabled Toilet
- Disability Access
- 4 Classrooms
- 2 kitchens
- Free Internet access
- 5-hour parking
- Rear onsite car park
- Childcare venue
- Storage
- Whiteboards in all rooms
- Digital Projectors
- 2 x Hovercams
- 10 x iPads for students – with internet access
- Teaching Resource Library
- Secure office
- Staff Room and kitchen
- 2 'hot desks' with PC for teachers
- Garden beds
- Open access computer
- Student kitchen
- Free coffee, tea, etc.
- Free newspapers

## Training and Assessment Delivery

2019 Skills First Delivery:

- Semester 1: Certificate II EAL (Access) VU22603 – 100 hours
- Semester 2: Certificate II EAL (Access) VU22605 – 100 hours

## Policies and Procedures

See Website, Homepage



## Continuous Improvement Planning

See Policies. 'Continuous Improvement Policy'.

## Workforce Development Plan

(Updated annually)

Human Resources Development

*Maintain/enhance staff skills and effectiveness.*

Undertake measures to ensure all staff members have appropriate skills or qualifications to perform their roles, as well as comply with legislation and compliance. Ensure services are effectively staffed and key positions have alternates.

Success indicators: current year

- Organisational structure fine-tuned to ensure it supports effective performance, communication, authority and accountability at all levels.
- Conducted staff training aimed at ensuring optimal compliance with internal and external recording and reporting processes and requirements.
- Key core roles and functions maintained.
- Staffing for other functions maintained, with additional training as required.
- Ongoing continuous improvement in workforce development through maintaining accurate records such as Childcare staff compliance, Teachers Skills Matrix, etc.

## Staffing

All staff are employed under the Neighbourhood House Adult Community Education Collective Agreement 2016

Administration

- 1 Manager – Full Time Permanent
- 1 Operations Coordinator - Full Time Permanent
- 1 Education Coordinator - Part Time Permanent
- 1 Admin support - Part Time Permanent (Admin Reception)
- 1 Admin support – Part Time Permanent (Admin Ed & Train)

Teachers –

- 7 Part Time Contract

Childcare

- 4 x Casual

Project officers

- 2 x Part Time Contract

All Staff have individual files which contain both generic and specialist information and documents.

Generic includes –

- Position Description
- Contract
- Employee Information Form
- Privacy Agreement
- Tax File Number Form
- Superannuation Details
- Resume
- Fit and Proper Person Check (if applicable)
- Police Check
- Working with Children Check (if applicable)
- Code of Conduct (including Child Safety Standards)

Childcare includes the Qualifications Matrix, comprising

- Copies of Qualifications
- First Aid, Anaphylaxis, Asthma Training
- Working with Children Check
- Online Check

Teachers include the Trainer and Assessor Profile, including

- Trainer / Assessor Competence
- Vocational Competence
- Industry Currency
- VET Knowledge
- Verification
- Completed Profile
- Resume
- Copies of Qualifications
- Relevant Person, Disallowed Person Declaration

All records are kept secure and updated regularly. With teachers, a review of all documentation and updating is carried out twice a year. With Childcare, a review and update is carried out annually.

The Centre focuses on succession planning and trained and developed many staff to be 'back up' and contingencies for key roles and duties. If any one of the key staff are ill, or on leave, etc there are others with the necessary knowledge and skills to undertake their duties and responsibilities.

A Staff Appraisal is carried out with key staff annually. This process results in ongoing Professional Development assessment and planning Professional Development for the following year.

Position descriptions for teachers are updated annually.

Every staff member has undergone Professional Development in the past 12 months.

## Student Safety and Security Measures

*(VRQA Req 2 Guideline 1.1 d)*

See Policies

## Strategic Alliances

*(VRQA Req 2 Guideline 1.1 e)*

The WCEC has a number of strategic alliances, memberships and partnerships, at a local, state and national level, as follows:

1. Local:
  - Interagency Network (Hobsons Bay City Council (HBCC) Service Providers)
  - HBCC Centre Managers Network
  - Learning for Employment Consortium (With Community West; Djerriwarrh Community and Education Services; Laverton Community Integrated Services; Westgate Community Initiatives Group; Wyndham Community and Education Centre; and Yarraville Community Centre)
  - Network West (49 Neighbourhood Houses in North West)
  - Think West Cluster (With Angliss Neighbourhood House, Duke Street Community House, Laverton Community Integrated Services, Wyndham Community and Education Centre and Yarraville Community Centre)
  - Job Active Australia (AMES Footscray and Sunshine, Employment Plus Altona, Matchworks Footscray, Max Employment Altona Meadows and Footscray, Sarina Russo Footscray).
  - Centrelink (Newport, Footscray Werribee and Sunshine)
2. State:
  - Neighbourhood Houses Victoria
  - ACEVic
3. National:
  - Adult Learning Australia
  - Jobs Australia
4. Local Business Sponsors:
  - Naiko Personal Computers
  - Altona Mobil Refinery
  - Joncol Building

NOTE – WCEC has no third-party delivery or assessment arrangements.

## Financial Management

(VRQA Guideline 1.3 b and at the end and AQTF Condition 5)

Three Year Budget – See electronic file – Includes –

- Cash Flow
- Profit and Loss
- Balance Sheet
- Explanatory notes on key assumptions
- Projection of student enrolment reconciled to Profit and Loss
- Market analysis to support projected enrolments
- Current Ratio / Debt Ratio
- Forecasts of expenses
- Certification by Accountant

*“Changing your auditor regularly and for the right reasons can bring fresh perspectives and reduce the risks that can arise from over-familiarity.”*

<http://www.matrixonboard.consulting/2015/06/12/how-often-should-you-change-your-auditor/>

The organisation will replace its Auditor every five years. The next Auditor change will occur at the **2023** AGM.

## Details of Senior Management Group

VRQA Fit and Proper Person checks are completed every five years, as per Risk Management Schedule, witnessed and filed for all CoM members, management and key staff managing training provision.

Police Checks are also carried out every two years. This is monitored on WCEC Registration Renewals List.

Also, a Disallowed Person and Relevant Person Due Diligence Declaration form is completed and signed by all CoM and management.

WCEC ensures that the RTO complies with the AQTF Essential Conditions and Standards for Continuing Registration and any national guidelines approved by the National Quality Council or its successors.

This applies to all of the operations within the RTO’s scope of registration, as listed on the training.gov.au website.

## Additional Financial Information

ATO Tax Portal.

A printout of current integrated client account from the ATO can be provided upon request.

Superannuation fund payments are made quarterly, and printouts of confirmation can be provided upon request.

#### Rental Agreements

- Copies on file

Aged Creditors and Debtors reports can be provided upon request.

#### Current Bank accounts

- Commonwealth Bank of Australia Cheque and Online Saver accounts
- Bendigo Bank Term Deposit

#### Loans

- None

#### Insurances (AQF Condition 4)

Insurance Provider	Period of Insurance	Type of Policy	Limit of Liability
VMIA Risk Mgmt & Insurance	1 July 2019 - 30 June 2020	Public Liability	\$20,000,000 any one occurrence
	1 July 2019 - 30 June 2020	Product Liability	\$20,000,000 any one occurrence and in the annual aggregate in any one Period of Insurance
	1 July 2019 - 30 June 2020	Professional Indemnity	\$20,000,000 any one claim and in the aggregate in any one Period of Insurance per organisation, subject to non-accumulation
	1 July 2019 - 30 June 2020	Directors' and Officers' Liability incorporating Entity Liability	\$20,000,000 any one claim and in the aggregate in any one Period of Insurance per organisation, subject to non-accumulation and sub-limits, inclusive of legal costs and expenses
	1 July 2019 - 30 June 2020	Entity Fidelity	\$100,000 any one claim and in the aggregate in any one Period of Insurance per organisation, subject to non-accumulation
	1 July 2019 - 30 June 2020	Medical Indemnity	\$20,000,000 any one claim and in the aggregate in any one Period of Insurance per organisation, subject to non-accumulation
	1 July 2019 - 30 June 2020	Personal Accident	\$5,000,000 in respect of all claims in any one Period of Insurance, except \$1,000,000 in respect of non-scheduled aircraft or charter flights
	1 July 2019 - 30 June 2020	Volunteer Care Givers Property Damage (limited circumstances only)	\$1,000,000 in the aggregate in any one Period of Insurance per organisation, subject to non-accumulation
Coverforce - Ansvar Insurance	31 May 2019 – 31 May 2020	Industrial Special Risks (Material Loss or Damage and Business Interruption) at both Williamstown and Spotswood locations	Total Declared Value: \$2,135,000  (Building, General Contents, Portable Equipment, Static Electronic Equipment, Removal of Debris, Loss of Gross Revenue, Increased Cost of working, Insured Payroll, Loss of Gross Rent)
CGU Workers Compensation	1 July 2019 - 30 June 2020	WorkCover	Rateable Remuneration \$600,000

## Legal disputes

- None

## Past two years signed financial statements

- In file. Submitted to ACNC, ACFE, DHHS and HBCC

## Details of external accounting advisors

- Auditor - Fredrick Ryk Ludolf Eksteen ASIC Registration Number 421448. Audit Principal for Collins and Co, CPAs 127 Paisley St, Footscray, 03 9689 6605
- Accountant / BAS Agent: Narelle L Shirley. BAS Agent No: 85645003.

## Information Management

(VRQA Requirement 6 Guideline 1.3)

### a) WCEC is;

- An Incorporated Association (Org No: A0014000T) registered with Consumer Affairs Victoria under the Associations Incorporation Reform Act 2012
- Public Benevolent Institution and endorsed as a Deductable Gift Recipient (Item 1, Section 30-15, Income Tax Assessment Act 1997)
- Holds Goods and Services, Fringe Benefit and Income Tax exemptions
- Registered Charity with the Australian Charities and Not-for-profits Commission
- Registered Training Organisation with the Victorian Registration and Qualifications Authority under the Education and Training Reform Act 2006 (TOID: 4640)
- Registered with the Adult, Community and Further Education Board (Reg No: 575)
- Licensed to Operate a Children's Service, Limited Type 2 Service Licence with the Victorian Department of Education and Training under the Children's Services Act 1996 (Licence ID: SE-00015907)

### b) Physical address:

- 14 Thompson St, Williamstown, VIC 3016

### c) Name and checks for CEO: Manager / CEO - Dr Mark Brophy

- Working with Children Check. No: 02928596 – 01 Expires 22/8/2022
- National Police Certificate. Issued 5/4/2019
- VRQA Fit and Proper Person Declaration. Updated April 2013
- Relevant Person Check. 24/5/13

### d) Evidence of CEO residing in Victoria

Dr Mark Brophy, Twyford St, Williamstown, VIC 3016

If there is a change with the Manager (Change of Control) the Department will be notified within 20 days to gain approval of any new Manager.

### e) Contact details of CEO during business hours, during holidays and close down periods

- Business: 9397 6168. Other times: 0401 009 113

### f) Physical address of financial, student, staff records including archives and computer storage

- 14 Thompson St, Williamstown, VIC 3016

## Financial Management Systems

(VRQA Guideline 1.3)

- MYOB
- Separate ledgers for student payments and refunds.
- All electronic files backed up weekly via external hard drive.

## Student Records Management System

(VRQA Guideline 1.3)

- EasyStats

### **“COMPLIANCE STATEMENT**

*EasyStats is written to meet the full reporting requirements of the Department of Education and Training Victoria and the Australian Vocational Education and Training Management Information Statistical Standard (AVETMISS). EasyStats is AVETMISS 8 compliant. The simplicity of the EasyStats design makes the product easy to use and requires very little time to master the application.”*

From: <http://esystats.com/>

Student records will not be withheld from WCEC and records will be supplied (Electronic or print) to the VRQA or the Department if required at no cost.

## Staff Records Management System

- WCEC has purchased and uses the ‘*Trainer and assessor profile*’, Version 1.3 from © Velg Training.
- Checks in the Profile include: Verified, assessor qualifications and vocational qualification, signed and dated resumes, verified professional development activities, Units being delivered and assessed, position descriptions, employment contracts, etc.
- All electronic files backed up daily via external hard drive.

## Student Fees Received in Advance

(VRQA Guideline 1.3 and AQTF Condition 5)

WCEC provides the following fee information to each client:

- The total amount of all fees including course fees. There are no administration fees, materials fees and any other additional charges.
- Payment terms, including the timing and amount of fees to be paid. All fees are refundable – See Enrolment Form and Policies.
- The nature of the guarantee given by the RTO to complete the training and/or assessment once the student has commenced study in their chosen qualification or course.
- The organisation's refund policy.

Under AQTF Condition 5, WCEC adopts Option 3, whereas –

*“The RTO may accept payment of no more than \$1,000 from each individual student prior to the commencement of the course. Following course commencement, the RTO may require payment of additional fees in advance from the student but only such that at any given time, the total amount required to be paid which is attributable to tuition or other services yet to be delivered to the student does not exceed \$1,500”*

See also –

- Statement of Fees on website
- ‘Fees and Refund Policy’ in Policies on website
- Enrolment Form



## Governance Structure

### **Overall governance arrangements**

WCEC is an Incorporated Association governed by a voluntary Committee of Management.

The responsibilities of the Committee are set out in the Incorporated Association Reform Act 2012, and the Rules for Williamstown Community and Education Centre Incorporated.

The list of Committee members, the Act and Rules are available on the website.

A Manager / CEO is appointed to carry out all operational functions.

## Academic Governance Arrangements

Details of Management - Qualifications and education of management team.

All records and verified qualifications are on file

- Committee of Management
- Mark Brophy – Manager
- Lynne Hewet – Education Coordinator
- Lara Janka – Operations Coordinator

The Centre has members / links / etc with the following organisations. This is in place as an oversight to ensure educational integrity and assure quality.

- LfE - SEE/AMEP Consortium
- Curriculum Maintenance Managers
- Thinkwest Cluster, EAL Working Group

## Reporting, Interactions and Notification to VRQA and the Department

WCEC will ensure that the RTO co-operates with its registering body (VRQA) and the Department:

- In the conduct of audits and the monitoring of its operations
- By providing accurate and timely data relevant to measures of its performance
- By providing information about significant changes to its operations
- By providing information about significant changes to its ownership
- In the retention, archiving, retrieval and transfer of records consistent with its registering body 's requirements
- By providing a statement demonstrating its financial viability and/or its annual financial statements and/or a business plan on request of the registering body.
- Management Action Plans will be implemented within six months.

In regard to any associated regulatory or funding body, including HE&SG accredited and ACFE pre-accredited delivery, and all other regulatory and funding bodies (including DET, CAV and HBCC) - They will all be contacted immediately if the organisations RTO registration is suspended or cancelled or if the organisation faces any Insolvency Event (as defined in any agreements / contracts) or if there is significant changes to organisational structure.

## Compliance to AQTF Conditions and Standards

(AQTF Standard 3.3)

WCEC will comply with relevant Commonwealth, State or Territory legislation and regulatory requirements that are relevant to its operations and its scope of registration. It ensures that its staff and clients are fully informed of these requirements that affect their duties or participation in vocational education and training.

This is done by –

- Coordinator, Teaching Staff and Training Administration staff who sign employment contracts that affirm they have read and understood the Skills First Contract and all associated Service Agreement Notifications.
- Skills First Contract is kept permanently on the website under 'Staff and Volunteers'.
- At meetings and through Newsletter staff are informed of the location of the Contract.
- The Education Coordinator monitors SVTS and actions any relevant Contract Notifications and informs Trainers, administration, management and CoM (through Report) as required.
- Signed Enrolment Form for students.

WCEC is able to demonstrate to its registering body, on request, that it is financially viable at all times during the period of its registration.

## Input of Trainers and Assessors in senior management decision making

WCEC ensures the decision making of senior management is informed by the experiences of its trainers and assessors through -

- Coordinator Team Meetings
- Trainer and Assessor meetings, as well as Validation and Moderation workshops, internal and external
- Biannual PD session with all teachers and Education Coordinator. Minutes with teachers' suggestions, inputs, improvements, resources needed, etc.

See also – 'Continuous Improvement' in Policies.

## Market Analysis

Market analysis performs a vital role in the long-term viability of the organisation. This is because whilst WCEC is a not for profit, its core business is not only delivering quality courses but to also market them.

The diverse clientele in the community have varied needs and therefore the way in which we collect information from them is adjusted to ensure valid and useful responses. Information including new and emerging migrant communities, population growth and skills in demand is captured from several external agencies to assist with better meeting the needs of the community in the future.

Analysis of the market is performed by the following methods:

## Internal

- Course Learner surveys
- Learner Quality Indicator Questionnaires
- A - Frame Learner Plan Part B (ACFE funded courses)
- Staff appraisals
- Staff meetings (Administration and Teaching Staff)
- Validation/Moderation meetings
- Neighbourhood Houses Victoria Surveys
- HBCC surveys

## External:

- Needs Analysis Survey
- Quality Indicator Questionnaires
- External Validation / Moderation
- Australian Bureau of Statistics
- National Centre of Vocational Education Research (NCVER)

## Competition

WCEC is committed to providing accessible, affordable quality Education and training to the community and this is only possible by remaining competitive. Since the introduction of State Government funding for eligible participants, the organisation has seen a huge growth in the number of private RTO's delivering training.

However, our Centre is in the unique position of being only one of two ACE RTOs in the City of Hobsons Bay, and we deliver only Foundation level courses.

In this way we can work with other ACE organisations, creating pathways, etc, as they are delivering higher level courses.

As well, we are members of several consortiums in the area and local knowledge and intelligence is shared between ACE RTOs so as we can cater for all members of our community who are eligible and want to participate in training.

## Contracts and Service Agreements

WCEC adheres to the -

- Terms and conditions
- Deliverables
- Reporting requirements
- Schedules
- Contractual obligations
- Delivery Plans
- Agreed Actions
- Guidelines
- Criteria

- Requirements
- Relevant and associated legislation, acts, laws, etc

For all Contracts, Service Agreements, regulations, etc listed below

<b>Funding / Regulatory Body</b> <i>Government Level</i>	<b>Program</b>	<b>Contracts / Agreements</b>
Hobsons Bay City Council <i>Local</i>	Neighbourhood House Program	Service Agreement
Hobsons Bay Community Fund <i>Local</i>	Various	1 to 2-year Agreements
	Venue Hire	Individual Contracts
Department of Education and Training (DET) - Adult Community and Further Education (ACFE) <i>State</i>	Learn Local – Pre-accredited Training	ACFE Board Agreement Activity Schedules No 5/2013 Whole of Victorian Government Common Funding Agreement
ACFE Capacity and Innovation Fund (ACIF) <i>State</i>	Discrete Projects	Activity Schedule ACFE Board Agreement
ACFE Registration <i>State</i>	ACFE Regional Council	Guidelines and Criteria for Registration
DET - Higher Education and Skills (HESG) <i>State</i>	Accredited Training EAL Frameworks	Skills First Program
DET - HESG <i>State</i>	Australian Vocational Education and Training Management Information Statistical Standard (AVETMISS)	Victorian VET Student Statistical Collection Guidelines 2019
DET <i>State</i>	Childcare	Victorian Children's Services Regulations 2009
Victorian Registration and Qualifications Authority (VRQA) <i>State</i>		Guidelines Requirements Quality Indicators Australian Quality Training Framework (AQTF) Essential Conditions and Standards
Department of Health and Human Services (DHHS) <i>State</i> And Association of Neighbourhood Houses and Learning Centres (ANHLC) <i>State</i>	Neighbourhood House Coordination Program	DHS Service Agreement Common Funding Agreement Neighborhood House Coordination Program Guidelines <i>Separate agreement for each House</i>
Consumer Affairs Victoria	Incorporated Association	Associations Incorporation Reform Act /

State		Regulations 2012 Model Rules Statement of Purposes
Department of Education and Training (DET) <i>Federal</i>	Learning for Employment (LfE) MoU Signed Subcontractor Agreement	Skills for Education and Employment (SEE)  Program Guidelines Instructions for SEE Service Providers
Australian Charities and Not-for - profits Commission (ACNC) <i>Federal</i>	PBR DGR status	Australian Charities and Not-for-profits Commission Regulation 2013 ?

## Budget

*Attached*

## Goals, Strategies and Actions

### **Goal 1 - Serving the Community**

*Our goal is to provide compliant funded and fee for service programs that meet the diverse range of needs of the community, and to communicate these so that they are well utilized.*

- 1. We will identify the key roles and responsibilities of our staffing requirements, ensuring we attract and retain skilled people - both staff and volunteers and review these annually.*
- 2. We will provide an inviting and constructive workplace where staff and volunteers are valued and have the opportunity to develop personally and professionally.*
- 3. We understand that our staffing needs may change with the service delivery of the organisation and we will support staff and volunteers with induction programs, ongoing training and succession planning.*
- 4. We will provide facilities and materials that are safe, functional and contemporary and we will have technology that supports staff to deliver the current services.*
- 5. We will comply with all necessary legislation and regulations relevant to our service delivery.*

### **Strategy**

- Compliance with funding and regulatory bodies
- Relevant marketing and promotion
- Human resource management

- Facility management

## **Actions**

- Develop systems and processes to ensure Centre is compliant with all funding and regulatory bodies
- Ongoing marketing and promoting through Newsletter, networks, local media, partners, website, etc
- Develop systems and processes to ensure all HR regulatory and legislative requirements are met
- Maintain Asset Register (Depreciation Schedule), conduct regular audits of venues to ensure compliance with delivery (I.e., Childcare, Training, etc) and inform Council of repairs and maintenance requirements

## **Goal 2 - Service Delivery**

*Our goal is to deliver and support relevant, compliant services for the community that fosters skill development and social activity. We will be adaptable in using our assets and look for opportunities to enhance our service to the changing community.*

- 6. We will provide and support a broad range of educational and recreational programs that promote positive health, social, educational and economic wellbeing outcomes, using our facilities and other sites.*
- 7. We will update and enhance the current range of services and activities annually to increase participation.*
- 8. We will consult with the community to make sure we are meeting the needs and aspirations of local residents.*
- 9. We will promote equal access to our facilities and recognize the diversity in our community.*

## **Strategy**

- Consult with, and comply with the requirements of funding and regulatory bodies
- Support existing, new and emerging services and programs delivered
- Transfer successful programs to Pre-accredited or Accredited if appropriate

## **Actions**

- Conduct regular audits and checks as required by contracts and agreements

- Maintain effective programs. Close ineffective programs. Promote new program opportunities.
- Monitor new programs that have viability to become Pre-accredited. Transfer appropriate programs

### **Goal 3 - Economic Performance**

*Our goal is to be a stable and efficient organisation, that is adaptable to new opportunities for growth and that uses its networks to source funding opportunities in the Not for Profit sector.*

- 10. We will analyse new and existing service offerings to ensure the Centre is financially viable.*
- 11. We will re-invest all funds to the Centre and use surpluses to support the Strategic / Business Plan in growth and development of the Centre.*
- 12. We will explore opportunities from our stakeholders - including grants and fundraising - and analyse similar organisations to look for unrealised benefits. Then we will target those opportunities that align with our Strategic / Business Plan.*

### **Strategy**

- Benchmarking
- Financial management
- Networking

### **Actions**

- Conduct comparative analysis with other centre's that we have links with
- Compile and present to Committee regular financial statements. Monitor income and expenses. Act on opportunities to decrease expense and increase revenue
- Maintain current networks and links. Build sector knowledge and intelligence to strengthen centre's capability and capacity

### **Goal 4 – Governance**

*Our goal is to adhere to the “good governance” requirements outlined in the Learn Local Governance Manual*

- 13. We will provide strong and responsible leadership, continuing to develop the Governance policy concerning the expectations of Committee members, recruitment, induction and succession.*
- 14. We will provide opportunities for our governance group to develop, individually and as a whole for the benefit of the Centre.*

15. *We will assess the risk the organisation faces to its long-term success via the Risk Management and Compliance Schedule.*

### **Strategy**

- Follow good governance requirements outlined in the Learn Local Governance Manual, encourage diversity in skills set, culture etc
- Encourage Committee members to further their governance knowledge, skills and corporate knowledge to benefit the centre
- Oversee the Risk Management and Compliance Schedule to enable the centre to manage risks that the centre may face.

### **Actions**

- Ensure all members of Committee have access to Learn Local Governance Manual and are well versed in these to enable them to follow these principles (distribute a copy at each induction)
- Act on further professional development, i.e courses, in-house governance training, etc.
- Maintain a Risk Management and Compliance Schedule that enables the centre to manage risks that the centre may face.

### **Goal 5 - Strategic Relationships**

*Our goal is to identify, develop, maintain and enhance relationships with strategic partners*

- *We recognise the value of our partnerships with to the Centre and will promote and foster increased networking and information sharing with those service providers, agencies, government bodies and businesses that can add strategic value.*
- *We will use our strategic values to enhance our reputation as a quality community based organisation.*

### **Strategy**

- Networking through sharing, promoting and partnering

### **Actions**

- Maintain current networks and links. Build sector knowledge and intelligence to strengthen centre's capability and capacity
- Promote initiatives through network



## **Goal 6 - Environmental sustainability**

*Our goal is to consider and minimise environmental impacts when creating or reviewing services for WCEC, and to promote environmental sustainability to the community as appropriate.*

- We will support Council's Environmental Engagement Strategy (ESS) 2013/2018 and Community Greenhouse Strategy (CGS) 2013/2030 and report this in our annual report.*
- We will develop Spotswood Community House as a sustainability hub for the community.*
- Where feasible, we will assess and develop initiatives within our service delivery that supports this goal and promote it to the broader community.*

### **Strategy**

- Follow Council EES and CGS

### **Actions**

- Complete KPIs as requested in Council Agreement, and report in a timely manner

## **Goal 7 - Information Communication Technology (ICT)**

*Our goal is to ensure ICT capabilities are adequate to deliver the requirements of the Strategic / Business Plan to our stakeholders.*

- We will assess broad ranging marketing and communication tools to determine how best to reach our stakeholders and the community to engage with and to deliver our service offerings. This will include both the skills and infrastructure required.*
- We will utilize these tools and then review and report on their effectiveness*
- When infrastructure or amenities require updating, enhancing or replacement we will endeavour to source funding from relevant stakeholders.*

### **Strategy**

- Update ICT Review and Recommendations annually

### **Actions**

- Implement relevant Recommendations