The Albury Wodonga Community College Limited has since its establishment in 1974, created a proud history of community and educational achievements.

We employ approximately 110 fulltime and part-time staff and over 50 trainers/assessors, who each seek to impart their knowledge to our 6,000 students/clients and customers, each year.

The Albury Wodonga Community College has office/facility locations in Wodonga and Albury, plus we operate from another 25 rural venues, spread within a 100km radius.

Our achievements during our past 40 years have occurred by:

- Being community owned and managed,
- Being created as a not-for profit Company Limited by Guarantee,
- Leadership, based on strong community and business experiences,
- People delivering Programs and Services with appropriate sector pedagogy, and
- A Vision underpinned with strategic directions and targets, set and realised.

Our organisational commitment is:

**Albury Wodonga Community College : Lifelong Learning**

The complexities of operating a community not-for-profit organisation as a modern corporate business, relies heavily on the connectedness that an organisation like the Albury Wodonga Community College achieves with its local community, sector peak bodies and government funding agencies.

In a frequently changing environment, the Albury Wodonga Community College seeks to remain flexible, responsive and engaged.

We aim to support community needs, take opportunities when presented and we are prepared to modify our organisational structure and delivery methods, within a changing environment.
Our Vision:
The Albury Wodonga Community College will be a vibrant educational organisation, at the forefront of meeting the changing needs of our community in a flexible, innovative and positive way.

Our Mission:
To respond to the learning needs of the Albury Wodonga regional community, in a positive manner.

The Principal Result:
The Albury Wodonga Community College exists so that people aged 0-100+ years can participate in learning, within the constraints of government funding regimes and affordable fee for service programs.

For Whom?

People include:
- children from birth, beginning to learn through our children’s services
- young adults supported in schools, prevocational and employment programs
- adults either expanding or extending their educational knowledge
- retirees remaining active, and
- special groups such as people with a disability, women, Koori and multicultural communities

Why?
Learning is intrinsically valuable as it:
- empowers the individual
- promotes growth of the individual
- provides opportunities and choice
- improves quality of life, and
- advances citizenship in our community

At What Cost?
Constraints of government funding and delivery of affordable fee-for-service programs mean we:
- will make efficient use of company resources
- continuously improve programs, services and facilities
- invest in quality assurance
Rod Jones, Chairperson

Rod has been a member of the Board of the Albury Wodonga Community College since 2006 and has many years experience in community services, banking, marketing and property development. Rod became Chairperson in 2010.

Jan Wyatt-Brown, Director

Jan has been a member of the Board of the Albury Wodonga Community College since 2005 and has extensive experience in education, community services and leadership. Jan was elected as Deputy Chairperson in 2007.

Kevin Poulton, Director

Kevin was appointed to the Board of Directors in 2010 and is a media personality with The River radio station. He has wide knowledge of retail and event management, community needs and is involved with a range of community organisations.

Sharon Muggivan, Director

Sharon was appointed to the Board of Directors in 2013 and has an extensive background in the disability and educational sectors. She is currently the Chief Executive Officer of Aware Industries Limited.

Margaret Crisp
Resigning / Retiring Directors. Director (Company Life Member)

Margaret had been a member of the Board since 1997 and served as Chairperson from 1999 - 2008.

Margaret had many years experience as an Education Consultant and Manager, with a strong commitment to community.

Mellisa Long, Director

Mellisa was appointed to the Board of Directors in late 2010. She had an extensive knowledge of community needs through her many years in local government youth programs and as a senior manager of a regional youth support organisation.

Jo Ward, Director

Jo brought with her extensive experience in education with 24 years teaching in State, Catholic and Private Institutions.

Jo became a Director in 2008 having facilitated and coordinated many vital programs for schools and businesses.

Verity Williams, Director

Verity is employed in a senior role with legal firm Dick and Williams and she provided helpful advice on constitutional and governance matters.
As I begin the overview of what is another highly successful year for the Community College, I wish to acknowledge the dedication of my fellow Directors and thank them for their assistance to me. In 2013, we saw a number of our Directors resign/retire and we had new Directors commence in Sharon Muggivan, Verity Williams and shortly Alison Reed. We are indeed fortunate that the College has a broad cross section of board members, who have diverse business and educational backgrounds, each prepared to contribute their time, insights and expertise in making the hard decisions necessary for the future direction of our College.

To our members, I am pleased to report another positive year for the College. The key highlights are ongoing expenditure of College funds to improve classroom facilities, technology, building repair/replacements and the attractiveness of the building surrounds. These costs are planned and necessary given the efforts made in the last decade to bring our buildings and facilities to something that are admired and functional today.

During 2013 the Directors concluded and approved our next three year strategic plan. An overview copy of the document is found later in this report. What it indicates is a positive outlook for us in the years ahead, and a determination to provide necessary and leading educational courses and community services. We begin 2014 with both the three plan ‘in our pocket’ but also acknowledging that we have been a key player in our region for 40 years.

That 40 year period has only been achievable through both the willingness and persistence of our organisational staff and volunteers, and with the community seeking out and using our offerings. While never accurately recorded, we are confident enough to be able to attest that over 200,000 students, clients and customers have benefited from our Community College in the last 40 years. A remarkable achievement from a starting point of only one part-time staff member and 210 students in 1974; with the following two pages providing a small ‘walk along memory lane’ of the past years.

And so I would like to both applaud all past staff/volunteers for the last 39 years and take this opportunity to acknowledge the efforts of our current staff team who continue to build and deliver meaningful educational and community outcomes in 2014 (our 40th year) for thousands of people. Congratulations to our Chief Executive Officer Rod Wangman for another year of continued growth and outstanding leadership.

Rod Jones
Chairperson
January 2014
On behalf of the operational staff of our organisation, I am pleased to present the 2013 Annual Report. Each year this report reflects the achievements of targets we first set and then realise. We have concluded another year that witnessed greater company growth, which meant that more educational and service programs were delivered, in most part to people who were in greatest need of a ‘hand-up’. This notion of a ‘hand-up’ contrasts that of ‘hand outs’ and is at the core of our now 40 years of advocating then delivering to people of all ages, making meaningfully impacts in their lives.

2013 is highlighted by increased political visitations to our College, continued corporate sponsorship of the Red Carpet Awards, the final payment to purchase the Henty Hall, international visitations in advancement of alternative educational programs, Manager Anne Bowler becoming Chairperson of NAMS and an additional $350,000 of ‘extra’ budget items for student facility improvements.

Our strength and successes have not always come easily and as we begin 2014, our company indeed finds itself having to seek assistance from local MPs, State and Federal to vigorously ensure the continuity of equity and access to education and community services as a cross-border institution. We are certain that when our propositions are put and considered carefully with regard to the delivery of outcomes for students, along with the ‘value for money’ proposition we provide, that ultimately political policy decisions can be modified.

In keeping for a moment in the area of political support, I acknowledge the departure of one of our strongest advocates over many years as a consequence of the recent Federal election. I wish to publically thank former MP Sophie Mirabella on behalf of our Community College for her decade long assistance to our cause on many occasions and we wish her well in her future.

We do also welcome Cathy McGowan MP, in her new role and know she will also seek to provide necessary advocacy to support us as she has in the past when she assisted us in the formation of our early-year’s programs.

Financially our organisation remains strong, yet we still use our funds to support many unfunded community needs. As we look forward to another bright new year in 2014, our organisation has a set of directions from our Directors, focused towards the achievement of the agreed next three year Strategic Plan. We see further expansion of unique educational alternatives like 2ccol4school and Lifeworks, knowing that whenever we talk about the success achieved, there remains so much more we can do.

To conclude, my sincere thanks goes to the all the people who are the collective ‘Company Team’, our staff, tutors, volunteers and managers, who do so much to ensure our future. My thanks also to Directors, Company Members, supporters and friends, for their ongoing individual and collective contributions, leading us all to better community outcomes.

Rodney Wangman
Chief Executive Officer
January 2014
## Milestones

### Celebrating 40 years as a community organisation

<table>
<thead>
<tr>
<th>Year</th>
<th>Milestone</th>
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<tbody>
<tr>
<td>1973</td>
<td>A symposium recommends the establishment of an independent adult education ‘Centre’.</td>
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<td>1974</td>
<td>Wodonga High School forms Steering Committee; Wodonga Technical School releases teacher as 1st Executive Officer. Community College opens 1st April 1974.</td>
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<tr>
<td>1975</td>
<td>Enrolments grow from 210 to 1246 students. Income reaches $20,000</td>
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<td>1976</td>
<td>Staff size grows to 3 and over 25 tutors deliver growing range of courses.</td>
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<td>1977</td>
<td>Income grows to over $50,000 and student numbers increase further in a variety of short courses.</td>
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<td>1978</td>
<td>The Community College commences managing the premises at 63 High Street, Wodonga. The school for seniors is established and growing. Other programs include Second Chance Reading, Parent Education, Rural Education and General Education.</td>
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<td>1979</td>
<td>Literacy programs expand and classes occur in Albury and Lavington with classes operating 5 days a week.</td>
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<td>1980</td>
<td>Staff numbers increase to 5 and for the first time, student enrolments are above 3000.</td>
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<tr>
<td>1981</td>
<td>Classes are occurring in over 25 various locations in Albury and Wodonga. Migrant classes and Home Tutor Programs are undertaken and National art exhibitions are held by the Community College.</td>
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<td>1982</td>
<td>The Women’s Access Program and Affiliated Centres are formed in Chiltern, Yackandandah, Hume Howlong and Corowa.</td>
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<td>1983</td>
<td>Staff numbers increase to 10. Computer courses, Food Handling, Navigators and Amateur Radio courses commence.</td>
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<td>1984</td>
<td>Mobile Children’s Service begins operation. Closer links formed with Neighbourhood Centres.</td>
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<td>1985</td>
<td>Graham Crapp, after 10 years, steps down as Chairman. Kath Davey is elected Chairperson.</td>
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<td>1986</td>
<td>“With 7295 enrolments our Community College is large by any standards, even world standards - and there is every indication it is still growing.” Alan Cracknell - Chairperson</td>
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<td>1987</td>
<td>Pressure builds with insufficient accommodation space at High Street. Discussions commence to take over all building areas from the Department of Education.</td>
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<td>1988</td>
<td>School for Seniors is not just a ‘School’! it’s a way of life, and anyone who thinks the over 50’s are has-beens should come to the school and see if they can keep up the pace!” Margaret Andrews – Coordinator.</td>
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<tr>
<td>1990</td>
<td>The collapse of the Pyramid Building Society puts undue pressure on the organisation, as all current savings were invested there.</td>
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<td>1991</td>
<td>U3A is formed and over 600 programs are offered during the year. Job Options and VCE Programs begin, along with joint ventures undertaken in cooperation with Wodonga TAFE.</td>
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<tr>
<td>1992</td>
<td>Income breaks through $1,000,000 with 26 staff and over 6800 students enrolled during the year. New Affiliated Centres begin at Bellbridge, Rutherglen, Holbrook and Baranduda.</td>
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</tbody>
</table>
1993
The ADD Program (Access for people with Developmental Disabilities) receives the National Award for most outstanding program. The difficulties of the Pyramid collapse are finalised.

1994
Youth Programs are now a feature along with labour Market Programs, Adult VCE overseas education tours, Community Managed Transport Scheme and School for Seniors are in both Albury and Wodonga.

1995
Student numbers increase to over 11,000 with staff numbers up to 34. An upgrade is made to the established Albury premises. Community College and City of Wodonga win a joint citation for Adult Learners Week presentations.

1996
Jim Saleeba retires after 23 years at the helm and is recognised by the City of Wodonga as the Citizen of the Year. Dorothy Lucardie is appointed the new Executive Director.

1997
Community Early-Years Childcare begins as a new innovative child care service to families in rural locations outside Albury Wodonga. Job Pathways Program commences.

1998
The Albury International English College begins in Albury.

1999
Quality Assurance programs are introduced. Funding is provided for the establishment of the Learning City Project. Traineeships begin; organisational income is at $2 million.

2000
Community College is awarded Adult Learning Australia’s National Adult Education Provider of the Year Award. Learning Shop is opened.

2001
Executive Director Dorothy Lucardie resigns after 4 years. Rodney Wangman appointed as Chief Executive Officer. Move from Incorporated Association to Company Limited. Student numbers grow to over 12,000 and 780 courses. ‘Building for Learning’ project commences.

2002
Youth Pathways Program commences along with expansion of Flexible Delivery Programs and Workplace Learning. ‘Building for Learning’ Project continues with major changes to the High Street property through fundraising activities and volunteer support.

2003
Company Life Membership is awarded to Alan Cracknell and Graham Crapp. Glenbrae Family Homes donates profit from house to ‘Building for Learning’ fundraising project. Project concludes with total expenditure of almost $865,000.

2004
Community Early-Years Childcare expands with the Kiewa Valley Project at Kergunyah and Dederang. Commonwealth Personal Support Programme expands. Annual income reaches $3 million; student and customer services are over 13,000 with 600 educational courses.

2005
Over 300 new Online Learning courses released, Distance and Blended Learning options are offered. Student services increased through e-marketing and e-business improvements. Company Life Membership awarded to Jim Saleeba and Brian Smith.

2006
Commencement of independent ‘alternative’ secondary school with 36 students in years 11 and 12. Community Early-Years Childcare expansions at 20 rural locations in Victoria and NSW. Children supported average over 250 per week.

2007
School expands intake to 65 students. Student graduation success rate climbs rapid. Rodney Wangman invited as guest presenter at the 6th International Lifelong Learning conference South Korea. Trish Denisenko and Lois Hotson awarded Company Life Membership.

2008
Student courses extend into Higher Education. Application for new alternate school campus in Albury made and new Cracknell building opened.

2009
Annual Turnover reaches $5m. Independent Schools have over 80 students. Company acquires ownership of 67 High Street property. Margaret Crisp completes 10th year as Chairperson. Australian College of Higher Education commenced.

2010
Purchase of 52 & 54 Hovell Street, Wodonga properties. $1.5M ICET Building works are completed. Reg Morley & John Shugg awarded Company Life Membership. 80+ migrants from 24 countries join our ESL program.

2011
Schools grow to over 200+ senior secondary students. South Street building projects completed $3M. Turnover is over $6M and staff number 85+. Company assets are over $5M.

2012
$2.8M Morley building in South Street with Home Economics and Trade Training Centre Bakery opens. Henty Hall purchased and Village of Learning Research document published. 2cool4school program for ‘out of school’ students aged 14-24 years begins.

2013
Opening of South Street CEYC extensions by Minister Wendy Lovell. Albury Wodonga Schools average 150 students. 2cool4school grows to 350+ Learners. Creative Learners and U3A have over 350 members. College moves as an RTO to ASQA national framework.
GOAL 1 LEADERSHIP THROUGH CORPORATE GOVERNANCE

OBJECTIVE To provide a leadership style that supports Board policy directions and decisions, articulates the organisational mission and evaluates company achievements.

The Directors of the Albury Wodonga Community College provide a role of strong and dynamic leadership, through a diversity of interests/experiences. They are elected annually by the membership and are representative of the wider community of Albury Wodonga. Directors by being local, are ‘sentinels’ who act as a conduit of wider community feeling. They are able to inform the Company on areas of concern or opportunity. While this community liaison is not specifically directed, it is acknowledged that it occurs, bringing benefit to the development and responsiveness of the organisation. Directors meet monthly and are pivotal to the development of organisational strategic directions.

The Directors have implemented the Carver model Corporate Governance program. This model is appropriate for a not-for-profit organisation and encourages greater focus on outward planning, with separation of operational matters directed to the Chief Executive Officer.

The paid membership are the legal owners of the Albury Wodonga Community College and they are the body who ultimately provide affirmation to Directors, about company directions.

GOAL 2 GROWING EDUCATIONAL OPPORTUNITIES

OBJECTIVE To provide a range of educational programs and community services, delivering quality outcomes, in a range of delivery styles.

Our strategy of creating educational opportunities and increased self-development remains. Assistance to individuals in the community, who, over their lifetime, may enter and exit our organisation on numerous occasions, will be supported by the corporate philosophies that are the same across each of the age group platforms, offered by the Albury Wodonga Community College.

The growth trend of Albury Wodonga and the immediate regional area supports Program and Service area expansion, with a planned corporate growth rate of 4%. The growth opportunities in e-learning and distance education for the Albury Wodonga Community College are estimated at 10% over the next 3 years. Online learning options can provide the organisation with another educational delivery method, suitable for a student cohort that seeks ‘Just-In-Time’ learning materials.

Partnerships that contribute to strengthening our community investment in education and support roles, will be pursued. These partnerships will, as necessary, have formal agreements or memorandums of understanding, specifying the roles, responsibilities and outcomes of each of the participating partners.
GOAL 3  IMPROVING MARKETING AND PROMOTION

OBJECTIVE  To have a clear and consistent corporate image of the Albury Wodonga Community College and individually for each program/service area. To have promotional activities that raise corporate awareness of the organisation as a dynamic Community College. To improve the student ‘learning experience’. Through a customer-focused approach, to convey a genuine “we can help” experience by mixing, checking and interacting with our students/customers.

The corporate message that we wish to promote and build acknowledgement around is

utilising the motto of:

Albury Wodonga Community College

The corporate messages will be supported by the following key features, which make us noticeably different from the majority of our competitors:

- Regionally based, operating across both States,
- ‘Not for Profit’ organisation,
- Flexibility and responsiveness of a small provider,
- Decisions controlled by a locally elected community body.

Program/Service organisational expenditure for marketing activities has grown to 8%.

The Albury Wodonga Community College by our size and innovation, has established itself as a recognised leader and from our community feedback, it remains important that we continue to be a leader in the advocacy of more and better educational and community education and care service opportunities. Being a leader that advocates for improving community capacity and social access issues can, however, put the Albury Wodonga Community College at odds with current political thinking and priorities.

As a large Community College, there is also a responsibility to support other similar but smaller organisations. To this extent, we continue to commit ourselves to assist the immediate local ACE Provider network.

Long-term influence occurs most frequently by providing both sector leadership and ongoing communication. The Albury Wodonga Community College continues to benefit by adopting a planned and long-term strategy for linkage with Governments at a Commonwealth, State and local level.
GOAL 4   SOUND FINANCIAL MANAGEMENT

OBJECTIVE
To achieve sufficient revenue as a means of funding company initiatives, which support community needs.
To be financially sound for organisational sustainability.
To undertake management practices that achieves long term goals of cash reserves and property ownership.

The improvement of business systems and expanding employment in Corporate Services provides the strong foundation of accurate recording of Program/Service costings and centre-wide fixed and variable expenditures. As a consequence, organisational progress on all aspects of financial reporting is known and actionable, as necessary.

Directors review, as part of their Corporate Governance policies, quarterly financial performance indicators, against annual targets. Other Methods of measurement and monthly reporting of Programs/Services Profit and Loss, Balance Sheets and Forecasting, have been established by the Chief Executive Officer and Manager, Corporate Services.

The Albury Wodonga Community College has established benchmarking indicators with other Community College best practice organisations, for the purposes of self-improvement. The indicators include measures/ratios for liquidity, efficiency, profitability and financial structure and operational areas of delivery, staff turnover, capital investment, marketing and volunteer support.

The introduction of a student enrolment package based on a Learning Management System provides opportunities for on-line enrolments 24 hours per day, 7 days per week. The further inclusion of online banking options, EFTPOS for student course payment, and the development of SMS messages for student advice, are considered as standard customer practice. In 2014, the upgrade and replacement of our Learning Management System will occur, continuing to provide student, staff compliance, ease of use and regulatory assurance.

Since the major ‘Building for Learning’ improvements were completed in 2003, Directors have been mindful that the significant investment in the High Street property is in partnership with the Victorian State Government. The organisational aim to own the current buildings and land, would give future security of membership investment, opportunity of borrowings for further expansion and encouragement towards further expenditure on the existing buildings. There have already been formal discussions with the relevant Government department over the purchase of the High Street Property, which will continue.
GOAL 5  MANAGEMENT AND STAFF DEVELOPMENT

OBJECTIVE  To develop and build our human capital, by providing professional development, training, business opportunities and living our unifying values of Professional Respect, Human Fairness, Loyalty and Self Development.

The opportunity to increase individual training levels and experience is an important cornerstone to any organisation set on improvement, leadership and growth. Our organisation commits a minimum of 2.5% of total salaries, for training development. In addition, the use of professional development opportunities continues with staff exchange visits at regional/State meetings, sector forums and State or National conferences.

On the back of previous funds committed to improve organisational telecommunications and computer technology, further expenditure in coming years is foreshadowed, allowing staff greater flexibility in assisting their competing needs of work and home life. Acknowledgement of staff contribution in published reports, public forums and at individual appraisal meetings, continues. Recognising staff within each program/service team is encouraged, along with Director and Chief Executive Officer recognition, more formally, at company Annual General Meetings.

Succession planning is paramount for the Albury Wodonga Community College and in key positions, we ensure at least one internal replacement is available. Beginning in 2014 an additional senior management position – General Manager has been added to our leadership team.

GOAL 6  STUDENT/CUSTOMER SERVICE DEVELOPMENT

OBJECTIVE  To provide enjoyable and high quality educational experiences, which are responsive to student/customer/client needs, within an outcome orientated environment.

Student or customer service is paramount. The development of individual business plan objectives seeks where appropriate, student/customer feedback, staff self-improvement, developed customer response times for e-mails, voice messages and issuing of certificates. Outcomes of student/customer complaints are recorded and reviewed through the Quality Assurance policies and continuous improvement procedures implemented.

The improvement of a student enrolment package based on a Learning Management System provides the increasing opportunity to offer on-line enrolments 24 hours per day, 7 days per week.

Our web-site again changed during last year, providing increased student information services. The capacity for the web-site to provide further student services including greater course and tutor detail, on-selling of linked course information, and other information, continues to grow.
In 2013, the team provided a range of student services including course payments by direct debit, EFTPOS and web-enabled purchasing. The web-enabled course selections for students is one of the very first innovations of this type, in the Adult Community and Education sector of Victoria. Students are able to visit the Albury Wodonga Community College website at www.awcc.edu.au and select either classroom based courses in all accredited and non-accredited programs, update their previously saved student details, or add them in the case of new students, make secure payments and receive confirmation of their purchase, from the comfort of their own home or office. This service is provided at no cost to the student and is available 24 hrs/day, 7 days/week. We have seen a steady increase of students using this form of purchasing arrangements and believe that within another three years, 50% of all our enrolments may be taken this way.

In addition, students are able to enrol, purchase and commence immediately, over 150 on-line accredited and non-accredited courses. These range in duration from 1 hour, to a 12 month Certificate Level course. For longer courses, students also receive tutor support services and regular organisational contact.

During 2013, the Albury Wodonga Community College complied with numerous Federal, State (2) and local Government audits, acquittals, inspections and reviews, all of which we have successfully passed and further improved the method by which we maintain our in-house database, quality system.

As Corporate Services move into 2014, staffing support has increased for student data compliance, organisational cleaning and maintenance, business support and computer IT support.
We are alternative in a number of ways with low class sizes, high levels of social welfare student support, linkages within a community college education environment and a ‘Village’ of Learning, strong connections with community service agencies and groups, and teachers who are innovative in their approach to teaching and learning.

As usual, we try to offer our students a range of learning experiences outside the formal classroom and in our seventh year, such events included: Excursions to the USA, Work Experience/Volunteering in the Community, Debutante Ball, Graduation, opening of our Bakery for small scale public product sales and much more. While other schools provided similar opportunities, our students are actively involved in the organisation of these events, which makes for a more meaningful and fun experience!

During 2013, we were excited to have received a wider recognition with a number of political visits occurring. Our students and teaching staff on each occasion provide engaging and interesting ‘real-life’ stories to our visitors. Such visits play an ever-increasing platform that not only assists our success of alternative education but to others around the country, seeking to also deliver different programs that make education attainable for everyone.

The alternative school model for students in Years 11 and 12 which started in January 2006 has continued to be a resounding success with the establishment of our second Independent School in Albury, catering for years 9-12. Enrolments have continued to be strong, with over 150 students in Wodonga and Albury.
The program helps to improve a learners skills in writing, numeracy and literacy, with a coach as mentor/assessor. 2cool4school seeks to help each person believe more in themselves, and achieve their personal goals in work, education and life. It doesn’t matter whether they have left school, are unemployed, not at home or a teenage mum. 2cool4school aims to help through 6 themes of:

- **Taking Off** (Is about Self – about your goals, needs and wants)
- **Tapping In** (Looks at What’s out there? – about work choices, communication skills, your talents)
- **Touching Base** (Supports you – about relationships, parenting, social media, family)
- **Taking Care** (Is your Health and Wellbeing - about food, exercise, safety, housing, community)
- **In Control** (Starts the Transformation – about budgeting, small business, study options, work)
- **On Track** (Begins the journey for you – about community, environment, Australian social issues)

Going forward into and beyond 2014, the refinement of the alternative Albury Wodonga Community College ‘in school’ offerings will continue to develop and we expect the ‘out of school’ programs like 2cool4school to commence in other locations including Melbourne, Mildura and Shepparton.

The initial appeal and response from students to our first ‘out of school’ program has been so encouraging, that expectations have already been recast to a larger number of students beyond 2014, with an increased level of expectation of higher educational outcomes, than could ever have been originally anticipated.
All the staff and supporters involved are acknowledged for their co-operation in the Community Early-years Childcare, managed by Ms. Anne Bowler, Senior Childcare staff and the Administration team at Hovell Street.

During 2013, Community Early-years Childcare remained focused on the important education and care provision that we provide to over 450 children per week. Our cornerstone of our Service philosophy continues to ensure that children have plenty of fun and learning, through their play experiences.

Children’s Early-years Services wishes to acknowledge the support and flexibility of our Commonwealth Department, through the respective State Offices of government, as the funding support in 2013 has seen increased opportunity in our delivery style. In recent years, we have expanded our services into several new rural locations. We continue to enjoy a very open and cooperative relationship with Departmental Officers, for which we are grateful.

For the year 2013, the 45 plus staff of Community Early-years Childcare, have operated from 20 plus venues in NSW and Victoria for children aged 6 weeks to 5 years. All regulatory and compliance requirements for 7 local governments, 2 State governments and the Federal Government, have again been met.

Today, with new national frameworks for Quality Assurance and Regulations introduced, we with all other like services in Australia see changes to staffing ratios, higher level staff qualifications, service hours and access and increasingly, a shift away from childcare, to early-years learning.

These changes are embraced by Community Early-years Childcare, as we have for a long time advocated for such delivery expectations to families.
Our Business, Management and Quality Auditing courses are delivered via on-line learning, blended learning options and face to face classes. The flexibility of these offerings allows us to tailor packages to industries and individuals locally and meet the skill needs of the area. Students from all around Australia take part in our online delivery mode.

Our online Certificate III to Diploma level courses continue to grow and provide a steady flow of student enrolments. The number of students accessing and enquiring about courses is consistent, with the main areas of interest being Business and Quality Auditing courses.

During 2013 the Early Childhood Department (previously Children’s Services) developed new programs in Certificate III and Diploma in Early Childhood Education and Care to reflect the new national training package. This has been established and will commence delivery in 2014. Through proactive work, our College is key RTO in the North East of Victoria to deliver these new qualifications.

Targeted marketing and industry relationship building in the Children’s Services sector, has seen the training numbers grow and continue to capture market share. New ideas and the embracing of new technologies have greatly enhanced the delivery of this course to students.

A revamp of the AWCC website was also undertaken during 2013. This has seen a strong increase in traffic and enquiry for all College courses (both accredited and non-accredited.) The linking of media and advertising materials has boosted the College presence in the training market, throughout 2013.
The Vocational Education and Training program provides a range of accredited course options from Certificate II to Diploma level, including Cert IV in Training and Assessment, Aged Care, Children’s Services, Disabilities, Animal Studies and many more.

These courses, along with approximately 50 others, remain important fee-for-service programs for our organisation. Mixed with some government funding support for certain classes, we are now providing a large and increasing service to our local community.

The Vocational Education and Training program works with the requirements of small private and Government businesses, especially in the areas of welfare, business and community services. Most of our courses include practical workplace placements, with local employers being responsive to student learning needs. Consequently, we often find that these student placements often see students gaining either part-time or full-time employment, before the end of their course.

Throughout 2013, the Vocational Education and Training Program extended its student offerings, saw new tutors and coordinators commence and continued to be part of the Victorian State Governments Contestable Funding change.

This initiative reduces the cost to students, who meet the eligibility requirements, which then support their advancement through higher vocational qualifications.

We anticipate that this change now fully implemented, will over the coming years, see our vocational area expand and be better able to serve the needs of students with smaller classes and better resources.

We know that by 2015, New South Wales will have a similar policy in place known as Smart and Skilled, supporting students to gain or extend their vocational qualifications.
Our Community Support Services are a wide range of educational and employment programs that individually target smaller numbers of students or clients, for whom we typically receive Government funding, to assist in their personal outcomes.

Examples in 2013 included our general interest programs, Social Inclusion programs and our Affiliated Centres at Howlong and Rutherglen.

Other specialist training programs including English as a Second Language and the Tech Savvy Seniors Program, support specific and individual needs of students, within our regional area.

In 2013, the area of our migrant support programs remained strong and we are fortunate to have a large team of coordinators and tutors who work so well, with different people arriving in Albury Wodonga from up to 20 countries across the world. This student area is always interesting as each year we meet new students, hear their stories and enjoy how they become part of our community; they bring a host of opportunities to our ‘Village of Learning’ assimilation particularly with other programs within our Schools and Early-years Childcare.

Our combination of youth focused programs in Certificate of General Education (CGEA), Youth Pathways Program, VET in Schools and Adult VCE, all work in well with the two Albury Wodonga Community College Independent Schools, providing pathways for students between different educational qualifications and timeframes.

Finally, the 2013 ‘Active Ageing’ programs of Creative Learners and University of the 3rd Age remained integral to the lifelong learning philosophy of our organisation. The collective student base of these two programs is over 300 students.
**Vision Unity**
Unity of vision provides the power to move along our strategic pathway towards further growth and success. As Directors and staff we understand and support our focus, directions and goals and are committed to working together through our uniting values, towards our vision.

**Research**
Decisions must be made on the best possible information, achieved either through research carried out by our organisation or by accessing external data. Organisational achievement in innovation will be documented and published to improve our profile and reputation.

**Centres of Excellence**
Creating Centres of Excellence allows the focus of our resources to better target new or maintain existing markets, by continually developing a wide range of services that meet our customer’s needs.

**Delivery Systems**
Multiple delivery arrangements support community equity and accessible learning needs when offered to our customers at the right time, right place, right mode, broadening our revenue base and market share.

**Alliances**
The Company requires alliances and partnerships to access expertise, facilities and markets. Successful collaboration strengthens our reputation and awareness and builds endorsement from respected third parties.

**Branding**
Brand is the expression overtly and tacitly of what we stand for. We seek to ensure there is a strong alignment between what we are and are becoming and how we express ourselves to our stakeholders and community.

**Information Systems**
Strong and purpose built information systems enable us to efficiently understand, deliver and monitor our Company.

**Skills and Culture**
We need passionate and highly skilled Directors and staff, who will take the Company further towards the achievement of our strategic goals.
### Leadership
- Corporate Governance as Board practice
- Annual 4% growth target
- Celebrate company’s 40th year
- Major capital improvements completed

### Student Services
- Student facilities improved
- Student learner options growing
- NSW Smart and Skilled implemented
- Marketing changes introduced

### Staff
- HR Consultant support trialled (1 year)
- General Manager support role trialled (1-3 years)
- School EBA renewed
- Research continued and expanding

### Children’s Early-years Childcare
- Rationalise costs against diminished funding
- Consolidate key locations
- Commonwealth Govt dialogue recommenced

### Youth
- National curriculum/funding models commence
- Alternative schools supporting 150 students
- 2cool4school pilot expands across Victoria
- Research Lavington 3rd School option

### Adult Education
- Membership of national peak bodies
- Delivery within ‘contestable’ funding regimes
- Specialist student programs
- Higher Education area growing further

### Third Age
- Support to increase ‘active ageing’ funds
- Integration support to youth programs
- Partnerships with allied care organisations

### Strategic Plan 2014-2016

*From Directors and Senior Staff Contributions, the following are the key areas of delivery, over the next three years.*

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Student Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Constitution modernised</td>
<td>Mixed learner education options available</td>
</tr>
<tr>
<td>Targeted government liaison - National and State</td>
<td>SMS student advice, on selling preferred courses</td>
</tr>
<tr>
<td>Greater company equity in Wodonga properties</td>
<td>Scope of Registration, regularly reviewed</td>
</tr>
<tr>
<td>Red Carpet Award Sponsorship</td>
<td>30% students’ enrolments online</td>
</tr>
<tr>
<td>Senior Management Structure review</td>
<td>Strategic relationships and research in-place</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff</th>
<th>Children’s Early-years Childcare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased tender writing capabilities</td>
<td>Maintain service size</td>
</tr>
<tr>
<td>State and National staff recognition</td>
<td>Continue alternative funding options for parents</td>
</tr>
<tr>
<td>Ongoing support to local Neighbourhood Houses</td>
<td>Professional Development staff opportunities</td>
</tr>
<tr>
<td>Commitment to sector leadership roles</td>
<td>Expansion of sites as opportunities arise</td>
</tr>
<tr>
<td>Promotion and marketing initiatives expand</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Youth</th>
<th>Adult Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albury School lease reviewed</td>
<td>Accredited training expanding</td>
</tr>
<tr>
<td>2cool4school potential NSW expansion</td>
<td>New Arrivals targeted</td>
</tr>
<tr>
<td>3rd school campus site considered</td>
<td>Multiple relationships with community organisations</td>
</tr>
<tr>
<td>Recognised as an ‘expert’ school</td>
<td>General Program expansion</td>
</tr>
<tr>
<td>Special projects undertaken to support students</td>
<td>Online delivery options increased</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Third Age</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Continued company funding support</td>
<td></td>
</tr>
<tr>
<td>Increasing support to ageing population</td>
<td></td>
</tr>
<tr>
<td>Volunteering strong and ongoing</td>
<td></td>
</tr>
<tr>
<td>Possible new 3rd Age/Council joint facility</td>
<td></td>
</tr>
</tbody>
</table>
The Directors of the Albury Wodonga Community College have pleasure in presenting their report, together with the accounts for the year ended 31st December 2013 and the auditor’s report thereon.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position Held</th>
<th>Age</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rod Jones</td>
<td>Chairperson</td>
<td>73</td>
<td>Retired. Senior Development Manager with extensive experience in marketing and commercial banking. First appointed June 2006 and Chairperson since 2010.</td>
</tr>
<tr>
<td>Jan Wyatt-Brown</td>
<td>Director</td>
<td>65</td>
<td>Retired. Extensive experience as a School Principal, and in community and service organisations. First appointed March 2005.</td>
</tr>
<tr>
<td>Kevin Poulton</td>
<td>Deputy Chairperson</td>
<td>29</td>
<td>Radio Personality with wide knowledge of retail and event management. First appointed in 2011.</td>
</tr>
<tr>
<td>Sharon Muggivan</td>
<td>Director</td>
<td>51</td>
<td>Chief Executive Officer Aware Industries Limited with extensive background in business and community organisations First appointed 2013</td>
</tr>
<tr>
<td>Rodney Wangman</td>
<td>Company Secretary</td>
<td>53</td>
<td>Chief Executive Officer/Principal with experience in education, disability, engineering and local government sectors.</td>
</tr>
<tr>
<td>Margaret Crisp</td>
<td>Director Life Member</td>
<td>64</td>
<td>Past Chief Executive Officer of NELLEN, with background in education and small business sectors Resigned during 2013</td>
</tr>
<tr>
<td>Verity Williams</td>
<td>Director</td>
<td>35</td>
<td>Senior staff of legal firm Dick and Williams and former senior staffer to Commonwealth Minister Resigned during 2013</td>
</tr>
<tr>
<td>Jo Ward</td>
<td>Director</td>
<td>58</td>
<td>Manager of own business with background in education. Resigned during 2013</td>
</tr>
<tr>
<td>Mellisa Long</td>
<td>Director</td>
<td>34</td>
<td>Senior Manager with youth experience in local region. Resigned during 2013</td>
</tr>
</tbody>
</table>
Election of Directors
In accordance with the Company Regulations, all Directors retire from the Board of Directors and subject to the provision of the Regulations, are eligible for re-election each year.

Directors Indemnity Insurance
The Company has indemnified all Directors and certain executive officers, in respect of liabilities to other persons (other than the Company or related body corporates) that may arise from their position as Directors or executive officers of the Company. The Company has not indemnified its auditors.

Directors Meetings
The number of meetings attended by each Director of the Company during the year was:

<table>
<thead>
<tr>
<th>Directors</th>
<th>Meetings Attended</th>
<th>Held</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rodney Jones</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Kevin Poulton</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Jan Wyatt Brown</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Sharon Muggivan</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Margaret Crisp</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Rodney Wangman</td>
<td>9</td>
<td>11</td>
</tr>
<tr>
<td><strong>Company Secretary</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verity Williams</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Jo Ward</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Mellisa Long</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Principle Activity
The principle activity of the Company remained unchanged during the year, being that of Adult Community Education and associated community and education programs and support services.

Result
The profit from operating activities earned by the Company for the year ended 31 December, 2013 was $1,102,310 (comparison 2012 result = profit $318,229).

Review of Operations
A review of the Company for the year ended 31 December, 2013 and the results of operations, are set out in the accompanying Chairperson’s & CEO/Company Secretary Reports.

State of Affairs
In the opinion of Directors, there were no significant changes in the state of affairs of the economic entity that occurred during the year under review, not otherwise disclosed in this report, or the financial statements.
Events Subsequent to Balance Date
There has not arisen, in the interval between the end of
the financial year and the date of this report, any item,
transaction or event of a material and unusual nature,
likely, in the opinion of the Directors of the Company, to
affect significantly the operations of the Company, the
results of those operations, or the state of affairs of the
Company, in future financial years.

Likely Developments
There are no significant likely developments not
otherwise disclosed, in this report or the financial
statements.

Dividends
The Company is a company limited by guarantee and
therefore has not declared or paid any dividend during
the year, nor is it recommended that any dividend should
be declared or paid from the operating surplus/deficit
disclosed in the accounts.

Auditors Independent Declaration
A copy of the Auditors Independent Declaration is
required by Section 307C of the Corporations Act 2001,
is set included within this report.

Director Benefits
During the year ending 31 December 2013, only Director
Margaret Crisp received an Award Level salary payment
as part of a part-time employment role with our Albury
Independent School. No other Director of the Company
received or became entitled to receive any benefit by
reason of a contract made by the Company with the
Director, a firm of which the Director is a member, or any
entity in which a director has a substantial interest.

Signed in accordance with a resolution of the Directors.

Dated at Wodonga the 26th day of February, 2014.

Rodney Jones   Kevin Poulton
Director    Director

For a full copy of the Company Financial Report, please
contact the Albury Wodonga Community College on
02 6043 8200 or email reception@awcc.com.au
Albury Wodonga Community College
Roll Call February 2014

Company Directors
Rodney Jones
Kevin Poulton
Sharon Muggivan
Janette Wyatt-Brown
Alison Reed

Chief Executive Officer
Rodney Wangman

Corporate Services
Pauline Butler Manager / Accountant
Susan Harris Assistant Accountant
Kylie Streltschenko Administration Officer / General Programs Coordinator
Lisa Fouracre Administration Officer
Graham Taylor Maintenance
Sharon Futcher Maintenance

Albury Wodonga Community College Independent School
Anna Bownds Lead Teacher
Kylie Heafield Welfare Officer
Fiona Roden Welfare Officer
Robert Currie Baker
Tyler Browne Apprentice Baker
Peter Carr Apprentice Baker
Alex Kendall Teacher
Claire Cooper Teacher
Deborah Covill Teacher
Teresa Ellison Teacher

Cynthia Harker Teacher
Judy Murphy Teacher
Jodie Saunders Teacher
Amanda Stanton Teacher
Jade Tauber Teacher
Andrea Taylor Teacher
Margaret Crisp Administration Officer

Australian College of Higher Education
Anna Speedie Manager
Patricia Beddoe Coordinator
Maddison Turner Coordinator
Justine Franzoi Coordinator
Terri Jones Tutor
Amberlee McFarland Tutor
Nicole Summerfield Tutor
Wayne Fraser Tutor

Community Services
Heather Parkes Manager
Jodie Pilbeam Coordinator
Kim Hobbins English as a Second Language Coordinator
Alison Bourke Tutor
Sally Christian Tutor
Leanne Jenvey Tutor
Chris Tanner Tutor
Clare D’Arcy Tutor
Mary Grant ESL Tutor
Robert Wilson ESL Tutor
Albury Wodonga Community College
Roll Call February 2014

2Cool4School
Anna Bownds Lead Teacher
Karen Knight Manager
Diane Benson Lead Coach
Marita Shiels Statistics / Compliance Officer
Kassi Kelly Administration Officer
Hannah Dehlyia Coach
Valentino Fin Coach
Geordie Graham Coach
Natasha Hillier Coach
Gary Johnson Coach
Renea Kaitler Coach
Joseph Knight Coach
Derek Murray Coach
Katrina Wangman Coach
Sue Hamence Coach
Max Caruso Lead Coach Melbourne
Katrina Wangman Coach
Beryl Kuiper Support Staff
Suava Robbins Support Staff
Margaret Crisp Administration Officer

Community Early-years Childcare
Anne Bowler Manager
Jacqueline Wyatt Assistant Manager
Lisa Cannell Administration
Tiffany Cooper Administration
Alexandra Hobbins Administration
Julie Smyth Administration
Matthew Bowler Cleaning / Maintenance
Terrence Bowler Cleaning / Maintenance
Katherine Allen Cleaning / Maintenance
Sally Anderssen Cleaning / Maintenance
Marsha Ardern Cleaning / Maintenance
Amanda Armstrong Cleaning / Maintenance
Sarah Banaszczyk
Suzanne Barnes
Diana Baude
Samantha Burgess-Hillier
Angela Buxton
Amy Carey
Susan Collins
Tiffany Cooper
Madeleine Doran
Jodi Downey
Peter Enders
Georgina Fuge
Melissa Greenham-Peake
Toni Hall-Leeke
Ashleigh Harris
Kaitlin Hayes
Mary-Lynne Hayes
Renee Hunne
Kelly Hynes
Zoe Marquis
Jacinta McLean
Kelly Noordam
Abbey Robinson
Natasha Royal
Pauline Rudd
Tiarne Sainty
Melissa Smith
Tamara Smith
Madeleine Turner
Rebecca Walker