



20
22

ALBURY WODONGA COMMUNITY COLLEGE LTD.

Annual Report

*Albury Wodonga
Community College*



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Who We Are



The Albury Wodonga Community College Limited (the Company) has, since its establishment in 1974, created a proud history of 'public' community and educational achievements.

We currently employ over 500 staff across Victoria, New South Wales, Queensland, Western Australia, South Australia and Tasmania.

The Company has a head office location in Albury/Wodonga, plus we operate from another 40+ regional and metropolitan venues.

Where to find us

Head office

63 High Street, Wodonga Vic 3690

Contact us

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email: reception@awcc.edu.au

Connect with us

www.awcc.edu.au

Our achievements over 49 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.





Message from the Chairperson

2022 was another excellent year filled with great opportunities and few challenges.

Some of my personal highlights from our activity this year include:

- welcoming new Directors and Advisory Committee members to their company roles
- official openings of several new locations
- participation as Chairperson in successful registration and re-registration audits of our schools/campuses
- site visitations to our schools and colleges in:
 - Elizabeth, and Salisbury (South Australia)
 - Devonport, Launceston, Sorell, and Glenorchy (Tasmania)
 - Midland (Western Australia)
 - Logan (Queensland)
 - Fairfield, Sydney (NSW)

A significant challenge was the Commonwealth Government's announcement of funding cuts to independent schools. The proposed new funding model will significantly reduce our total funding over a four-year period. We will continue to advocate for our Indie School student needs and have offered to work with the Minister for Education in 2023 to better understand and efficiently support students in Special Assistance Schools.

As always, we must extend our gratitude to our Company members, supporters, students, and their families/carers for their constant and continued support.

Our success is also directly linked to the hard work of our team. On behalf of the Board of Directors, I wish to thank everyone who has contributed to the Company's efforts this year, specifically our staff and management team.

The Board of Directors welcomed Rod Winner (Qld) and Hamish Johnston (Western Australia), farewelling Rochelle Clegg and John Kumnick who completed their terms. Each Director brings a different set of skills and experience, with everyone contributing to the company's vital work. Thank you to each and every one of you.

I look forward to continued growth in 2023, and being part of an organisation that is committed to helping young people change their lives by providing an alternative education with a strengths-based approach.

Kevin Poulton
Chairperson





Message from the Chief Executive Officer

As I reflect on the past year, I am extremely proud of our staff; their determined attitude and support towards the students/learners we seek to assist in each of the educational programs we offer.

Meeting our educational 'at risk' students' senior secondary learning and training needs remains our company's highest priority. By increasingly expanding the 'strengths-based approach' delivery model, supports our ambition to work with students from difficult socio-economic backgrounds and with diverse individual needs. The alternative school responsive allows adaption to the needs of each individual, their family and/or carers, and the local communities in which we choose to operate.

We were pleased again to increase the reach of our Indie program, by delivering education and training to more than 1000+ students at census (August) and another 400+ since then to the end of 2022.

There are many wonderful achievements to celebrate over the last year, a few of the highlights include:

- Opening our first Queensland site at Logan,
- Successful seven-year re-registration with the Australian Skills Quality Authority (ASQA),
- Expanding our executive management team to 12 people including a fulltime company solicitor,
- First Year research pilot of a different six-week/term school calendar commenced,
- 'With Indie' companywide staff newsletter rolled out,
- Successful registration and re-registration audits completed for Indie School sites across multiple States,
- Improvements in organisational efficiencies from our 'back of office' projects,
- An all staff conference held in Cape Schanck in October.

I would also like to thank the Board of Directors who have continued to engage and fulfil their obligations across all areas of the organisation.

I am looking forward to the year ahead, the reflections and learnings from previous years, only strengthening our approach and preparedness to any challenges that come our way.

Finally, I am incredibly proud and inspired everyday by our students/learners, who often through adversity, work so hard to achieve their education, employment or life goals.

Rodney Wangman OAM
Chief Executive Officer





Our organisational mission



To respond to the learning needs of Australian communities in a positive manner, underpinned by strong corporate governance and financial management.



Pictured: Executive management team, Heads of Schools, and Regional Managers



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 Community College achieves with the local communities it is a part of, sector peak bodies, and governing funding agencies.

In a frequently changing environment, the Company seeks to remain flexible, responsive, and engaged.

We aim to support community needs, take opportunities when presented and are prepared to modify our organisational structure and delivery methods within a changing environment.

Strategic statements



Albury Wodonga Community College gratefully acknowledges the support of:

- Australian Government
- State Governments of:
 - Victoria
 - New South Wales
 - Queensland
 - Tasmania
 - South Australia
 - Western Australia
- Board Advisory Committee members
- Teaching and non-teaching staff
- Australian Skills and Quality Authority
- The Association of Independent Schools (Victoria, NSW, Queensland, Tasmania, South Australia and Western Australia)
- Victorian Registration and Qualifications Authority (VRQA)
- New South Wales Education Standards Authority (NESA)
- Office of Education Registrar (OER) Tasmania
- Education Standards Board (ESB) South Australia
- Department of Education Western Australia
- Non-State Schools Accreditation Board (Qld)
- Department of Industry (NSW)
- Adult Community and Further Education (ACFE) Board (Victoria)
- Crowe Australasia
- Global Origins
- Banking institutions, particularly the Commonwealth Bank
- Community Colleges Australia
- Professor Derek Colquhoun
- Professor Barry Golding
- Professor Susan Cullen

Our vision



To be a vibrant educational organisation at the forefront of meeting the changing needs of our community in flexible, innovative, and positive ways.

The principle result

The Company exists so that people can participate in education and learning, within the constraints of government funding regimes and affordable fee for service programs.

For whom?

People are:

- young adults supported in senior secondary schools, vocational training, and pathways towards employment programs,
- adults either expanding or extending their educational knowledge in prevocational and vocational training,
- retirees remaining active, and
- people in minority groups.

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 free or affordable fee for service, education, training, or community programs mean we:

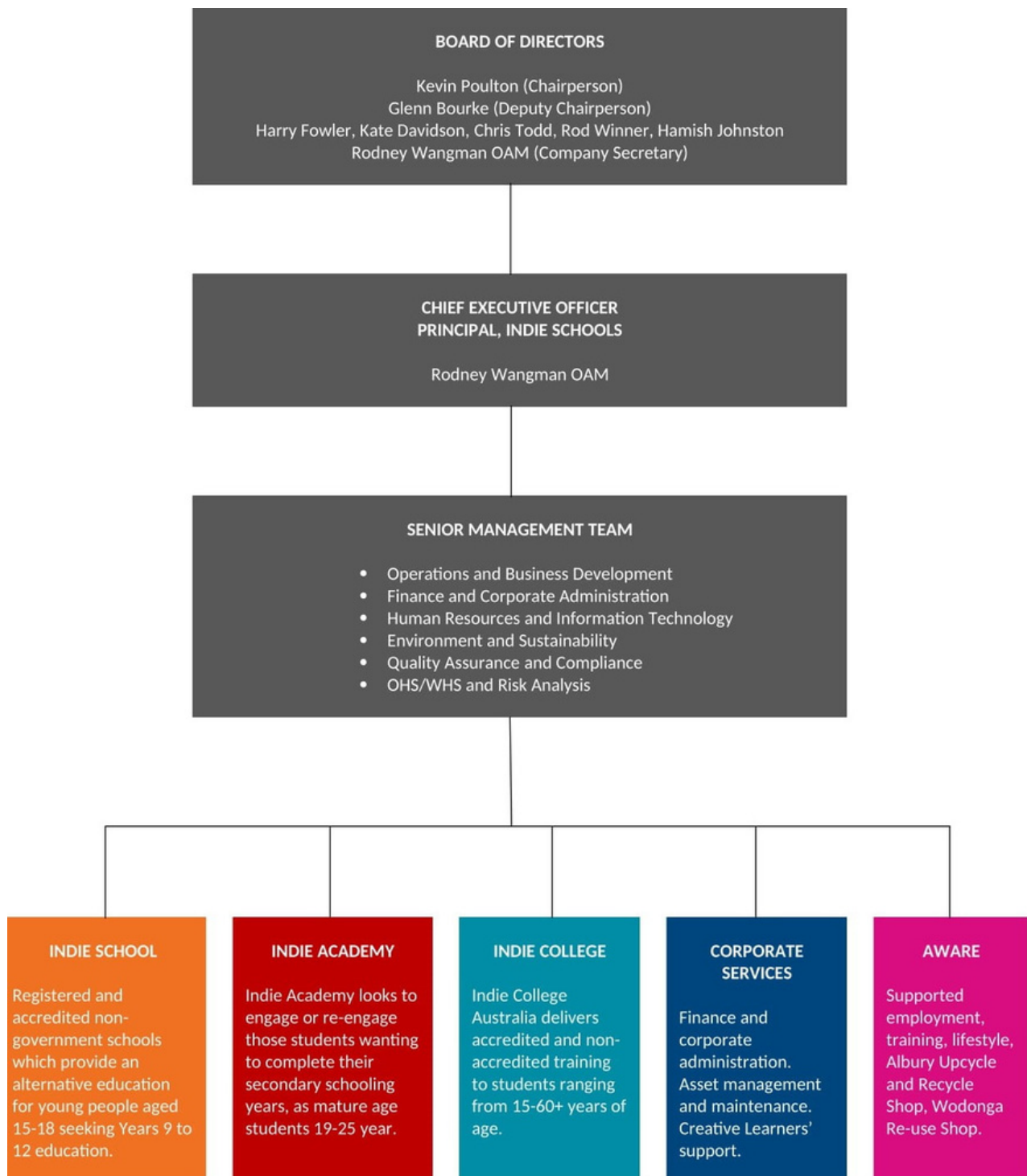
- will make efficient use of company resources,
- continuously improve programs, services and facilities, and
- invest in quality assurance.

Democratic Principles

All programs of the Community College, including Indie School, recognise, support, and promote the principles and practice of Australian democracy in our teaching approach, including a commitment to:

- the elected government,
- the rule of law,
- equal rights for all before the law,
- freedom of religion,
- freedom of speech and association, and
- the values of openness and tolerance.

Organisational structure



Board of Directors



Kevin Poulton – Chairperson

Appointed as a Director 2011

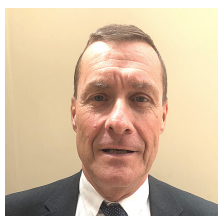
Kevin is a professional communicator with over 20 years experience in radio, television and digital broadcast and marketing. Outside of media Kevin has comprehensive experience and qualifications gained through people focused industries. He has proven himself in sales, hospitality and retail management, along with holding long term governance roles in early years, education, disability and local government.,



Glenn Bourke – Deputy Chairperson

Appointed as a Director 2018

Glenn has experience in business administration, HR management, business and project management. He is a Chartered Manager with the Australian Institute of Managers and Leaders, and a Graduate Member of the Australian Institute of Company Directors. Glenn has a Master of Business Administration through the Australian Institute of Management. Glenn has served in Defence around Australia and overseas.



Harry Fowler – Director

Appointed as a Director 2019

Harry is based in the UK and attends board meetings via Zoom room.

Harry is a qualified teacher, an education management consultant, and CEO for the Birmingham Association of Youth Clubs (BAYC). He was previously Head of Youth Services for Birmingham City Council.



Kate Davidson – Director

Appointed as a Director 2021

Kate has 35 years of executive and managerial capability at board, CEO, company secretary and executive support levels. These experiences have been gained in London, Los Angeles and Sydney working with companies and organisations that span the not for profit, as well as corporate sectors.

Kate was a member of the AWCC Audit Committee in 2020.



Chris Todd – Director

Appointed as a Director 2021

Chris has past experiences in secondary education teaching, operating an RTO and development/support to industry with quality and compliance, training packages and auditing. Chris has worked for the Education Department in developing the curriculum for Claremont College and helping create the Tasmanian Certificate of Education. Chris was on the Indie School Advisory Committee Tasmania in 2020.



Rod Winner – Director

Appointed as a Director 2022

Rod is a dedicated business professional and an agile collaborative leader who is highly skilled in stakeholder management and establishing processes to build high performing teams. Rod has 16 years experience in the media leading people and business success across multiple states including Tasmania, Victoria, South Australia, the ACT and Queensland.



Hamish Johnston – Director

Appointed as a Director 2022

Hamish has substantial corporate experience working in the Resources, Utilities and Defence Industry. In particular managing commercial risks, sourcing suppliers, developing proposals and preparing and negotiating contracts. He has high level contract negotiation and advocacy skills. Hamish has previously been on several sporting clubs committees and boards.

Company goals

GOAL 1:

Growing innovative educational opportunities

Objective:

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

Growth strategy:

The growth trend rate of Australia GDP, averages at 3.36+%, supporting our targeted expansion.

While we have achieved an annual growth rate of approximately 30% each year, for ten years, (range of growth rates has been -12% to 41%) with assets increasing by \$15.8 million, there have been years in which our income has decreased and our profitability has been as low as break-even.

We prevented the potential loss to our community of Aware Programs which assists people with a disability. Aware Programs provides NDIS supported employment, training and lifestyle activities.

Strategies:

- Growth trends support our targeted expansion over the period of 2023-2027.
- Expansion of Indie (School/College/Academy) responds to needs of educationally 'at risk' students.



Pictured left: Belvoir Common School, No 37, built in 1857. This building is still part of our headquarters in Wodonga, Victoria. Our educational spirit is 160+ years. Pictured right: The building today.

Company goals

School education: (the Indie Way)

The strategy of creating educational opportunities remains. Our growth has also occurred due to the success of our Indie Schools and Indie College 'strength-based approach' educational programs. Since 2022, we began to extend this to adult students (18+ years) through a senior school. Indie Academy has been established and will grow in the years ahead to provide equivalent to Year 11 & Year 12 State recognised (senior years Certificates) qualifications.

The Indie School uses Indie College, a trading arm of the Company, a registered training organisation (RTO 3732) and together they seek to maximise each Indie School student's success by:

- Providing student/parent/carer support with higher student-to-teaching staff ratios, small class sizes, the flexibility of learning options, and coursework aligned to accredited VET Units of Competency courses.
- Achieving 90%+ independent survey analysis of student support of the Indie School(s) approach and 85%+ student agreement that Indie School education helps lead them towards employment.
- Focus on improving literacy, numeracy, and language learning.
- Provide 'no cost' (no fees or course costs) entry to Indie School(s).
- Target 75%+ completion rates with recorded outcomes of:
 - year/course completion,
 - progression to higher levels of education,
 - return to former senior secondary school, and
 - the attainment of employment.
- Investing in external and independent research/reviews of our Indie School approach as ongoing continuous improvement.

Strategies:

- Expanding educational opportunities for civic benefit across Australia.
- Expansion of our 'Creative Team' of subject/coursework developers, student assistance call centre, and student tracking against longitudinal national/international research and Indie School.
- Work with international partners towards the 'strength-based approach' (SBA) school alternatives with networking links benefitting the Indie School.
- Indie College Scope of Registration reviewed annually.

Government 'employment' strategy:

'Employment Outcomes' are increasingly part of the education/senior school expectations at the State and Commonwealth levels.

Strategies:

- Employment outcomes increasingly linked to education and school expectations, which are advantageous to our Indie School students (young adults who look towards employment pathways).
- Student education coursework regularly modified to support student employment ambitions against national trends, workplace changes and career opportunities.

Company goals

Strategic partnerships strategy:

The Company has a history of community engagement leading to a range of key partnerships/relationships in an array of education areas. Partnerships, however, are only successful if they result in mutual benefit to the participating parties. They can build community capacity, maximise outcomes and grow the influence and size of our organisation.

Relationships which are less formal than partnerships have contributed to strengthening our community but with non-binding expectations. Relationships will continue and often be 'behind the scenes,' as our company assists other school education or training sector organisations to the betterment of the wider community.

Strategies:

- Explore education and business partnerships considered as appropriate in the achievement of school education or training outcomes, supported as necessary by agreements.
- Project initiatives for Indie School development include:
Youth hub and pre-accredited pathways, work experience opportunities, mentoring.

Peak bodies strategy:

The Company has many peak body affiliations, and while these collectively are a financial cost to our Company, each in its own way provides cost-efficient sector information, professional development opportunities, industrial relations advice, government policy input and advocacy.

While our Company has grown, the work undertaken on behalf of the 'collective' sectors of like organisations could not be achieved without peak body structures. Those peak bodies also rely on 'members' to contribute to National and State agendas, make use of training and professional development opportunities and to network via meetings and annual conferences.

We benefit from each of these aspects and peak bodies provide a readymade and rich resource to utilise.

Strategies:

- Support continues for National and State peak body membership.
- Utilise peak bodies to provide professional and interest advice, and collegiate support.

Goal 1: Growing educational and community opportunities

The methods by which this goal will be achieved are:

- Growth
- School/College/Academy Education
- Government 'Employment'
- Strategic Partnerships
- Peak Bodies

Company goals

GOAL 2: Assuring good quality

Quality improvement strategy:

Effort will be invested in strengthening our approach to achieving a desired level of quality across all areas of compliance expectations, including both regulatory and funding bodies. We have a range of compliance and student database management systems which have all been successfully audited (externally) over many years.

Strategies:

- Executive review undertaken at monthly management meetings.
- Use of external auditors to test compliance against government contractual agreements.
- Continued growth of the Internal Audit team with views to growing to a team of four people.
- Organisational audit schedule followed.
- Modify and report ongoing annual internal audits.
- Modify quality manuals and promote a continuous improvement culture.

Organisational productivity strategy:

Productivity improvements help drive efficient and effective outcomes. Previous Board of Director's agreement has supported the cost-benefit of 'back of office' system improvements (capitalised) which seek to:

- Automate operational matters,
- Digitise operational documents to minimise human error,
- Increase data control, reporting capacity and operational productivity,
- Increase evidentiary material for external audits and third party reviews,
- Outsource independent research, PBI staff benefit scheme and vehicle fleet management.

Strategies:

Organisational productivity focus includes:

- Further development and reporting improvements of statistical data collection of student information and error flagging against funding contract(s) conditions,
- Student/Parent surveys automated and responses encouraged online,
- Collecting and solving student evidence towards improved efficiencies.

Goal 2: Assuring good quality

The methods by which this goal will be achieved are:

- Quality improvement
- Organisational productivity

Company goals

GOAL 3: Sound financial management

Objectives:

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

Financial reporting strategy:

Our history of business systems and full-time employment of accounting staff has created a strong foundation of accurate recording of program/service costings of 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 are monthly reporting of program/service profit and loss, balance sheet, and forecasting as established by the Executive Manager Finance.

The net profit target is seen as appropriate in achieving a suitable scale level of cash reserves (and supported by bank overdraft facilities) and company equity.

Strategies:

- Cash budget/actual financial data reported monthly.
- Five (5) year rolling financial reporting and historical data included in financial reports for Director reference.
- Financial performance indicators as monthly dashboards reported against each key division and benchmark targets.
- Evolving reporting systems for a range of divisional student targets, back of office efficiencies.
- Regular Corporate Services off-site visitations scheduled each year.

Company goals

Property partnership strategy:

Since 2012, our company has been expanding and taking up leased sites (now numbering nearly 50) around Australia. Leases are set up by providing a Bank (rather than personal) Guarantee. Bank Guarantees are tied to an asset e.g. existing company owned property and/or buildings and term deposits. With our expansion to date and planned in the future, our company is nearing our 'asset guarantee' limit.

Strategy:

- The Chief Executive Officer to negotiate the regular acquisition of the buildings and properties that allow lease take-ups as planned. The acquisitions should reflect our company spread therefore our portfolio of property should be across Australia.

Headquarter property ownership strategy:

An organisational aim since 2003 has been to own the High Street (Wodonga, Victoria) buildings and land, giving future security of membership investment, opportunity of borrowings for expansion, and encouragement towards further expenditure on existing buildings.

Strategy:

- The Chief Executive Officer to continue negotiations towards the long-term acquisition of the High Street buildings and property. (Minister confirmed our site lease remains until at least 2046).

Cash reserves strategy:

Directors have an objective to maintain our level of cash reserves at 10% of total annual income.

Strategy:

- The cash reserves to be held at 10% of total annual income.

Bank overdraft strategy:

Directors recognise that the timing and 'lump' sum payments of our Indie Schools can mean 'low points' of company cash levels occur for very short periods in July or October each year. This also occurs when the Indie Schools expand into new locations and funds for 'new' schools are received on or after October in the year of commencement. A target of 5% of total turnover has been set as a guide to the size of a bank overdraft for these purposes.

Strategy:

A bank overdraft be available at 5% of total annual income.

Goal 3: Sound financial management

The methods by which this goal will be achieved are:

- Financial reporting
- Headquarter property ownership
- Reserves
- Bank overdraft

Company goals

GOAL 4:

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.

Governance strategy:

The Directors of the Company have the role of providing strong and dynamic leadership through a diversity of interests/experiences. They are elected annually by the company membership and are representative of the wider community. 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 opportunity or concern. 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 undertake the necessary legal and fiduciary responsibilities of our formal Company Limited by Guarantee.

Directors meet monthly and are pivotal to the achievement of our organisational strategic directions.

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

The Board's own practices under a Corporate Governance style is supported by training programs, information materials, and opportunities for participation in education and community sector leadership conferences/forums.

Strategies:

- Continue Corporate Governance as Director practice.
- Update company constitution as necessary.
- Support Board Indie School (State) Advisory Committees that provide focus and expertise to aspects of Indie School educational delivery.
- Support a Board Audit Advisory Committee.
- Provide Director opportunities to participate in sector leadership conferences.
- Implementation of the 2023–2027 Strategic Plan.
- Continue to advocate community needs as required.
- A Skills Matrix to be maintained of Directors and Advisory Committee members.

Company goals

Company membership strategy:

The membership are the legal owners of the Company and they are the body who ultimately provide affirmation to Directors about Company directions. Without a diverse membership, the opportunity for opinions and feedback is limited. The membership has transitioned to a purposeful smaller number of members but with a greater understanding of the Company, frequency of connection to the Company and appreciation of the national education delivery we provide.

Membership benefits include Company updates, website information, invitation to the Annual General Meeting and other special occasions. These aspects aim to achieve a closer sense of belonging to the Company for Company members.

Strategies:

- Membership is smaller but purposeful and remains stable over next five years.
- Board liaison with membership to be undertaken.

Board membership strategy:

Opportunities exist to encourage the election of new Directors to the Company Board. The size of the Company membership increases the capacity of the Company to invite/elect good candidates to lead the organisation. Directors have successfully managed the succession of Directorships and with the use of additional expert advisors; the future of the Company is stable.

Director evaluation takes place under the Corporate Governance model and Directors continue to review as necessary the Company Constitution and Governance Policies appropriate to the size of the Company and the Board, given regard to changing levels of community involvement for such not-for-profit Boards.

Strategies:

- Encourage Company Members to join the Board utilising Zoom Room technology to widen our Director base across Australia/Internationally.
- Ongoing Board evaluation and regeneration.
- Use specialist advisors (legal, financial, industrial relations, research) familiar and experienced with the Company.
- Provide Director training in identified areas.
- Company Constitution, Board Corporate Policies reviewed annually.

Company goals

Corporate citizenship strategy:

Our Company has always been seen as a good community-based organisation and business-like in our delivery methods. Importantly, we will not lose sight of what society currently sees as vital for all medium-sized companies like us. Individual examples include corporate responsiveness to energy renewal, social inclusion and our community contribution in support of worthy causes.

The Company commits ourselves to identified roles we can play either with in-kind support or financially with sponsorship, to achieve positive Company and local social outcomes within the life of this strategic plan. Our Company has committed to be the major sponsor of events like the Community Youth Awards.

Strategies:

- Contribute to national social inclusion issues.
- Sponsor or participate in local causes, for example, Community Youth Awards and a range of other sponsorship opportunities.

Five year development plan strategy:

The Company will have with this rolling five (5) year strategic plan, more detailed five (5) year Development Plans with reviews to also occur annually.

Annually instigate a consultative process with staff to provide feedback to assist, address or at least, to advocate for improvements. This will continue into the future annually and be reported at Development Plan level.

Other mechanisms (like Advisory Committees) also input into such five (5) year budget plans, and projections.

Goal 4: Leadership through corporate governance

The methods by which this goal will be achieved are:

- Governance
- Company membership
- Board membership
- Corporate citizenship
- Five (5) year strategic and development plans

Company goals

GOAL 5: Improving marketing and branding

Objective:

To have a clear and consistent corporate image of the Company and its sub-brands.

Corporate promotion strategy:

Our promotion of the corporate company message is as a 'Community College'. This term has best been understood by the public and government to 'grasp' the sense of who we are.

The corporate messages (internally) will continue the key features which make us noticeably different from the majority of our competitors:

- Both metropolitan and regionally based, operating nationally;
- 'Not-for-profit' organisation;
- Flexible and responsive; and
- Decisions controlled by an elected community body.

And from an external point of view, our students/parents/government customers of our:

- Indie Schools
- Indie Colleges
- Indie Academy
- Aware should see us as:
 - Welcoming;
 - A place of learning;
 - Taking pride in what we do; and
 - Being purposeful in our communities.

Strategies:

- Consistency in promotion of the 'Community College' as a corporate brand and differentiation and greater promotion for our sub-brands (Indie School, Indie College, Indie Academy and Aware) in national/local situations.
- To have promotional activities that raise awareness that our organisation is dynamic and student/customer-focused conveying a genuine 'we can help' experience to our students and their families.
- Company style guide.

For our students/parents, it is important that we understand what is the purchasing 'benefit' (e.g. educational achievement, employment aspirations), and 'features' (e.g. year level/VET course, welfare support, location, delivery method, time requirements) of our offerings.

Company goals

Organisational communications strategy:

Staff internal communication of organisation activities interests everyone. Improving communication strategies and content improves our staff's understanding to confidently advocate our organisation.

Strategies:

- A quarterly newsletter to all staff,
- Improving connectedness of the wider organisation,
- Staff confident to promote our programs/services to students/parents and the community.

Sector leadership strategy:

The Company, by our size and innovation, has established ourselves as a leader in education alternatives.

At a community level, the Company (Indie School, Indie College, Indie Academy, Aware) would be viewed as a major national employer, community educational deliverer and for students, a place that is typified as 'Villages of Learning'.

Senior organisational staff will be encouraged to participate in State and National level committees and conferences, for example, sector peak bodies and other strategic community areas. Others will be encouraged to attend more localised community events such as school networks, Chamber of Commerce, and employment/training provider events.

Strategies:

- Commitment to leadership and advocacy roles.
- Representation of community educational needs at regional, state and national levels.
- Planned and targeted long-term Government liaison.



Company goals

Research strategy:

Research can be a key driver to expand our opportunities and improve our performance.

The basis of good decision making is predicated on the soundness of good data, leading to expansion or new opportunities, and improvements for our many programs and services.

While at times it can seem that every idea is good, we take care to stay in a narrow and focused range of interest areas.

We have achieved connections to international and national researchers in projects like Indie Secondary School course delivery, Let's Go, and Eat Well, Do Well. This has provided benefits to students, their families and in building our reputation.

Strategies:

- Our own research in key program areas of Indie School, College and Academy will continue.
- National and international connections will be sought and fostered.
- Connections will be used internally and for influence externally in favour of our organisation.

Goal 5: Improving marketing and branding

The methods by which this goal will be achieved are:

- Corporate promotion
- Organisational communications
- Sector leadership
- Research



Company goals

GOAL 6: Developing our people

Objective:

To improve our ability to attract, develop and retain the best staff in an environment where they can learn and succeed.

Organisational development strategy:

The strategy is a critical enabler for delivering on our Strategic Plan. It is through our people that we will deliver on our objectives.

We have long understood the value our people make towards our achievements, and we know that our people are the key to our ongoing success.

When recruiting talent, we are operating in an increasingly competitive environment.

Strategies:

- Leverage the talents and ambitions of our people to realise our strategic ambitions.
- Support our people to thrive, manage and lead.
- Celebrate achievement individually and collectively.

Attracting and retaining the best staff strategy:

Build our reputation as providing an inspirational work environment which positively supports staff. We will review current recruitment processes and build internal capability to ensure we are recruiting the best people.

Strategies:

- Enhance our recruitment process for candidates.
- Provide yearly service and recognition awards.
- Develop ideas for professional development.
- Issue annual benefit statements to staff.

Supporting professional growth strategy:

The development of staff across all areas of the organisation is a key priority requiring action at both a corporate-wide and personal level.

Strategies:

- Refine and strengthen a professional development program for staff to support excellence and career development.
- Develop and establish staff leadership capability, equipping our leaders with specific skills, tools and behaviours they need to confidently lead others and drive the performance of their team and organisation.
- Planning with a mind for internal promotions as a career pathway for staff.
- Establish public speaking and media training for senior staff.

Company goals

Defining and lifting performance strategy:

The achievements of the organisation show that our people are capable of outstanding results. We must continue to invest in people and processes that drive and deliver excellent performance across all areas.

Strategies:

- We continue towards a 'management by objectives' approach that aims to improve the performance of an organisation by clearly defining objectives that are agreed to by both senior management and staff. By having a say in goal setting and action plans encourages participation and commitment among staff, as well as aligning objectives across the organisation.
- Leadership and Management programs.

Succession management strategy:

Succession planning is paramount for our organisation in two distinct areas: Operations and Leadership.

We have identified key positions within our staff structures where we ensure at least one internal replacement is trained to fill any sudden staff departure.

Strategies:

- Succession planning implemented.
- Management structure changes implemented with organisational growth.

Goal 6: Developing our people

The methods by which this goal will be achieved are:

- Organisational development
- Attracting and retaining the best staff
- Supporting professional growth
- Defining and lifting performance
- Succession management



Company goals

CONCLUSION

The summary of what we have learnt over the past 48 years, researched and heard from our community, staff, students and parents tells us that:

- Change is inevitable,
- Government funding is finite,
- Larger organisations enjoy greater certainty and influence,
- Having goals means achievement,
- A diversity of educational programs and services is what our communities request,
- Our strength comes from our staff teams, as buildings alone can do nothing, and
- We have potential and willingness to do more.

In pointing the way for the Community College to achieve the five (5) year vision and goals identified previously, this Strategic Plan represents the convergence of our vision and aspirations, and the imperative to push the boundaries of creativity and innovation



*Indie Conference 2022
Team building and professional development*

Indie School report



The alternative 'strength-based approach' model for students who experience barriers to education, including: physical, depression, anxiety, trauma, bullying and suicidal ideation.

<https://indieschool.edu.au/>

Indie Schools are registered in:

- NSW: Albury, Wagga Wagga, Wagga Wagga Senior, and Fairfield (Sydney)
- Queensland: Logan
- South Australia: Elizabeth, and Salisbury
- Tasmania: Glenorchy, Devonport, Burnie, and Sorell
- Victoria: Wodonga, Bacchus Marsh, Mildura, Ringwood, and Shepparton
- Western Australia: Midland

Indie School pathway options have been contextualised within the wider mission of the Albury Wodonga Community College; which assists students 'educationally at risk'.

All Indie Schools are classified by the Australian Department of Education as 'Special Assistance' schools (social and emotional) and cater to youth 'not in employment, education or training' (NEET). In Western Australia, we are registered as a Curriculum and Re-engagement School (CaRE School).

Our student cohort is characterised as having large educational gaps and scores in the lowest bands (NAPLAN) in terms of educational achievement. A large percentage of the student base come from families who are long-term beneficiaries of government support and many are from single parent families. Indie Schools provide a safe, supportive and meaningful environment for our students to make progress not just academically but socially as well.

Strategies to improve attendance and retention through individual assessments, the development of individual learning plans; educational pathways are key to achieving better long term employment outcomes for our students. Our staff are provided with up-to-date training utilising the best of research-backed data, i.e. John Hattie's 'Visible learning' and the Berry Street Educational Model (BSEM).

In late 2022, Indie Schools began creating student learning opportunities through Canvas. Canvas is an online student learning system (LMS) which will allow us to create hybrid learning environments, for our students across the country. Canvas will be our main resource for students within the Indie Academy pathway.

Canvas and Indie Academy could lead to further opportunities, such as distance education in the future, for those most vulnerable and at educational risk.

Indie School Logan passed our first re-registration audit in late 2022, with ease and documented positive commentary; in an environment where all Non-Government schools had been experiencing difficulty in meeting the State's registration standards.

Indie Academy report



Indie Academy is for 19–25 year olds who want to complete their senior schooling education. Indie Academy aims to re-engage young adults with education, opening up pathways to further training or employment.

<https://indieschool.edu.au/academy/>

In 2022, Indie Academy was established; aiming to engage or re-engage adult students wanting to complete their secondary school years, as mature age students (19–25 years).

The concept of Indie Academy is to provide senior schooling certificates through school-based subjects, vocational education training in school (VETiS), and accredited training within employment roles these students undertake.

Yearly, students aged 19 years and older make contact with our programs looking to re-enrol to obtain a senior schooling certificate. Quite often these students disengaged early from school due to family violence, trauma, drug addiction, teenage pregnancy, diagnosed/imputed disability, poverty, and bullying.

As part of the initial set up, a number of options were explored that would not only benefit Indie Academy but the wider Indie programs, in time. As a result, and with Director approval, agreements were purchased with:

- Canvas, a learning management system (LMS) with single sign on capacity (SSO). Canvas is the market leading LMS that allows us to create hybrid learning pathways (onsite and externally), for our Academy learners.
- Cidilabs, a SSO that is plugged into Canvas, allows us to create course content according to an approved theme that we have chosen. This is due to consistency for the learner, avoiding extraneous cognitive load overload or overwhelming the learner with how the work is presented to them.
- Edval, a timetabling SSO that can be plugged into Sentral, our student management system (SMS) i.e., attendance, enabling us to have a higher capacity to report attendance data for State and Federal Government requirements.

In 2022, time was also spent on creating professional learning content for staff within Canvas, for two purposes:

- allowing Academy staff to become acquainted with using Canvas as a development tool, and
- to create a common language regarding school practice, around school pedagogy.

During November and December 2022, the Indie Academy Head of School travelled around the six States, working with and upskilling State champions (Indie teachers), in establishing State based curriculum, plus to develop local experts within each State to provide supports to all staff to commence in 2023.

Indie College report



Indie College supports young people and adults to re-engage with education and training.

Our programs empower learners to overcome personal barriers that have led to their disengagement from education.

Indie College is a not-for-profit Registered Training Organisation (RTO) providing alternative, accredited courses at locations around Australia.

<https://indiecollege.edu.au/>

In August 2012, we commenced an alternative school program to provide different options for any secondary school age student (Learners) either 'in or out of school'. This educational delivery arm remains a necessary part of our Community College that is responsive to providing support for vulnerable and educationally 'at risk' Learners.

Programs delivered are an introduction point in providing them a positive experience to connect them 'back' into education and or further training or employment. Generally, the Learners we engage require additional educational support and often face challenging, family, employment and community circumstances which are frequently intergenerational issues. We provide our programs either free or at a minimal fee due to their marginal income levels.

During 2022:

- Improved existing facilities and resources,
- Continued expansion of teams with more Trainer/Assessors, Administration, Human Resources and IT,
- Improvement of back of office systems to drive efficiencies, including Rapid Global incident reporting and the HR recruitment system ELMO,
- Achievement of ASQA re-registration,
- Addition of a third Executive Business Manager position.

Quality and compliance remained a focus in 2022. Staff undertook and met professional development requirements across industry, vocational, training and learning. Teams also played a vital role in continuously improving our coursework by participating in validation and moderation throughout the year.

2023 strategies for Indie College include:

- Growth of student numbers across various programs,
- Achievement of a new professional development program,
- Enhancement of current back of office systems to drive efficiencies,
- Continued redevelopment of coursework,
- Improve attendance and reporting.

Indie College looks forward to 2023 and continuing to provide a supportive and proactive educational approach for our Learners.

Aware report



Aware provides adults with a disability opportunities for supported employment and participation in education and training programs and lifestyle activities through an agreed individual development plan.

Aware is an approved NDIS Provider in Albury (NSW) and Wodonga (Vic).

<https://awcc.edu.au/aware//>

Supported Employment opportunities for 2022 included:

- Food Services – Based at head office, Wodonga
Operation of a small service providing meals for Indie School students
- Kane Road Wodonga
 - Secure record archiving and document destruction
 - Vehicle detailing
 - Mail packing and distribution
 - Storage and distribution
 - Engineering production
 - Furniture – recycled pallet furniture (forms part of the Albury Recycle Centre)
- Albury Recycle Centre retail shop (ARC)
Local Government (Albury City NSW) 5 year contract with 3 years remaining
- Wodonga Re-Use Shop (WRS)
Local Government (City of Wodonga) 5 year contract with 1 year remaining
- Other: Cleaning – based in Albury/Wodonga

Our Training and Lifestyle NDIS funded programs continued to grow throughout the year.

Key training and lifestyle activities include:

- Literacy and numeracy skills
- Arts, textiles and scrapbooking
- Life skills – cooking, budgeting, gardening etc.
- Walking groups
- Community bus trips (Community Access)

2023 will see ongoing focus on training and lifestyle alternatives as we excel in our service provision to provide support to over one hundred (100+) adults with a disability.

It is through these growing training and lifestyle programs we feel confident that Aware will continue to be of benefit to many people with a disability, their families and the wider community.



Company Directors' report



The Directors of the Albury Wodonga Community College Limited ('the Company') have pleasure in presenting their report, together with the accounts for the year ended December 31, 2022 and the auditor's report thereon.

The Directors of the Company at any time during the year were:

Name	Position held	Age	Experience
Kevin Poulton	Chairperson	38	Experience in Radio/Sales with wide knowledge of retail and event management. Councillor for City of Wodonga. First appointed in 2011 and Chairperson in 2015.
Glenn Bourke	Deputy Chairperson	46	Business administration. First appointed in 2018.
Rochelle Clegg	Director	37	Senior business analyst. First appointed in 2018. Resigned in 2022.
John Kumnick	Director	78	Previously a consultant to industry, education, and government departments. First appointed in 2019. Resigned in 2022.
Harry Fowler	Director	66	Qualified teacher, and education management consultant. First appointed in 2019.
Kate Davidson	Director	61	Executive and managerial experience at board, CEO, company secretary and executive support levels. First appointed in 2021.
Chris Todd	Director	74	Past experiences in secondary education including teaching, operating an RTO. First appointed in 2021.
Rodney Winner	Director	49	16 years in Media. First appointed in 2022.
Hamish Johnston	Director	49	Corporate experience working in the resources, utilities, and defence industry. First appointed in 2022.
Rodney Wangman	Company Secretary	62	Chief Executive Officer/Principal with experience in education, disability, engineering, and local government sectors.

Company Directors' report



Election of Directors

In accordance with the Company Regulations, approximately half of the Directors retire each year from the Board of Directors and subject to the provision of the Regulations, are eligible for re-election.

As of 30 March 2022, Directors were elected for a period of two (2) years with either four (4) or five (5) Directors being re-elected each year. At 30 March 2022, the following Director terms have been agreed:

Kevin Poulton	NSW	two (2) year term	due for re-election March 2024
Glenn Bourke	Vic	one (1) year term	due for re-election March 2023
Rod Winner	Qld	two (2) year term	due for re-election March 2024
Kate Davidson	NSW	one (1) year term	due for re-election March 2023
Chris Todd	Tas	one (1) year term	due for re-election March 2023
Harry Fowler	**	two (2) year term	due for re-election March 2024
Hamish Johnston	WA	two (2) year term	due for re-election March 2024

** International

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.

Members Guarantee

The Company is limited by guarantee. The guarantee of members in the event of winding up the Company is \$50 for each member. At 31 December 2022 membership of the Company comprised 24 members (2021: 22 members).

Directors Meetings

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

	Meetings Attended	Held **
Kevin Poulton	9	10
Rochelle Clegg	2	2
Glenn Bourke	7	10
John Kumnick	2	2
Harry Fowler	10	10
Kate Davidson	10	10
Chris Todd	10	10
Rod Winner	6	7
Hamish Johnston	3	3
Maggie Dowling	0	Resigned April 2022
Rodney Wangman (Company Secretary)	9	10

** Number of meetings held whilst in office

Company Directors' report



Principal Activity

The principal activity of the Company is the operation of Independent Schools (15-18 year old students), Registered Training Organisation, Adult Community Education and adult disability support training, all of which are associated community and/or education programs.

Result

The surplus from operating activities earned by the Company for the year ended 31 December 2022, was \$1,827,215 (2021: \$4,027,344).

Review of Operations

A review of the Company for the year ended 31 December 2022 and the results of operations are set out in the accompanying Chairperson's and CEO/Company Secretary reports.

Short term objectives of the Company

The Company has identified the following short-term objectives for 2023:

- Implementation of Indie Academy (18+ yrs students wishing to complete their Year 12 equivalent).
- Expansion of Indie School and Indie College in Geelong and Greensborough Victoria, Launceston and Kingston Tasmania, Townsville and Ipswich Queensland, Port Adelaide South Australia, and Mirrabooka Western Australia.
- Indie School student increase towards 2200 students.
- Aware employment, training and lifestyle activities continue (Albury Wodonga based).
- Building and facility improvements across 50+ locations in six (6) States.
- Second year of Enterprise Agreement (2022-2025), Elmo HR/On-boarding, Edval/Canves and One-drive database systems.

Long term objectives of the Company

The Company has identified the following long-term five (5) year objectives:

- Implementation of 2023 – 2027 five-year Company Strategic Plan.
- Business growth, staff expansion and development, back of office system development and outsourcing of specialist administration and education related services.
- Further expansion at new locations in Tasmania, New South Wales, Victoria, South Australia, Western Australia, and Queensland.

State of Affairs

In the opinion of the 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.

Company Directors' report



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 significantly affect 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. As a not-for-profit entity limited by guarantee it is prevented from paying a dividend.

Auditors Independence Declaration

A copy of the Auditors Independence Declaration as required by the Australian Charities and Not-for-profits Commission Act 2012, is set out on page 5 within this report.

Director Benefits

For the year ended 31 December 2022, no 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 22nd day of February 2023.

Kevin Poulton
Chairperson

Glenn Bourke
Deputy Chairperson