

Project Reference No.	M6 – 138 V2
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Strategic Management

Action plans must be uploaded through 'Submit a Form' on www.reframingthefuture.net by COB Tuesday 27 May 2008.

All sections must be completed.

Please note: sections 1 – 9 of this document will be placed on the Reframing the Future website. Details of participants in item 11 will only be used in accordance with our privacy policy and will not be published on the website.

Name of organisation funded by Reframing the Future

Echuca Community Education Group Incorporated Trading As: Campaspe College of Adult Education
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3. Your project goal (which of the three Reframing the Future goals your project is addressing).

To be innovative in responding to the needs of students, and the emerging skill needs and workforce development requirements of industry and communities.

4. Project overview (100 words maximum)

Priority area	Project Overview
Partnerships	<p>Research community, education and industry prevocational and VET program needs/expectations in the Echuca district and the relationships and partnerships CCAE has with industry, government and community groups.</p> <p>Conduct focus group meetings of staff, community & industry groups to help develop a set of Strategic Management responses by the CCAE to meet identified Echuca District educational and training needs and expectations.</p> <p>Conduct professional learning meetings involving CCAE staff and staff from other RTO's/TAFE and Neighbourhood Houses to review existing programs [validation/moderation] and develop more creative and audit compliant delivery and assessment modes.</p> <p>Link the CCAE's Strategic Management and Business Viability Plans with action strategies involving partnerships with other RTO's, Industry and Community groups to more effectively, efficiently and flexibly meet the education, training and support service needs and expectations of existing and potential clients in terms of program demand and delivery mode.</p>

In your brief overview, please describe the specific challenge(s) you will address in this project – posed for organisation/faculty by the need to support the implementation of a training system that is industry-led, demand-driven and client-focused.

5. Project methodology

Please describe how you will facilitate the use of strategic management methodology

Methodology: *Strategic Management* based on the *Kaplan and Norton* approach to Strategic Management and linked to the *Kotter* model of change management.

Phase [1] Discovery Stage

Buchan Consulting [01 July to 19 September] conduct an environmental scan of educational and training needs of the communities and industries within a 90km radius of Echuca.

'*NEAT*' Committee [01 July to 25 August] conduct a SWOT analysis of internal and external factors impacting on CCAE from the viewpoint of current/potential clients. The sessions will involve:

- Staff, Education and Industry representatives
- Government, Employers and Industry representatives
- Randomly selected student representatives from each prevocational and VET program

Phase [2] Dream Stage

'*NEAT*' Committee [11 August to 11 October] conduct a series of *Professional Learning/Vet [PVL]* sessions involving staff from RTO's that service community and industry educational and training needs within the 90km radius of Echuca. Consistent with need for Urgency, clear Vision/Strategies and Guiding Coalition, these sessions will focus on **what is done well** and why and **what could be done better** and develop the following:

- Alternative Delivery Structures including e-learning approaches suitable for *PVL* team
- Alternative Assessment Structures including e-learning and RPL approaches suitable for *PVL* team
- Conduct SWOT analysis on all the proposed alternative delivery/assessment structures.
- Development of *SMARTER Targets* to measure/assess success

Phase [3] Design Stage

'*NEAT*' Committee [22 September to 24 October] uses SWOT analysis, Professional Learning/VET outcomes and scan data to create a Strategic Plan and set of Business Viability objectives:

- Profile/Values of the CCAE] *SMARTER Targets*
- Student Learning] Associated] Associated]
- Student Engagement] Key] Key] Specific
- Student Well-being] Improvement] Performance] Measurable
- Student Pathways/Transition] Strategies] Indicators] Achievable
- Programming Strategies] Associated] Associated] Realistic
- Delivery Methods & Resourcing] Key] Key] Time Based
- Equity Needs of Students] Improvement] Performance] Evaluate
- Marketing & Communication] Strategies] Indicators] Report/Review

Phase [4] Destiny Stage

'NEAT' Committee [27 October onwards] coordinates professional learning programs that focus on practical elements associated with actual implementation of the annual objectives directly related to the agreed 4 Year Strategic Management and Business Viability Plan.

- Individual staff knowledge in each unit of their programs
- Information material for distribution to community and industry groups
- Skilling of staff in preparing materials for e-learning and other forms of flexible delivery
- Skilling of staff in each of the following skill sets:
 - ✓ Recruitment and Selection requirements of qualified staff for each program and unit
 - ✓ Budget, facilities and financial requirements that must be met for each unit
 - ✓ Governance and Business processes required of program operations
 - ✓ The Skill currency and Professional Learning requirements of staff
 - ✓ Programming, Marketing and Delivery issues of every course

6. Anticipated outcomes

a) What new capabilities do you anticipate the participants will develop during the project?

As a result of working with others, participants will enhance analytical and proactive curriculum development skills. These are transferable to all future programs they undertake and will benefit every RTO's they work for as well the community/industry groups to whom they provide education and training. They will be able to:

- Create/implement Alternative Delivery/Assessment Structures for programs they undertake.
- Conduct a SWOT and analyse findings in a proactive manner to enhance delivery outcomes.
- Budget for program costs and ascertain the viability of a program from employers viewpoint.
- Formulate Key Improvement Strategies and associated Key Improvement Indicators.
- Formulate **Strategic Management** positions based on research, environmental scan data and 'core' values of the organizations for which they work.
- Develop **SMARTER Targets** to measure/assess the success of proposed/implemented programs.

b) The following outcomes are anticipated as a result of the project:

achievement of the characteristics of a high-performing organisation including an improved client focus	<ul style="list-style-type: none"> • Participants involved in Professional Learning/Vet teams will develop skills to identify, in terms of Strategic Management & Business Viability, what is done well and why and what could be done better. • Participants will experience benefits of team work and develop networks to assist resource development, moderation and validation practices. • Delivery/assessment quality and flexibility to meet individual, community and industry needs is enhanced via reflection and ideas of others. • Skills acquired will be passed on within organizations as these staff share with and mentor colleagues. • Improved partnership arrangements between RTO's could enable shared resourcing/delivery costs for programs via pooled developmental funds leading to shared access to group funded outcomes. • Enhanced administrative procedures compliant with AQTF2007
development of strategies that help your group address the priority area your project is focused upon	<ul style="list-style-type: none"> • Delivery of education and training reflective of the needs of the local community and industry groups. • Partnerships with industry, community and educational providers to better meet the educational and training needs of community/industry. • Enhanced standard of delivery, unit quality and assessment by RTO's that is AQTF2007 compliant. • Better trained workers for industry and ultimately the whole community.

Please discuss your project's anticipated outcomes.

Develop partnerships between stakeholders in prevocational & VET delivery and enhance staff capacity to be pro-active in developing programs that are based on an:

- Understanding of industry/client group expectations
- Ability to work in learning groups on innovative practice
- Awareness of student/industry increasingly complex education/training needs
- Development of innovative practices in delivering/assessing learning outcomes
- Industry focus in CCAE programming that meets identified industry needs, concerns and expectations.
- Accountability and leadership in **Professional Learning/Vet** teams of blended learning strategies and learning outcomes.
- Awareness of unit delivery costs for any given unit outcome.
- Improved relationship with Government and local businesses
- Innovative approach in teaching, learning and assessment (including RPL) for staff.

7. Evaluation process

Please provide an outline of the methods you will use to:

a) evaluate the participants' learning

The project will be evaluated **qualitatively** through:

- Agendas and minutes of the 'NEAT' committee
- Critical reflection and feedback sessions at regular stages throughout the project
- Reports to staff meetings and outcomes of staff Strategic Management implementation
- Reports to Manager and Board of Management on project progress and outcomes
- Changes to course content and delivery methods reflective of new culture

The project will be evaluated **quantitatively** through:

- Comparison of partnership network prior to, during and after the focus group meetings.
- Attendance by partnership groups in focus group discussions, reflection, feedback.
- Participation by partnership group representatives in **Professional Learning/Vet** meetings
- Participation by partnership group representatives on the **Board**.
- The production of a CCAE **Strategic Management** and **Business Viability Plan**
- In the longer-term: involvement between CCAE and partnership groups in assisting training and delivery by involvement in: joint submissions; assessment validation; trialing assessment; Structured Workplace Learning models; guest speakers; industrial visits and the like.
- Smarter Target evaluation of **Strategic Management** and **Business Viability Plan**

b) evaluate your project's efficiency and effectiveness.

Efficiency: evaluated in terms of compliance with proposed Action Plan time frame.

Effectiveness: evaluated in terms of creating a Strategic Management and Business Viability Plan that is reflective of the educational and training needs of the local/district community and industry needs within the time frame stipulated.

8. Promotion

Please outline how your project's processes and products will be promoted:

within your organisation(s)	Staff meetings / Learning Area meetings / emails / newsletters Work based action learning workshops with targeted outcomes
to industry and other relevant organisations	Direct contact visits / Advertising [local paper/radio] / emails LLEN & LCP meetings / shire and community forums Board of Management liaison with other Boards of Management Training and employment organisations and associated networks
to the broader VET sector	Direct contact visits / Professional Learning VET teams involving SWOT, moderation and validation processes. On CCAE website plus local and regional VET networks. Project will also be promoted via Reframing the Future.

9. Project timeframe

Please list project milestones and key dates

(Please add rows as required)

Milestone	Key date
Discovery Stage: Part 1: Collection of initial data from a variety of Government /Non Government sources. This proves is to be coordinated by Michael Collen [Director], Lou Zarro [Senior Consultant] Buchan Consulting, Level 13, 499 St. Kilda Road, Melbourne, Victoria. This research footprint extends up to an 80km radius from Echuca.	01/07-08/08
Community Forums – Echuca, Deniliquin, Kyabram, Rochester – where initial collated data and extrapolations are presented for feedback by community/industry groups on what they actually require in education and training.	11/08-15/08

<p>Discovery Stage: Part 2: Development by NEAT Committee of a SWOT on Campaspe College, distribution to staff, students and employers and collation of findings identifying the Positive Core [Strengths and Opportunities] as well as [Weaknesses and Threats] as they apply to Campaspe College. This is undertaken with Campaspe College staff, as well as past and present Campaspe College students, community and industry groups.</p> <p>Community Forums – Echuca, Deniliquin, Kyabram, Rochester – the SWOT will be conducted with selected members who have had dealings with Campaspe College.</p>	<p>01/07-08/08</p> <p>11/08-15/08</p>
<p>Buchan Consulting to complete collation of Forum feedback and draft development of Community and Industry Educational and Training needs within the research footprint.</p>	<p>18/08-29/08</p>
<p>Dream Stage: NEAT committee collates SWOT findings for presentation to Campaspe College staff and Board of Management on 25/08/08.</p>	<p>11/08-22/08</p>
<p>NEAT committee implements professional learning with Campaspe College staff to generate pro-active ideas, strategies and mechanisms to address the 'challenges' identified in the SWOT/environmental scan data that affects Campaspe College.</p>	<p>18/08-22/08</p>
<p>Reframing the Future Project – Mid-term Report Due</p>	<p>19/08</p>
<p>The NEAT Committee organise professional learning sessions involving trainers from all RTO's in the district [ACFE, TAFE, Private] in moderation/validation meetings on programs identified by the scan and community forums as highly desired by the local community and industry groups.</p> <p>Analysis of program offerings and units will focus on ability to meet community and industry current/future training needs and flexible delivery methods. Unit delivery and assessment best practice to be documented for use by all RTOs involved in moderation and validation sessions bench-marking units/resources to improve delivery/assessment quality for students/employers and the community as a whole.</p>	<p>25/08-10/10</p>
<p>Finalisation of the environmental scan by Buchan Consulting prioritising the Community and Industry Educational and Training needs within 80 km of Echuca. This is presented to Campaspe Board of Management on 22/09/08</p>	<p>10/09-19/09</p>
<p>Design Stage: NEAT Committee develops a Draft Strategic Management and Business Viability Plan incorporating findings of environmental scan, SWOT and ideas on flexible learning principles and practices arising out of the professional learning sessions that could be embraced to meet Community/Industry training needs.</p> <p>Draft presented to the Board and selected community/industry groups for feedback and analysis on 29/09/08.</p>	<p>22/09-26/09</p> <p>29/09</p>
<p>NEAT Committee will organise professional learning sessions involving trainers from all RTO's in the district [ACFE, TAFE, Private] together with industry representatives in marketing meetings. The discussions will incorporate actual and potential collaborative relationships based on mutual goals and values held by each organisation that might best meet the training needs of respective community and industry groups.</p>	<p>29/09-11/10</p>
<p>The NEAT Committee will develop a Final Strategic Management and Business Viability Plan incorporating the findings of the environmental scan, SWOT, feedback from draft version as well as professional learning moderation/validation and marketing meetings.</p>	<p>13/10-24/10</p>
<p>Destiny Stage: The Board of Management approval of the Strategic Management and Business Viability Plans as they apply to Campaspe College and authorization to proceed with their immediate implementation</p>	<p>27/10</p>
<p>The NEAT Committee prepare an analysis of the process undertaken, achievements and findings in report format for Reframing the Future as a potential resource for other organisations seeking to undertake similar activities. Final Report due 15/11/08</p>	<p>28/10-25/11</p>
<p>The executive of Campaspe College enter into agreements with other RTO's, industry and community groups for the delivery of educational and training programs that address their needs and priorities.</p> <p>NEAT Committee develops training sessions with Campaspe College staff to address:</p> <p>[1] Individual staff knowledge in each unit of their programs.</p> <p>[2] Information material for distribution to community and industry groups</p> <p>[3] Skilling of staff in preparing material for e-learning and e-assessment and use of the web for training: delivery, assessment and proof of enrolment for audit purposes.</p>	<p>28/10.....</p>