



**Community
Education
Australia**

Community Education Australia Strategic Plan 2025-2027

REPRESENTING NOT-FOR-PROFIT EDUCATION IN AUSTRALIA



CEA Strategic Plan 2024 to 2027

Community Education Australia (CEA) stands as the national peak body dedicated to advancing community education in all its settings across Australia. Our mission is to deliver essential services and advocacy for our members, ensuring their voices are heard at all levels of government, enabling them to deliver exceptional services to the communities they serve. CEA is particularly active in:

- Delivering a wide range of member focused services including member representation and advocacy and influence with government.
- Influencing government policy.
- Member health and wellbeing.
- Sector leadership and development
- Promoting and facilitating a community of practice and professional learning for the not-for-profit community education sector.

CEA champions lifelong learning and engages with government stakeholders to highlight the vital role of not-for-profit community education. CEA emphasises the profound social impact of community-based educational pathways, which cater to individual and collective needs, enhance social and economic well-being, and provide targeted opportunities for less advantaged learners.

Supporting student success is at the heart of what we do. We recognise the importance of comprehensive wraparound support services in community education. These services create safe, inclusive learning environments that respect the dignity of all participants and strengthen pathways for a prosperous and equitable society.

CEA is dedicated to offering a range of vital membership services that enhance community education, influence resource allocation, and foster collaboration, care, and well-being among our members.

The CEA Strategic Plan 2024-2027 embodies our commitment to leading the sector and amplifying our members' voices through impactful representation and valued services. Our success hinges on the skills and knowledge of our people, as well as our shared culture and values. Together, we strive to fulfill our vision of a thriving community education landscape that empowers individuals and enriches communities.

Purpose – what we do

CEA strengthens Australia’s not-for-profit community education as a vital service.

Vision

CEA empowers members, and the sector, as the National Peak Body for Not-For-Profit Community Education.

Our Core Values

Agility

CEA prioritises swift action and timely, member-focused services. We ensure effective communication with our members and stakeholders on critical issues, responding promptly to their needs and concerns.

Collaboration

Success at CEA hinges on teamwork. We encourage all members and staff to support one another, fostering a collaborative environment that drives us toward our collective goals.

Future-Focus

CEA is committed to embracing change and exploring new opportunities. We welcome innovative ideas and diligently pursue them, leveraging our collective experience to solve challenges and identify new avenues for growth.

Care

We emphasise the importance of care in all interactions. CEA promotes respect, acceptance, empathy, and active listening, placing member well-being at the heart of our mission.

Integrity

Integrity is non-negotiable at CEA. We uphold the highest professional and ethical standards, maintaining honesty and transparency with our members while safeguarding confidentiality and taking responsibility for our actions.

Member Commitment

CEA is dedicated to delivering responsive, high-quality member informed services. We strive for continuous improvement, sharing knowledge and collaborating to achieve the best outcomes for our community.

Strategic Goal

To be the leading national representative body for not-for-profit community education service providers, enhancing sector influence and providing a strong, unified, national voice through impactful representation and a range of valued member-focused services.

Strategies

The Strategic Plan outlines key strategies designed to achieve CEA's objectives. These strategies are collaboratively developed by the CEA Board and staff through consultation with members and stakeholders to ensure a strong connection with members' needs.

Key Focus Areas for 2024-2027

- Influence and Advocacy

Strengthening community education across Australia in partnership with our members.

- Revenue Diversification

Leading initiatives to explore and implement alternative revenue opportunities for our members.

- Membership Growth

Expanding CEA's membership and enhancing skills and networking opportunities for our members.

To ensure alignment with our Strategic Plan, CEA's annual Business Plan will serve as a framework for planning and performance monitoring. This plan will detail operational objectives and annual targets, which staff will work to achieve and refine in collaboration with the CEA Board and our members.

STRATEGIES	HOW	PERFORMANCE INDICATORS
<p>Influence and advocacy in community education in Australia for our members</p>	<p>Research Conduct research to highlight and promote the value and impact of the community education sector.</p> <p>Unified Advocacy Pitch Develop a compelling sector “pitch” all members can use for local and national advocacy efforts with decision-makers and stakeholders.</p> <p>Strategic Alliances Carefully develop partnerships with organisations that align with CEA’s goals, enhancing resources and support for our members.</p> <p>Public Voice Articulate a strong public narrative advocating for the not-for-profit community education sector as an essential service for Australia across all communities.</p> <p>Strategic Engagement Maintain close communication and collaboration with key partners, including government, non-government, and private sector stakeholders for the benefit of members.</p> <p>Informed Membership Keep members and stakeholders updated through a well-defined communications strategy.</p> <p>Policy Opportunities Identify and engage with new opportunities for policy design, development, implementation, and evaluation with government and industry.</p> <p>Budget Advocacy Present CEA’s budget proposals to the NSW Treasury during the February budget cycle.</p>	<p>Research Impact Clearly define research that demonstrates the social and economic impact of the sector and use it to guide policy decisions.</p> <p>External Research Initiatives Drive research efforts that showcase CEA’s influence with government.</p> <p>Elevator Pitch Development Create an elevator pitch for all CEA members to effectively communicate our mission and goals.</p> <p>Strategic Relationships Establish three new strategic partnerships each year to enhance member value, diversify revenue, and increase sector visibility.</p> <p>Annual Advocacy Plan Complete a comprehensive annual advocacy and communication plan.</p> <p>Visibility and Influence Ensure CEA is recognised at State and National levels by securing invitations to address key VET sector events.</p> <p>Impact Measurement Assess increased impact through member surveys and a strengthened Service Level Agreement with the NSW Department of Education, ensuring measurable benefits for CEA members.</p> <p>Ongoing Government Engagement Maintain regular and proactive engagement with government stakeholders.</p> <p>Policy Representation Ensure participation in all significant skilling and training initiatives at both NSW State and Federal levels.</p>

STRATEGIES	HOW	PERFORMANCE INDICATORS
		<p>Reflecting Member Needs Ensure that NSW government policies align with CEA’s strategic directions, demonstrating tangible impacts and policy improvements that better serve member needs and reflect the value of community education.</p> <p>Costed Budget Submissions Submit well-prepared, costed budget proposals to the NSW Treasury, ensuring that CEA’s recommendations receive consideration.</p>
<p>CEA Leads in diversifying revenue opportunities for members</p>	<p>Funding Access Actively pursue and facilitate access to diverse funding sources, including research grants, partnerships, tenders, and philanthropic opportunities.</p> <p>Industry Partnerships Collaborate with industry leaders, such as Business NSW, to enhance business acumen and expand training opportunities for our members.</p> <p>Support Networks Leverage initiatives like CEO Connect, featuring guest speakers and a buddy system, to help member organizations identify and pursue business development and revenue diversification opportunities.</p>	<p>Opportunity Communication Regularly inform members about tender, grant, and partnership opportunities.</p> <p>Business Acumen Sessions Host three business acumen sessions each year to equip members with essential skills and knowledge.</p> <p>Guest Speakers Select and invite three guest speakers annually to present at CEO Connect, focusing on strategies for business development and revenue diversification.</p> <p>CEO Connect Calendar Share a comprehensive CEO Connect calendar with members, detailing guest speaker events.</p> <p>Buddy System Develop and promote a buddy system, including informal “coffee roulette” and formal mentoring for new members, to foster connection and support.</p>
<p>Growing CEA membership and enhancing member skills and networks</p>	<p>Membership Value Proposition Create a comprehensive annual plan that clearly outlines the benefits of membership, answering the question, “What’s in it for me?” This plan will include:</p> <ul style="list-style-type: none"> Professional development activities, including Board Governance training CEO induction programs 	<p>Comprehensive Membership Plan Develop an annual membership plan that includes key dates and activities aimed at demonstrating membership value across the outlined areas.</p> <p>Resource Library Establish a resource library on the intranet featuring delivery, assessment, and compliance resources, as well as tools for managing complaints and effective</p>

STRATEGIES	HOW	PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> • Networking opportunities • Relevant sector updates and information • Mentoring programs • Conference and event participation • CEA Award opportunities • A Community of Practice facilitated by CEA <p>Resource Access Provide members with valuable resources such as learning and assessment materials, compliance tools, and performance management templates.</p> <p>Shared Services Facilitate shared purchasing and service provisions to leverage economies of scale where applicable.</p> <p>Member Satisfaction Enhance member satisfaction through dedicated support, advocacy, and professional advice.</p>	<p>Implementation of Shared Services Implement initiatives for shared purchasing and service provision to benefit members.</p> <p>Regular Satisfaction Surveys Conduct member satisfaction surveys twice a year to gather feedback and improve services.</p> <p>Increase in Membership Aim for a measurable increase in new memberships.</p>



Community Education Australia

PO Box 1839 QVB Post Office Sydney NSW 1230 | 02 9233 3634 | admin@cca.edu.au | www.cca.edu.au